



भारतीय प्रबंध संस्थान अहमदाबाद
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

FPM | Fellow Programme in Management
Doctoral Programme 2013

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Message



Ashish Nanda
Director

IIM Ahmedabad is India's premier management school, world renowned for its excellence in management research and education. FPM is one of the core programmes at IIMA. It contributes to the institute's mission by pursuing cutting edge research in management.

FPM prepares qualified and capable scholars who will shape management thought in academic institutions and management organizations. We recruit highly motivated individuals with outstanding academic backgrounds to the FPM programme. The doctoral programme provides participants exposure to a broad variety of research interests and faculty deeply engaged with industry and policy. Students develop a strong theoretical foundation through coursework in particular areas and receive training in research methods. At the dissertation stage, the opportunity to engage actively and deeply with management practitioners and policymakers encourages students to conduct interdisciplinary research and provides them the flexibility to use the appropriate research method for their research questions.

The mix of breadth of coverage, proximity to practice, and flexibility in methodology enables doctoral students to undertake meaningful research on complex and relevant topics. Supporting the academic research is cutting edge infrastructure, including the best management library in India and state of the art access to online resources for research.

The doctoral programme enrolled its first student in 1971 and graduated its first student in 1974. Since then, 295 doctoral students have been conferred with the title "Fellow of the Indian Institute of Management Ahmedabad." They have gone on to contribute significantly to management academics.

We invite you to consider our doctoral programme and would be happy to discuss your academic interests if you have the inclination and commitment to undertake rigorous training, conduct research relevant to management thought and practice, and subsequently pursue an academic career with focus on research.

Message



Neharika Vohra
Chairperson, FPM

IIM Ahmedabad needs no introduction to those situated in business and governance in the country. There are various ways in which IIMA contributes to the business and governance ethos of the world. The FPM program at IIMA provides an opportunity to study complex issues that face organizations today.

The primary objective of this programme is to prepare academic leaders for the future who will shape management thought in academic institutions and organizations and Institutions. Towards this end, we seek highly motivated individuals with outstanding academic backgrounds, to apply to the FPM programme. Scholars from all disciplines and all ages, and related are invited to apply.

The Fellow Programme in Management (FPM) is one of the core elements in the ongoing research effort at the Institute. The variety of research interests, exposure and involvement of faculty with industry and government of the faculty at IIMA provides opportunities to participants in the doctoral programme to pursue their research interests. With faculty involvement, students develop theoretical foundation through coursework in a given area, receive training in a variety of research methods, and work on their dissertation to make a scholarly contribution. The program provides opportunities to do interdisciplinary research and also encourages the use of the most appropriate research method.

The academic infrastructure at the Institute enables a doctoral participant to undertake interesting, meaningful, and complex research topics. The Institute has one of the best libraries and has invested heavily in online resources for researchers.

As of date 295 FPM's have graduated to become Directors of IIMs, faculty at management Institutes around the world, senior consulting positions etc. Come join this growing fraternity of people who have gone ahead to make progress in their dream careers.

About IIMA



IIMA offers several programmes for the development of management

FPM	Fellow Programme in Management (equivalent to a Ph.D.)	PGPX	One year Post-Graduate Programme in Management for Executives
PGP	Post-Graduate Programme in Management (equivalent to an MBA)	FDP	Faculty Development Programme for teachers of management schools
PGP-ABM	Post-Graduate Programme in Agri-business Management	MDP	Management Development Programmes for executives in private and public organizations

The Indian Institute of Management, Ahmedabad (IIMA) has over forty years of leadership in management education. It was established in 1961 as an autonomous Institution by the active collaboration of the government of India, government of Gujarat, and industry. Today, it is not only a leader in applied management education in Asia, but also one of the finest institutions of management education in the world. Applicants to FPM possess from diverse backgrounds; only the best amongst them are admitted.

IIMA was conceived as a school of management and not purely as a business school. Its mission is to contribute to development of management thought through research, teaching, institution building, and consulting. It also aims to professionalize some of the vital sectors of India's economy such as agriculture, education, health, transportation, energy, and public administration.

IIMA has a large and distinguished faculty whose contributions to management research are significant. IIMA's faculty work on industry and government sponsored research, and lend their expertise to industry and other strategic sectors. IIMA's emphasis on academics and the efforts of its faculty are responsible for the Institute's position as a top management school in Asia.

Doctoral Programme at IIMA

The programme offers research training in the following eleven areas of specialization:

01	Agriculture	07	Marketing
02	Business Policy	08	Organizational Behaviour
03	Economics	09	Personnel and Industrial Relations
04	Finance & Accounting	10	Production and Quantitative Methods
05	Information Systems	11	Public Systems
06	Innovation and Management in Education		

The objective of the Fellow Programme in Management is to provide students with skills to identify and research complex issues in the field of management. FPM seeks candidates with outstanding academic background intellectual curiosity, and discipline needed to make scholarly contribution.

FPM is a research programme. To selected students, IIMA provides an excellent environment for carrying out advanced research, thus creating highly committed researchers trained in the most recent methodologies and engaged in producing original research work.

The programme provides a diverse set of opportunities for interdisciplinary education and research. The small entering class ensures close interaction with the faculty; students can determine their own directions under the guidance of the thesis advisory committees.

The student becomes part of one of the eleven functional/sectoral groups and acquires basic theoretical knowledge and practical aspects of the area. This allows close interaction with faculty members, who provide the intellectual stimulation and help develop the student's own

research interests and professional goals. The programme is strongly committed to preparing thought leaders for the academic and corporate world.

Students spend generally a little over four years that includes two years of rigorous course work. Course work in the first two terms of the first year provides a general management overview and develops basic skills for analysing managerial problems. From the third term onwards students take advanced doctoral level courses in the area of specialization. The doctoral dissertation, for the next couple of years, provides them with an opportunity to make original contribution to an area of management or to one of its source disciplines.

IIMA's faculty have studied and worked in the best of institutions within India and around the world. Their involvement with public and private organizations internationally allows them to bring relevant managerial issues into the classroom and in their research. This creates an exceptional environment for developing a research programme that can build sound theory for analysing complex managerial problems.



Academic Standards

IIMA expects its doctoral students to achieve high levels of academic scholarship and integrity. Candidates have to meet the specified academic requirements before they can move from one phase of the programme to another. Those who fail to maintain academic standards, at any stage, may be advised to withdraw from the programme. The programme helps build proficiency in undertaking original inquiry in a field of management by first building an academic background in the area of specialization through course work, exhibiting proficiency in cutting edge methodology and research by completing the comprehensive examination, and getting trained to undertake original research by completing the dissertation.

Academic Advisor

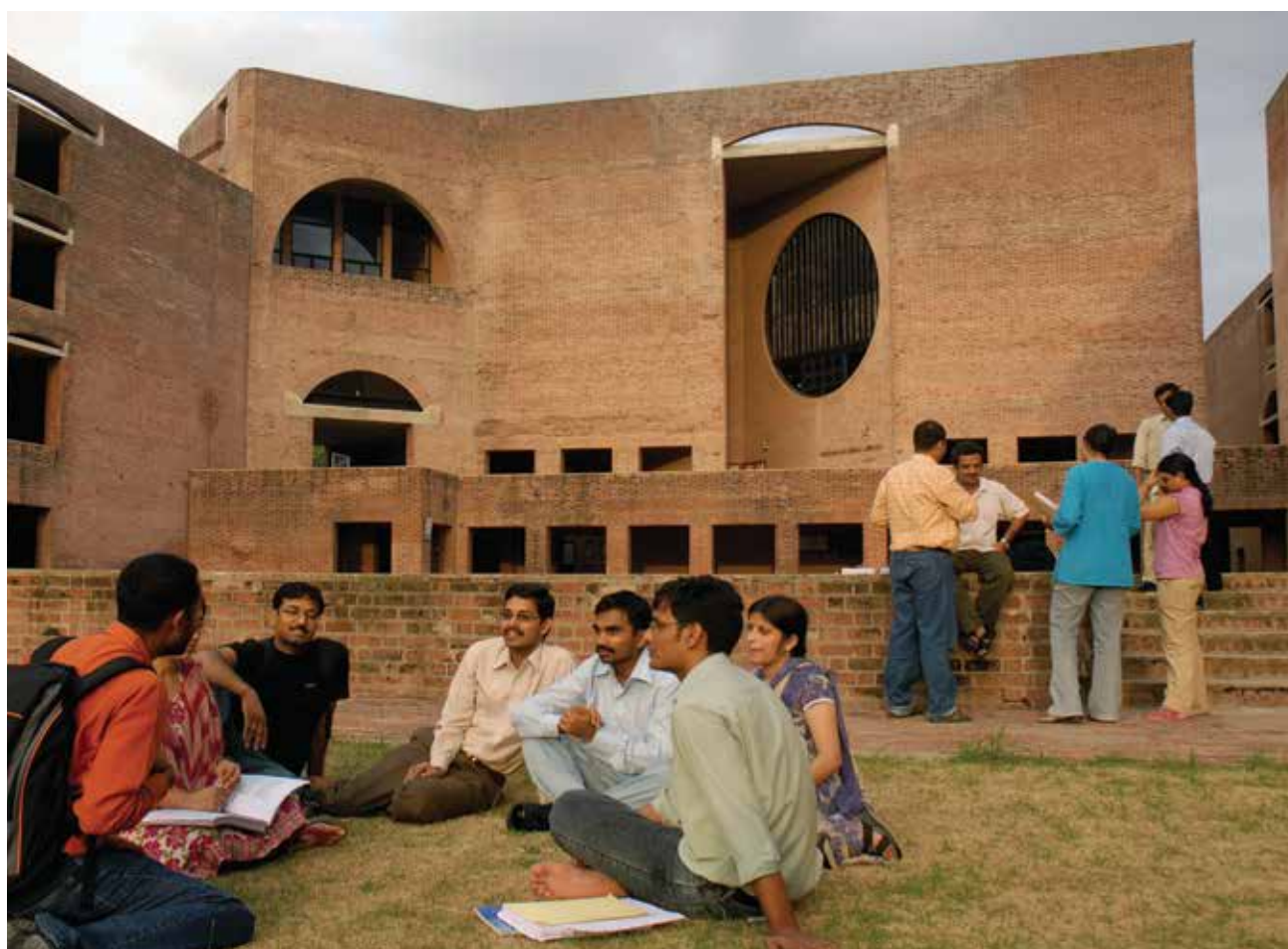
A member of the faculty from the student's area in consultation with the Area Chairperson acts as an academic

advisor to the FPM students of the area. The academic advisor acts as the student's mentor till the TAC is formed. The Academic Advisor helps students identify courses in their areas of interest, monitors their performance, and guides student during Phases I and II* of the programme. Students seeking summer projects with the faculty may seek the help of the Academic Advisor. Students are advised to closely interact with the Academic Advisor of their area from the time they enter the programme. This responsibility, however, is taken over by the Thesis Advisor once the student enters Phase III of the programme.

Faculty Seminars and Workshops

Faculty seminars and research workshops are regularly organized at the Institute. Doctoral students are expected to regularly attend these activities and actively participate in them.

* The description of Phase I, II and III are given on the next page.



Programme Overview

Phase I

Fundamentals of Management

Required First Year PGP Courses

Phase II

Area required FPM/PGP courses

FPM Core Courses (Three Courses)

- Survey of Statistical Methods Used in Management Research
- Introduction to Research Methodology and Qualitative Techniques
- Communication for Management Teachers

Area Courses

(At least Eight Courses)

- Area Core Courses*
- Advanced Electives*

Preparation and Completion of Area Comprehensive Examination

Phase III

Doctoral Dissertation

- Formation of Thesis Advisory Committee
- Approval of Thesis Proposal
- Research and Writing of Dissertation
- Thesis Seminar
- Thesis Defence

* The requirements for each area are given on different area pages.

Phase I

Fundamentals of Management

The first year of the programme is designed for developing the required proficiency in general management and a broad understanding in the area of specialization. All FPM students, irrespective of their areas of specialization, take most of the courses offered in the first two terms of the first year of the Post-Graduate Programme. Students take courses in major functional and general management areas. Students are also exposed to basic disciplines of economics, behavioural sciences, and quantitative methods

(see a description of Phase I courses at the end).

During summer, at the end of the first year of course work, students could be required to do a research project either with a faculty member at the Institute or in any other organization. First year course work ends with successful completion of all the courses with a minimum prescribed proficiency. While students need to meet certain academic requirements across all courses, a higher performance is required in certain Area Specified Courses

(see area pages for details of such courses in each area).



Phase II

From third term onwards the course work is intended for acquiring in depth knowledge of the area of specialization and related fields. In addition, all students have to take a compulsory package of FPM courses, which are specially designed to develop teaching and research skills and an ability to integrate their learning (see the description of Phase II FPM Core Courses). During this phase students interact closely with their area faculty and are encouraged to start exploring areas of research in their specialization.

Once Phase II courses are successfully completed, the student undertakes an area comprehensive examination. This examination is administered at the beginning of the third year and tests whether the student has obtained a satisfactory level of knowledge in her/his area of specialization. Comprehensive examination requirements are specified by the respective areas.

Academic Assistance

All FPM students past the successful completion of their comprehensive exam must assist in courses worth at least 0.75 credit (PGP/FPM).

Phase III

Doctoral Dissertation

The dissertation or thesis provides the student with an opportunity to undertake original research in the area of interest. The dissertation should be a scholarly contribution to the knowledge pertinent to the understanding and resolution of management problems. Research is an essential part of the doctoral student's training at IIMA. Throughout the programme, starting as early as Phase I, students are encouraged to be actively involved in research activities at the Institute and with faculty members.

Phase III begins with the formation of the Thesis Advisory Committee in the initial part of the third year. Students are encouraged to meet faculty members with whom they share research interests and seek their assistance in identifying a dissertation topic as early as possible. In addition to the close working relationship during the course work, this interaction helps the student find a thesis advisor and form the thesis advisory committee. The thesis advisor advises the student on his dissertation and chairs the thesis advisory committee comprising at least two other members.

The student develops a written proposal and with the agreement of the thesis advisor gives a seminar on the thesis proposal. The proposal has to be approved by the thesis advisory committee. From then onwards, the student works closely with her/his thesis advisory committee on the dissertation. When the candidate's advisor judges that the dissertation is complete, the student gives a seminar on the dissertation work and subsequently defends orally the dissertation before a thesis examination committee. The FPM Chairperson appoints the thesis examination committee comprising of two members from the thesis advisory committee and two other members.

While the course work formally gets over with the completion of Phase II, doctoral students are encouraged to continue taking advanced courses of interest even during this last stage of study.



AREAS

FACULTY

Bhamoriya, Vaibhav
 Datta, Samar K
 Dholakia, Ravindra H
 Gandhi, Vasant P
 Gupta, Anil K
 Jaiswal, Anand K
 Raghuram, G
 Sharma, Vijay Paul
 Singh, Sukhpal
 (Chairperson-CMA)



01

Agriculture

The Centre for Management in Agriculture (CMA) at IIMA is an inter-disciplinary group, which was set up in 1963 and designated as a Centre in 1971. CMA is involved in applied, policy, and problem solving research in food and agribusiness, rural and allied sectors. Much of this is relevant to organizations dealing with agri-inputs and services such as seeds, fertilizers, agrochemicals, farm machinery and equipments, rural credit, insurance as well as organizations involved in procurement, processing, and marketing of outputs such as foodgrains, fruits, vegetables, livestock products, fish, poultry, and forest produce.

The CMA undertakes applied policy research in a wide range of fields, relevant to the public, cooperatives, voluntary/non-profit and private sectors. The research studies undertaken at CMA include issues of farm and allied production, farm and allied inputs, finance, marketing, international agro trade, rural organizational planning, implementation, and monitoring, producers' institutions, and rural development planning, and administration. The CMA faculty also undertake a large number of policy-related research studies for the Ministry of Agriculture, Government of India as one of its three Agro-Economic Research Units (AERUs) in India. CMA provides consulting services to national and international, private, public, cooperative, and voluntary organizations.

Major ongoing and recently completed research projects include:

- ▶ Soil Health, Plant Health and Human Health.
- ▶ Assessment of Marketed and Marketable Surplus of Major Foodgrains in India.
- ▶ Problems and Prospects of Oilseeds and Oil Palm Production in India.
- ▶ An Analysis of Resource Conservation Technology: A Case of Micro-irrigation System.
- ▶ Sustainability of Self-help and Joint-liability Group Institutions under Micro-finance.
- ▶ Biotechnology in Agriculture: Examining the Promise, Performance, Concerns and Economics.
- ▶ Fresh Food Retail Chains in India: Organisation and Impacts.
- ▶ Management of Agri-business Contracts and Organizations.
- ▶ Economics of Bt Cotton vis-à-vis Non-Bt Cotton in India: A Study across Four Major Cotton Growing States.
- ▶ Improving Irrigation Management in India: A Study of Participatory Irrigation Management in the States of Andhra Pradesh, Gujarat and Maharashtra.
- ▶ Developing India's Strategic Response to the Global Debate on Fisheries Subsidies.
- ▶ Economic Policy Reforms and Indian Fertilizer Industry.
- ▶ Organic Produce Supply Chains in India: Organisation and Governance.

- Towards Evolving an Agricultural Policy Matrix in a Federal Structure - The Post-WTO Scenario in India.
- Agricultural Machinery Industry in India: Growth, Structure, Marketing and Buyer Behaviour.

The doctoral programme with specialization in agriculture aims at developing graduates for academic careers in leading management educational institutions, which need faculty members who can address managerial issues related to food and agri-business, rural, and allied sectors. Requirements for admission to the doctoral programme in agriculture are mentioned in the section on "Admission

Requirements". Applicants to this area must have an aptitude for research and inclination to work in agribusiness or related sectors.

The Programme

A student specializing in the agriculture programme takes a wide range of courses including those in the area of specialization. The first year courses are same for all fields of specialization. Area specified courses in agriculture in the first year are listed below (This list is indicative and courses offered may differ). A typical course set in the second year is also given below.

First Year (Area Specified Courses)

- Microeconomics
- Economic Environment & Policy
- Marketing – I
- Marketing – II
- Socio-Cultural Environment of Business (PGP- housed course)

Second Year

- Agricultural Management I¹
- Agricultural Management II*
- Agricultural Development Policy*
- Advanced Course on Strategic Management of Intellectual Property Rights (SMIPR)
- Agro-Food Value Chain Management and Development
- Institution Building
- Rural Banking and Financial Inclusion

Third Year

- Comprehensive Examination
- Dissertation

Fourth Year

- Dissertation

* Core courses for second year



Some Recent Thesis Titles and Placement of students

Year	Name Placement/Current Organization	Thesis
2013	Debdatta Pal IIM, Indore	Managing Rural Institutional Credit: Lessons from Interlinked Transactions
2011	Brajesh Kumar	Modeling Price Behavior and Convenience Yield in Indian Commodity Futures Markets
2010	Vaibhav Bhamoriya IIM, Ahmedabad	Adaptiveness in Water Management Institutions: Nature, Existence and Impact

FACULTY

Abraham Koshy
 Ajeet N. Mathur
 Akhileshwar Pathak
 Anurag K Agarwal
 Chitra Singla
 Karthik D
 M.R. Dixit
 (Chairperson-BP Area)
 N Ravichandran *
 N.Venkiteswaran *
 Rakesh Basant
 S.K. Barua
 Sanjay Verma
 Shailendra Mehta
 Sunil Sharma

* on leave



02

Business Policy

The primary focus of the Business Policy area is in inter-disciplinary and multi-disciplinary issues in strategy and international business. The area has undertaken research and consulting on organizational response to changes in the economic environment of business, management and analysis of competitive forces, business growth and diversification, mergers and acquisitions, turnaround strategies, innovations and technology management, design of cross-border value chains and constellations, governance, competitiveness and international economic relations, management of public enterprises, small enterprises and entrepreneurship, management of family owned organizations, strategic management of intellectual capital and organizational knowledge, innovations and corporate strategy, and strategic context of knowledge management. Some of the recent research projects have been:

- ▶ Co-evolution of capabilities in cross-border collaborations
- ▶ Management of Innovations and Technology
- ▶ Commercialization of Traditional Knowledge based Technologies by Small Entrepreneurs: An Exploration of Strategic and Policy Options
- ▶ Corporate Governance for Shareholder Value
- ▶ The Business Logic of Dotcom Businesses
- ▶ Achieving Zero Customer Dissatisfaction for Corporate Immortality
- ▶ Strategies of Family Owned Companies
- ▶ Strategic and Organizational Contexts for Innovations in the Software Sector
- ▶ Taking Charge and Reshaping Corporations
- ▶ Governance of institutions
- ▶ Computational Models of Mergers and Acquisitions
- ▶ Computational Models of Strategy Formulation
- ▶ Leadership Learning and Development
- ▶ Developing Multicultural Teams
- ▶ Understanding Dynamic Capabilities

The programme develops knowledge, skills and attitudes in students that will enable them pursue rewarding academic careers in strategic management, international business, strategic organisation development and corporate governance. Although the requirements for admission to the programme are same as mentioned in the Admission Requirements section, candidates entering this area would benefit from work experience in an organisation for at least two years.

The Programme

A doctoral student in the Business Policy area takes a wide range of courses, including those in areas of specialisation and other related management areas. The first year courses are same for all fields of specialisation. Area specified courses in business policy in the first year are

listed below. A typical course work in the second year is also given below.

Students develop their own programme of study in consultation with faculty to complete course requirements.



First Year (Area Specified Courses)

Slot I-IV

- Individual dynamics
- Organizational dynamics
- Microeconomics
- Macroeconomics and policy
- Marketing-I
- Financial reporting and analysis
- Operations management –I

Slot V-VI (compulsory courses)

- Strategic management
- Corporate finance
- Economic environment and policy

Slot V-VI (optional courses: any two out of three)

- Marketing II
- Personal Competence and Capability Building
- Operations Management-II

Second Year

- Advanced Seminar on Action Research Methodologies**
- Entrepreneurship
- International Strategic Management**
- Strategic Management I and II**
- Strategy and Innovation**
- Economics of Strategy
- Corporate Governance
- Data Management and Analysis for Organizational studies

In addition the student may be required to take a related area FPM course.

Third Year

- Comprehensive Examination
- Dissertation

Fourth Year

- Dissertation

**Core courses for second year

Some Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2013	Rajnish Kumar Rai	A study of Value Creation and Value Appropriation in Inter-Firm Alliances of Simultaneous Cooperation and Competition
2013	Sabyasachi Sinha IIM, Lucknow	Managing Ambidexterity in Growthphase of Start-Up Firms
2012	Bhaskar Bhowmick IIT, Kharagpur	Discontinuities of Environmental Elements, Firm Responses, and Dynamic Capabilities: An Empirical Investigation of Interrelations in Select Indian Manufacturing Sectors

FACULTY

Basant, Rakesh
 Datta, Samar K
 Deodhar, Satish
 (Chairperson
 Economics)
 Dholakia, Ravindra H
 D'Souza, Errol
 Morris, Sebastian
 Pingali, Viswanath
 Ram Mohan, T T
 Sahay, Arvind
 Sarin, Ankur
 Virmani, Vineet



03

Economics

Economics is a basic discipline for a well-rounded management education. The curriculum for doctoral students, therefore, includes several courses in theoretical and applied economics. Significant research has been done by faculty members of the area on the efficiency of public enterprises, fiscal and monetary policy, sources of economic growth, comparative rates of growth in developing countries, regional disparity in growth in India, planning for rural development and employment, entrepreneurship development, regulation (especially that relating to infrastructure), innovation and alliances at the firm level, labour market issues, agricultural policy and trade issues, and policies relating to IPRs and FDI. Recent faculty research projects have been:

- ▶ Small scale industries in India
- ▶ Reform of state owned enterprises in India
- ▶ Competition policy in India: Issues for a globalizing economy
- ▶ Technology capacity building within firms
- ▶ Social security and personnel economics
- ▶ The cooperative theory of matching problems
- ▶ Need assessment for achieving the millennium development goals
- ▶ Development of Gujarat state: Selected aspects
- ▶ Sustainability of fiscal debt of states in India
- ▶ Preparing an action plan for the national agricultural policy
- ▶ Regional dimension of economic growth in India
- ▶ Tax reforms in Gujarat state
- ▶ IT labour market
- ▶ Emerging IP policy needs for India
- ▶ Capability building in industrial clusters
- ▶ Savings and investment
- ▶ Salary fixation for public and government sector employees [Studies for the Pay Commission]
- ▶ Programme evaluation and impact assessment (NHRM, NREGS, RTE)
- ▶ Centre-State relations, fiscal development & role of Finance Commission.
- ▶ Issues in fiscal responsibility & budget management
- ▶ Use of input—output tables
- ▶ Economic and business forecasting
- ▶ Global economic environment and policy responses
- ▶ Capital market: efficiency and pricing models.
- ▶ SMEs, Reforms of PSUs, Competition
- ▶ Information, Regulation, Land markets, Education, Capital markets, Community failures, Labour and human capital, Corruption.
- ▶ Evaluation of Mid Day Meal Scheme

- Self-employment, Contracts in academia, WTO & Textiles, Agricultural issues, Reforms of agriculture, Inequality, Veterinary service delivery.

The programme has an explicit objective of training students in the tools of modern economic analysis to make them competent researchers and teachers. Most students have taken up teaching and research careers in leading academic institutions or research and consultancy positions in business and government. The environment at IIMA provides many opportunities to develop their skills by working closely with faculty and attending workshops and seminars.



The Programme

A doctoral student in the area takes a wide range of courses, including those in the area of specialization and other management and social science areas. The first year courses are broadly the same for all fields of specialization. Area specified courses in economics in the first year are listed below. (This list is indicative and courses offered may differ). Courses that are likely to be on offer in the second year are also given below.

Area Specified Courses

- Microeconomics¹ (Term I)
- Macroeconomics¹ (Term II)
- Economic Environment and Policy¹ (Term III)
- Advanced Microeconomics² (Term III)
- Advanced Macroeconomics² (Term IV)
- Econometrics² (Term IV)

Elective Courses

- Labour Markets in Developing Countries³ (Term IV)
- Economics of Organisation³ (Term IV)
- Monetary Theory and Policy³ (Term IV)
- Public Finance (Term IV) (jointly offered with PSG Area)
- Economic Development and Growth (Term V) (jointly offered with Public Systems Group)
- Game Theory and Strategic Behaviour (Term V) (jointly offered with Marketing Area)
- Time Series Analysis (Term V) (jointly offered with Finance Area)

Third Year

- Comprehensive Examination
- Dissertation

Fourth Year

- Dissertation

¹ FPM students may be required to take these courses at the discretion of FPM Admission Committee (Economics Area).

² Core Courses

³ These are Area courses for PGP and also open for FPM students.

Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2013	Palakh Jain Consultant, ICRIER	Determinants of Inter-Country Variations in Outward Foreign Direct Investment and Cases of Outward FDI from India
2010	Siddhartha Kumar Rastogi IIM, Indore	Exploring Welfare Maximizing SPS Standards in a Game- Theoretic Framework: A case of Indo-US Trade in Wheat and Mango
2010	Vaibhav Chaturvedi Post Doctoral Research Assitant, Jindal Global Change Research Insititute	Evolution of Global Carbon Market: Implications for India

FACULTY

Agarwalla, Sobhesh K.
 Barua, Samir K.
 Chander, Prem
 Desai, Naman
 Gandhi, Shailesh
 Jacob, Joshy
 Laha, Arnab K.
 Pandey, Ajay
 Patel, Rajendra
 Ram Mohan, T T
 Sinha, Sidharth
 Varma, Jayanth R.
 Venkiteswaran, N.
 Venkateshan, Prahalad
 Virmani, Vineet
 (Chairperson-F&A)



04

Finance and Accounting

The teaching and research interests of the Finance and Accounting Area spans a broad range of issues such as, corporate disclosure, management control, corporate finance, corporate governance, asset pricing, market microstructure, management of financial institutions, risk management, financial regulation and empirical methods in finance. The faculty members are vigorously engaged in both academic and applied research. The Area faculty members serve on several government committees and corporate boards.

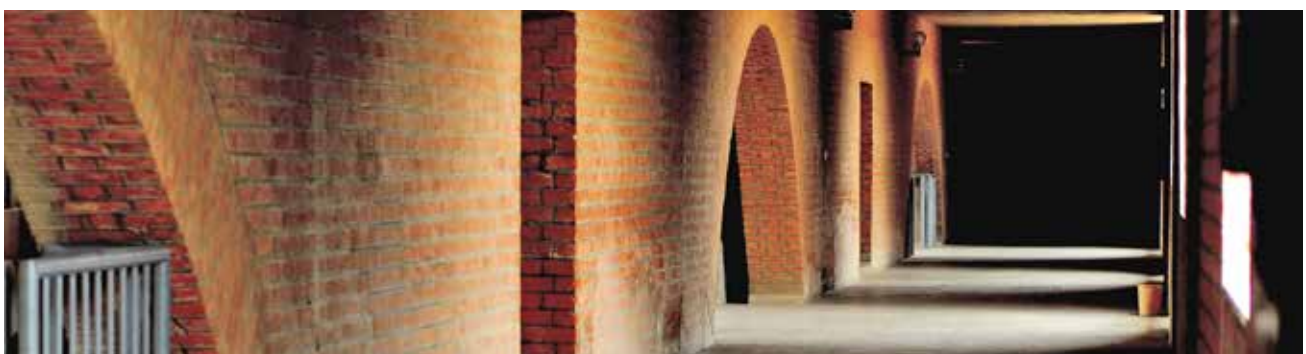
Some of the recent research projects undertaken by faculty in the Area are:

- ▶ Liquidity and bid-ask spread behavior in the Indian market
- ▶ Block trading and market microstructure issues
- ▶ Systematic risk factors in the Indian stock market
- ▶ Influence of sentiment in market-wide pricing of assets
- ▶ Underpricing of IPOs in the Indian capital markets

As the primary emphasis of the programme is to prepare students to engage in high quality research, candidates must possess a strong aptitude for abstract thinking and quantitative analysis. Requirements for admission to FPM in Finance and Accounting are mentioned in the Admission Requirements section later.

The Programme

The programme has a two-year coursework phase followed a dissertation phase, which usually takes about two years. The coursework takes the students through a range of courses, intended to familiarize the participants with the core theoretical foundations, empirical methods, and stylized empirical realities of modern finance. During the first year, students in all the areas take the same course work. However, the Finance & Accounting Area lays emphasis on the following first-year courses. These are intended to build the foundation for the advanced courses in the second year.





First Year (Area Specified Courses)

- ▶ Financial Accounting, Reporting and Analysis
- ▶ Management Accounting and Control Systems
- ▶ Financial Markets
- ▶ Corporate Finance

The second year compulsory course work is largely intended to expose the student to the theory and empirical approaches on asset pricing and corporate finance and prepare the student for a research career in finance. A number of electives are also offered to help the student deepen the understanding in any specific sub-discipline. The typical structure of the programme from the second year onwards is given below:

Second Year

Area FPM compulsory courses:

- ▶ Theory of Finance I
- ▶ Theory of Finance II
- ▶ Seminar Course on Corporate Finance

FPM Electives*:

- ▶ Time Series Methods for Macroeconomics and Finance
- ▶ Seminar on Privatization
- ▶ Mathematical Finance
- ▶ Seminar Course on Accounting Research

* This is only an indicative list.

Third Year

- ▶ Comprehensive Examination
- ▶ Dissertation

Fourth Year

- ▶ Dissertation (continued from third year)

Some Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2011	Priyanka Singh Analyst HSBC, Bangalore	The Dynamics of Bid-Ask Spread in an Order Driven Market: The Case of Indian Stock Market
2010	Sobhesh Kumar Agarwalla IIM, Ahmedabad	Intraday Activity Patterns and Market Microstructure Effects in Indian Capital Markets: An Empirical Investigation Using High Frequency Data
2007	Nishant Jain GTZ, Delhi	Managing Transmission System Inadequacy Using Duals in Restructured Electricity Markets

FACULTY

Barua, Samir K
 Bhatnagar, Subhash C
 (Adjunct Faculty)
 Jain, Rekha
 Jajoo, B H
 Krishnamoorthy Srikumar
 Ramani, K V
 Ranganathan, Kavitha
 (Chairperson-IS area)
 Rao, V Venkata
 Verma, Sanjay



05

Information Systems

The Information Systems was set up to respond to the importance of, and need for, research in computer applications in management of government, private and public enterprises, and other forms of organizations. Starting in the 1970s in an environment that was largely unaware of the potential benefits of computerization, IS area has worked at identifying potential applications, implementing these applications in public and private sectors, and designing and offering courses related to its area of work.

The thrust of the area is to stay at the cutting edge of management computing and facilitate development of decision-making capabilities for socio-economic development. Research in decision support systems, expert systems, computer aided instruction, management information systems, algorithm design, developmental informatics, soft-ware export, etc. has been an important tool in achieving this objective. Recent research is in e-Governance, mobile ad-hoc networks, ICT for development, decision support systems, public administration, education and training, informatics for development, software management, design of network configurations and information integration. Some recent research projects are:

- ▶ Knowledge management in software and other industries
- ▶ Business dynamics in a software export company
- ▶ Design and analysis of algorithms for project management
- ▶ Design and implementation of a citizen services portal
- ▶ Information technology and e-Governance in hospitals
- ▶ Preparing a company for ERP introduction
- ▶ Modeling of supply chain management problems
- ▶ Designing and managing enterprise wide digital infrastructure
- ▶ Community Radio for rural mobile ad-hoc networks
- ▶ Object oriented frameworks for parallelized nonlinear optimization
- ▶ Frameworks for evaluation of e-Government Projects
- ▶ Location and allocation of solid waste processing facilities
- ▶ Business Intelligence
- ▶ Open Innovation

As the interests of the faculty are very broad, research topics chosen by doctoral students also tend to have wide variety. Topics may range from qualitative to quantitative and be concerned with strategic or operational issues. Based on the topic of dissertation, tools used in the research may vary and may include user surveys, decision support systems, and optimization techniques such as integer or non-linear programming. Some topics could need extensive software development.

A thesis in information systems could be conceptual and a researcher could build on existing literature or develop case studies. While the dissertation need not necessarily use sophisticated technical tools, the topic should be necessarily concerned with information systems. It is essential that a doctoral student should have a good insight

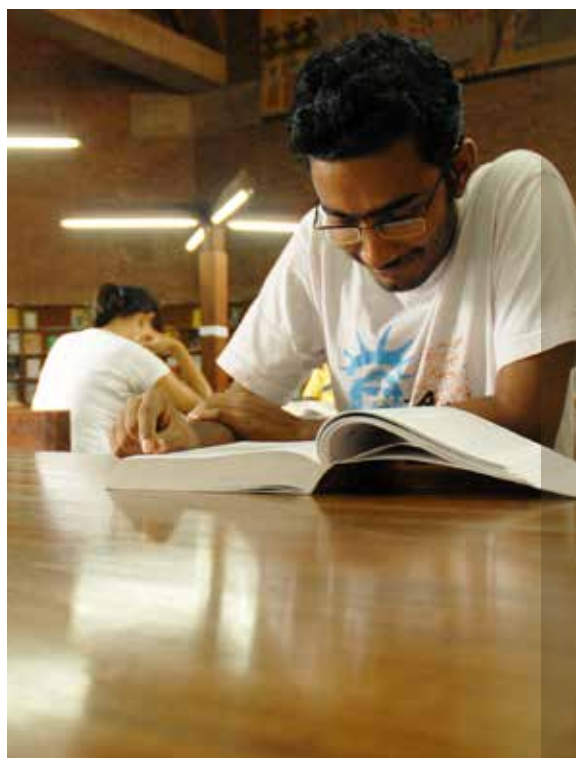
into and appreciation for the role of information technology in management, and skills for model building and analysis to understand the impact of decisions involved in this area. Some of the current works by doctoral students cover areas like multi-mode multiple resource constraints in project scheduling and machine scheduling problems, study of Indian Telecom startup firms in the context of new firm formations, and developing e-Government impact assessment framework.

In the past doctoral students have worked in areas like collaboration in Internet enabled supply chains, developing and optimizing the distribution model for electronic supply chain management systems in the Indian

context, alliances and partnerships in electronic businesses, developing a framework for evaluation of e-government projects, studying the behaviour of buyers and sellers in an e-commerce context, and developing a framework for evaluating open innovation projects.

The Programme

A doctoral student in this area takes a wide range of courses, including those in the area of specialization and other management areas. Area specified courses in information systems in the first year are listed below. (This list is indicative and courses offered may differ.) A typical course work in the second year is also given below.



First Year (Area Specified Courses)

- Managerial Computing
- Information Systems for Business
- Decision Making I & II
- Probability & Statistics I, II & III

Second Year

- Algorithms and Data Structures*
- Computer Architecture and Systems Software*
- Database Management and Online Transaction Processing*
- Data Mining Algorithms and Systems Software
- Information Systems Frameworks*
- Programming
- Distributed Computing
- Systems Analysis and Design*

Third Year

- Comprehensive Examination
- Dissertation

Fourth Year

- Dissertation

*Core courses for second year

Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2013	Sudeep K. Krishnan EXL	Degree of Openness and Project Performance: A Multi-Country Empirical Assessment of Open Innovation Information Technology Initiatives
2012	Madhukar Dayal Director Research (Engine Development), Ministry of Railways, Government of India (Bharat Manak Nagar, LucknowSarkar),	New Exact methods for Scheduling Multi Mode Multiple Resource Constrained Project Scheduling Problems
2011	Prageet Aeron Assistant Professor, Jindal Global Business School, Sonipet, Delhi	Capability Building Leading to Commercialization: A Study of Product Based Indian Telecom Start-Ups

FACULTY

Sharma, Rajeev
(Chairperson-RJMCEI)
Vijaya Sherry Chand
Gupta, Anil K
Rangnathan Kavitha
Sarin, Ankur
Vohra, Neharika



06

Innovation and Management in Education

The Ravi J. Matthai Centre for Educational Innovation (RJMCEI) was formally set up in 1991, after a group of faculty members had worked for three years on educational training and research, and institution building in education. From an initial focus on institution building and higher education, the mandate of the RJMCEI has gradually expanded to include primary education, literacy and secondary education. The common thread running through the Centre's various activities is a focus on innovations and innovative approaches to countering problems in education. The RJMCEI is involved in applied and policy research in education that is relevant to public education systems as well as institutions in the non-governmental space. Research undertaken at the RJMCEI has included innovative responses to the issues of basic education and literacy, and to management issues in higher education, including management and technical education. Members of the RJMCEI also provide consulting services to national and international organizations.

Major on-going and recently completed projects include:

- ▶ Mainstreaming the Knowledge of Innovative Practitioners: Research into the practices of outstanding elementary teachers working in state-run systems
- ▶ The antecedents and consequences of teacher-driven innovations in public schooling systems
- ▶ Case studies of Innovative schools (ongoing): Nilobray Vidyalaya, Ralegaon Siddhi (a school which takes in failed and antisocial students), Parikrama School, Bangalore (English medium school for slum children), and other schools
- ▶ Project Based method of teaching and learning: Its relationship to cognitive- motivational aspects of students' learning and to teachers' job satisfaction, self-esteem and creativity
- ▶ Same Language Subtitling: This project, undertaken in collaboration with Doordarshan Kendra, Ahmedabad and DECU, ISRO, built on the principle of reinforcing the learning of newly-literate people through sub-titling of songs in the same language. Same Language Subtitling (SLS) on TV for National Literacy won the Best Social Innovation for the year 2000 in the Education category from The Institute for Social Inventions, London (U.K.), and was winner at Development Marketplace, World Bank's Global Innovation Competition, January 9-10, 2002.
- ▶ Institution Building at IIMA: a three-volume series (starting in 1993 and ending in 2011) which is a collection of reflections of various stakeholders
- ▶ Innovations in Rural Higher Education
- ▶ Teachers as Transformers, a study of creativity and innovation in primary education

In addition, the RJMCEI has prepared a number of case studies on Indian, Asian and African management education institutes, and on higher technical education in Germany. Members of the RJMCEI have participated in assessments of teaching-learning packages for primary education, programmes like the District Primary

Education Programme/ Sarva Shiksha Abhiyan, and systems like the Navodaya Vidyalayas and Nehru Yuvak Kendras. Other studies conducted by the RJMCEI include a review of the implementation of the Convention of the Rights of the Child in Gujarat, evaluation of a telecentre in Jakar and feasibility study of e-post in Bhutan, plan for emergency education for earthquake-affected regions in Gujarat, a policy framework for quality assessment in institutions of higher education, and documentation of administration-driven innovations in Sarva Shiksha Abhiyan.

The doctoral programme with specialization in **Innovation and Management in Education** aims at developing robust research scholars and teachers who can take up leadership roles in educational organizations and systems. The focus on innovation and management will develop in the graduates a unique academic capability that combines a management perspective with the broader theme of innovation. This fits in with the emerging demand for people with fresh perspectives on educational change from a wide range of emerging academic institutions, organizations that provide

services and ancillary support to the regular educational structures, well-established national and international educational planning organizations and academic institutions, and various research bodies and social think tanks.

The requirements for admission to the doctoral programme in “Innovation and Management in Education” are mentioned in the section on “Admission Requirements.” Applicants must have an aptitude for research and inclination to work in education or related sectors.

The Programme

A student specializing in the **Innovation and Management in Education** programme will take a wide range of courses including those in the area of specialization, as part of course work during the first two years. The first year courses are same for all fields of specialization. (The list given below is indicative and courses actually offered may differ.)

Area specific courses

- ▶ Economic Environment and Policy
- ▶ Micro-organisational Behaviour
- ▶ Socio Cultural Environment of Business
- ▶ Personnel Competence and Capability building

Second Year (including Term III of Year 1)

A participant will be required to take 11 courses, four of which are compulsory FPM/PGP courses. Out of the Area Courses listed below, four are compulsory courses; from the non-compulsory courses, the participant may choose two electives. In addition, a participant will be allowed to take one course offered by a related Area.

FPM/PGP Compulsory Courses

- ▶ Survey of Statistical Methods Used in Management Research
- ▶ Communication for Management Teachers
- ▶ Introduction to Research Methodology & Qualitative Techniques
- ▶ Strategic Management II (PGP Course)

Area Courses

- ▶ Analyzing and Evaluating Educational Policy (Compulsory)
- ▶ Change and Innovation in Education: Structure, Processes, Strategy and Leadership (Compulsory)
- ▶ Education: Theories, Policies and Performance (Compulsory)
- ▶ Advanced Qualitative Research Methods in Education (Compulsory)
- ▶ Public Financing of Education
- ▶ Understanding Higher and Professional Education
- ▶ Organizational Development and Change in Educational Institutions
- ▶ Technology in Education

Third Year

- ▶ Comprehensive Examination
- ▶ Dissertation

Fourth Year

- ▶ Dissertation



FACULTY

Abhishek
 Banerjee, Arindam
 Gandhi, Vasant P
 Gokhale, Srikant
 Jain, Abhinandan K
 (Adjunct Faculty)
 Jaiswal, Anand Kumar
 Koshy, Abraham
 Laha, Arnab
 Mukherjee, Saral
 Raghuram, G
 Sahay, Arvind
 Sharma, Dheeraj
 (Chairperson
 Marketing)
 Sinha, Piyush K
 Tripathy, Sanjay
 Verma, Sanjay



07

Marketing

Marketing Area faculty has wide range of interests in research and dominant interest in case writing. The research interests include consumer information search and consumer choice; consumer response to advertising, sales promotion, dynamic pricing, and country of origin; strategic response of organizations to dynamic market conditions, sales people's customer orientation, brand extension strategies, new product introduction and management, international marketing strategies of firms, different pricing strategies; strategic firm behaviour under competitive conditions (using mathematical modeling techniques), competitive strategies, comparative impact of marketing spend on shareholder value, alliances and firm cooperation, market driving strategies, customer based business strategies, strategies for retailing, etc. Some recent research projects are:

- ▶ Market driven vs. market driving: A conceptual framework
- ▶ How to use dynamic pricing for profits
- ▶ Consumer information search process prior to making a purchase
- ▶ Advertising competition in markets that exhibit brand loyalty
- ▶ Stochastic versus EDLP price competition
- ▶ Affect and Cognition in Consumer Brand Relationships
- ▶ Impact of new brand entry on consideration sets
- ▶ Impact of marketing spend on shareholder value
- ▶ Marketing Organisation
- ▶ Customer Information Search Process and Motivation.
- ▶ Effect of Language Adaptation on Efficacy of Advertisements.
- ▶ Sequelization of Comparative Advertising and its Strategic Effects
- ▶ Framing Effects of User Generated Reviews in Online Environment
- ▶ Country/Place of Origin Biases in Consumer Perceptions
- ▶ A customer oriented approach to competitive advantage
- ▶ Managing brand personality and brand relationships (influence of family, gender, and peers on level of brand relationships and impact on purchase behavior)
- ▶ Behavioral differences in customer reactions to pricing in emerging vs. developed markets
- ▶ Shopper Marketing
- ▶ The Role of Haptic Touch on Product Evaluation in Different Shopping Situations
- ▶ Relationship between Satisfaction, Loyalty and Profitability
- ▶ Private Labels
- ▶ Social Marketing
- ▶ Gratitude, Obligation and Relationship investment

Significant contributions in case research span business and non-business enterprises and encompass almost all areas of marketing management in the Indian context. Between April 2007 and March 2012, the marketing area faculty have written more than 50 new cases based on field data. The business contexts covered include

information technology, manufacturing, automobiles, retailing, financial services, other services, online recruitment, and media. The decision areas covered by the case studies cover all areas of marketing: segmentation and targeting, positioning, product, brand, price, advertising, sales promotion, distribution, retail, sales management, organisation design, and strategy and strategic marketing.

Admission Criteria

The requirements for admission into the doctoral programme in marketing are the same as the ones mentioned in the Admission Requirement section. While it is not mandatory, prior academic and/or experiential exposure to marketing and related areas would be of some help for aspiring applicants. Successful applicants should show potential for developing abilities to (a) understand and crystallize important and interesting marketing problems, (b) conceptualize a research plan, (c) implement the research plan, and (d) make original and substantial contribution to the knowledge pool in the domain of their inquiry.

The Programme

Like other fellow programme students, students in the marketing area gain a basic understanding of management through undergoing a number of courses in

the first year with PGP students. In the second year, students build a strong background through taking three different types of courses. Required marketing area courses in the second year provide participants an opportunity to build strong background in quantitative models in marketing, applications of behavioural sciences in marketing, marketing theory, and marketing management. They are expected to take courses in research methodology such as econometrics, experimental analysis, statistical analysis, and mathematical and applied game theory models in marketing. Participants can gain a broad perspective in the field of marketing management through taking a package of graduate level marketing elective courses in brand management, sales and distribution management, marketing strategy, advertising and sales promotion, retailing, logistics, internet marketing and e-commerce, strategic marketing, and customer based business strategies. In order to complete their requisite credits, a student, in consultation with the faculty, can design the second year course package from the three types of courses.

The broad course designs in marketing in the first year are listed below. (This list is indicative and courses offered may differ.) A typical course work in the second year also is given below.

First Year (Area Specified Courses)

- ▶ Micro-economics
- ▶ Marketing I
- ▶ Marketing II
- ▶ Course of Independent Study

Second Year

- ▶ Behavioural Science Applications in Marketing*
- ▶ Game Theory and Strategic Behaviour
- ▶ Marketing Theories and Contemporary Issues*
- ▶ Quantitative Models in Marketing*

- ▶ Reading Seminar in Marketing Management*
 - ▶ International Marketing Research and Teaching
- * Core courses for second year

Third Year

- ▶ Comprehensive Examination
- ▶ Dissertation

Fourth Year

- ▶ Dissertation

Some Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2013	Basant Kumar Purohit SLRI	Impact of Perceived Overqualification on Salesperson Performance
2013	Mayank Jyotsna Soni Assistant Professor (Marketing), Delhi School of Business	Impact of Quantity Scarcity and Time Scarcity Appeals on Consumer's Response: Role of Need for Uniqueness and Deal Proneness
2013	Prem Prakash Dewani Faculty (Marketing), IIM Lucknow	Role of Gratitude and Obligation in Business Relationships
2013	Roopika Raj Consultant at IQR Consulting, Ahmedabad	Impact of Perceived Bases of Power of Brand on Consumers' Behaviour and Attitude in a Brand- Consumer Relationship Context

FACULTY

Bhatnagar, Deepti
 D'Cruz, Premilla
 Gupta, Parvinder
 Gupta, Vishal
 Kandathil, George
 (Chairperson-OB Area)
 Khokle, Pradyumana
 Noronha, Ernesto
 Rao, T.V.
 (Adjunct Professor)
 Sharda, Kirti
 Sharma, Dheeraj
 Sharma, Rajeev
 Vohra, Neharika



08

Organizational Behaviour

The Organizational Behaviour (OB) area is internationally recognized for its teaching and research. Faculty members in the area have diverse research interests which include individual and interpersonal effectiveness, job involvement, gender issues at the workplace, work attitude, organizational excellence, human resources development, managerial culture and values, organizational dynamics and design, organizational learning, management of change and strategic organizations. Recent research in the area has been on:

- ▶ Ethnicity and diversity at the workplace
- ▶ Work-family issues
- ▶ Technology, power, and work
- ▶ Organizational sensemaking
- ▶ Team work
- ▶ Transformation of organization and industry
- ▶ Leadership
- ▶ Organizational commitment and psychological well-being
- ▶ Organization citizenship behaviour
- ▶ Cross-cultural issues

If students have an interest to apply their knowledge in their basic discipline such as psychology or sociology to the organizational context, research in OB will allow them to do so. It is not necessary for candidates to have an MBA degree, or a degree in psychology or sociology, to do an FPM in the area. Rather, students from diverse disciplines are encouraged to apply for the doctoral programme in OB.



The programme

A doctoral student in the OB area takes a wide range of courses, including those in the area of specialization (compulsory and elective) and other related areas.



First year courses

- ▶ Upon completion of Terms 1 and 2 as per the Post-Graduate Programme (which is common to all doctoral students), in Term 3, the OB area FPM students take up the following FPM compulsory courses, area specified compulsory courses, and any one of the related area courses which is optional.

FPM compulsory courses

- ▶ Research Methods-1
- ▶ Research Methods-2

Area specified compulsory courses

- ▶ The Individual at Work: Micro Organizational Behaviour-I
- ▶ Interpersonal and Group Dynamics: Micro Organizational Behaviour-II

Related area courses (optional)

- ▶ Economic Environment and Policy
- ▶ Marketing-II
- ▶ Personnel Competence and Capability Building Systems
- ▶ Strategic Management

Second year courses

Area compulsory courses

- ▶ Organizational Structure & Processes (Term 4)
- ▶ Organizational Diagnosis and Change-1 (Term 4)
- ▶ Philosophical Foundations of Organizational Research (Term 4)
- ▶ Organization Theory and its Social Context (Term 5)
- ▶ Organizational Diagnosis and Change-2 (Term 6)
- ▶ Classics in OB (Term 6)

Area elective courses

- ▶ Quantitative Methods and Analysis (Term 4)
- ▶ Qualitative Methods and Analysis (Term 5)
- ▶ Crafting and Publishing of Research (Term 5)
- ▶ Technology and Organizing (Term 5)
- ▶ National Culture: Myths, Meaning and Measurement (Term 6)
- ▶ Leadership in Organizations: A Review of Theory and Research (Term 6)

Third Year

- ▶ Comprehensive examination
- ▶ Dissertation

Fourth Year

- ▶ Dissertation

Some Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2013	Rahul Chandra Sheel	Studying the Impact of Corporate Social Responsibility (CSR) Perceptions on Employee Work Attitudes
2012	Twisha Anand	From 'Needing Help' to 'Seeking Help': A Cross-Cultural Exploration of Interpersonal Help Seeking Behaviour in the Software Industry
2012	Arvind Shatdal Faculty, IIM Indore	Impact of Pework in Dyads on Information Sharing in Groups

FACULTY

Jerome, Joseph
 Varkkey, Biju
 Singh, Manjari
 (Chairperson-P&IR)



09

Personnel and Industrial Relations

The Personnel and Industrial Relations area comprises faculty members having interests in HRM, employee/industrial relations, labour economics, and industrial sociology.

Current research interests of the faculty include -- philosophical foundations of HRM, strategic human resource management, international and cross cultural HR, performance management and high performing work organizations, executive compensation, employee empowerment, negotiations in business, and alternate dispute resolution, human resource information systems, public personnel management, employment relations, ethics in business, and corporate social responsibility.

The admission requirements for the area are given in the section on Admission Requirements.

The Programme

A doctoral student in the area takes a wide range of courses, including those in the area of specialization and in other management areas. Courses are the same for all fields of specialization in the first two terms. Area specified courses in personnel and industrial relations in the first year are listed below. A typical course work in the second year is also given below.



First Year (Area Specified Courses)

- Personnel Competency & Capability Building Systems
- Foundation Course in HRM
- Legal Aspects of Business
- Macroeconomics

Second Year

- Foundations of Research in HRM I*
- Foundations of Research in ERM I*
- Foundations of Research in HRM II
- Foundations of Research in ERM II
- International Human Resource Management
- Qualitative Research Methods in HRM
- Quantitative Techniques in HRM

*Core courses for second year

Third Year

- Comprehensive Examination
- Dissertation

Fourth Year

- Dissertation



Some Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2013	Manisha Mishra Asst Prof. (Human Capital Management), Jindal Global Business School (Sonipat)	An Exploratory Study of Post Implementation Experiential Perceptions of Reservations with Focus on Stigmatization Processes in the Higher Professional Education Context
2011	Mridul Maheshwari	Workplace Gender Dilemmas: Insights from Women's Narratives
2011	Patturaja Selvaraj IIM, Indore	A Study of Executive Perceptions of the Determinants of Compensation Design and Satisfaction
2011	Srinath Jagannathan	A Study of Worker Insecurity in Four Industrial Relations Contexts: A Post Structural Approach

FACULTY

Bandyopadhyay,
Tathagata
Banerjee, Arindam
Barua, Samir K
Bhadra, Dhiman
Dutta, Goutam
Ghosh, Diptesh
Guha, Apratim
Jayaswal, Sachin
Laha, Arnab K
Mukherjee, Saral
Raghuram, G
Rao, Venkata V
Roy, Debjit
Soman, Chetan A
Sriram, Karthik
Turaga, Rama Mohana
Venkateshan, Prahalad
(Chairperson-P&QM)



10

Production and Quantitative Methods

The Production and Quantitative Methods (P&QM) area offers courses on operations management, operations research, and statistics. Doctoral students in the area are required to be proficient in all the three areas while developing advanced level skills at least one of the three. The area offers doctoral level courses in mathematical programming, statistics, stochastic processes, operations management, technology management, modelling, and contemporary manufacturing methods and techniques.

Faculty research interests in operations management are on strategic or operational issues related to manufacturing and service planning, supply chain coordination, shop floor scheduling and improving productivity of plant operations, design of operations, technological change and innovation, R&D capabilities, economics of flexible operations, process planning, etc. In operations research faculty interests include linear and integer programming, large scale optimization, combinatorial optimization, revenue management and network optimization. Interest in this area is both in modeling as well as in development of algorithms and heuristics for such problems. Typical application areas for research include finance, logistics, and the process industry. Faculty research interests in statistics are modeling financial data, modeling discrete data, finite population inference, survival analysis, reliability analysis and statistical genetics.



The Programme

For the academic year beginning from 2013-2014 (for second year FPM courses) and 2012-2013 (for first year FPM courses) the description of the courses are specified below.



First and Second Years

During the two-year coursework phase, students take a wide range of courses, including those in the area of specialization and other management areas. First year courses are the same for all fields of specialization. Area specified courses for doctoral students in the Production and Quantitative Methods Area in the **first year** are

- ▶ Probability and Statistics I
- ▶ Probability and Statistics II
- ▶ Probability and Statistics III
- ▶ Decision Making I
- ▶ Decision Making II
- ▶ Operations Management I
- ▶ Operations Management II
- ▶ Advanced Probability in Management

Doctoral students of the area are required to demonstrate a thorough understanding in these courses in addition to an adequate understanding of other first year courses for promotion to the second year.

In the second year, doctoral students are required to take five core courses and two electives from the list given below. (The list of electives is indicative and may change from year to year. The credits for electives are likely to be between 1 credit and 1.5 credits both inclusive.)

Core Courses

- ▶ Mathematical Programming
- ▶ System Analysis and Simulation
- ▶ Discrete Optimization
- ▶ Seminar in Operations Management I
- ▶ Seminar in Operations Management II

Electives

- ▶ Applied Multivariate Analysis
- ▶ Applied Multivariate Analysis for Qualitative Dependent Variable
- ▶ Modeling for Management Decision Making
- ▶ Non-linear Programming
- ▶ Real Analysis
- ▶ Stochastic Processes
- ▶ Graph Theory
- ▶ Network Optimization
- ▶ Stochastic Optimization
- ▶ Large-scale Optimization

In addition to these courses, doctoral students are required to take four courses common to all doctoral students in the second year as specified by the FPM.

Third Year

- ▶ Comprehensive Examination
- ▶ Dissertation

Fourth Year

- ▶ Dissertation

Some Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2013	Harish Venkatesh Rao	Stochastic Optimization Based Decision Support System for Asset-liability Management in Life Insurance Firms
2013	Ravi Kothari HSBC	Metaheuristics for the Single Row Facility Layout Problem

FACULTY

Barnhardt, Sharon
(from September 2013)
Dholakia, Ravindra H
Dutta, Goutam
Garg, Amit
(Chairperson-PSG)
Jain, Rekha
Mathur, Navdeep
Pangotra, Prem
Raghuram, G
Ramani, K V
Sahay, Arvind
Sarin, Ankur
Shukla, P R
Turaga, Rama Mohana



11

Public Systems

The Public Systems Group (PSG) undertakes cutting edge research, training, and organizational work on strategic public management, public and social policy. The objective of the group is to promote research that will generate concepts and theory for effective management of public systems, as well as gain a scholarly understanding and articulation of social and political processes that underpin policymaking. The group integrates wide disciplinary backgrounds and topics in management, social sciences and the humanities.

Current research interests of the faculty include energy and environment, hospital and health systems, urban management, public finance, education policy, transport, infrastructure, rehabilitation, community development, marketing of public services, impact assessments and telecommunications. Current and Recent faculty research projects are:

- ▶ State-level electricity sector reforms and structural change in India
- ▶ Long term energy and greenhouse gas emission scenarios for India
- ▶ Energy Labeling of Household Appliances and Consumer Behavior
- ▶ Low carbon transport infrastructure development
- ▶ Energy efficiency and MAC curves for residential and commercial consumers
- ▶ A study of Employee State Insurance Scheme (ESIS) hospitals in India
- ▶ Hospital management practices in India
- ▶ Managerial challenges in delivering RCH services
- ▶ Policy issues related to making Indian Railways a third party logistics service provider
- ▶ Issues in High Speed Rail Development
- ▶ Trucking Sector: Policy and Service Challenges
- ▶ Public Private Partnerships in Warehousing
- ▶ Policy issues in the telecom sector
- ▶ Managerial challenges in the HIV/AIDS prevention and control programmes
- ▶ Public private partnerships in managing urban health
- ▶ Mid-day meal scheme: Identification of critical issues
- ▶ Appraisal of city development plans under JNNURM
- ▶ Feasibility of performance related pay in government
- ▶ Urban Governance Reforms and Public Service Delivery
- ▶ Globalization, Social Movements and Public Participation
- ▶ Development-Induced Displacement and Rehabilitation
- ▶ Developmental Participatory Theatre
- ▶ Evaluating impacts of innovations for better governance
- ▶ Agriculture, water, energy and climate change nexus for irrigation systems
- ▶ Heat stress implications due to climate change
- ▶ Poverty alleviation programmes
- ▶ Impact of residential location on networks, attitudes and cooperation
- ▶ Urban sanitation policies

The Fellow (Doctoral) Programme

A doctoral student takes a wide range of courses, including those in the area of specialization and other management areas. First year courses are the same for all fields of specialization. Area specified courses in public systems group in the first year are listed below. (This list is indicative and courses offered may differ.) A typical course work in the second year is also given below.



First Year (Area Specified Courses)

Terms 1 and 2

- Microeconomics
- Socio-Cultural Environment of Business
- Macroeconomics

Plus minimum 1.5 Credits from any of the following courses:

- Organizational Dynamics
- Interpersonal and Group Processes
- Financial Markets
- Probability and Statistics – II
- Probability and Statistics – III
- Decision Making
- Marketing –I

Term 3

- Economic Environment and Policy
- Public Policy*

Second Year

- Public Finance*
- Public Management*
- Public Policy Instruments for Environmental Management
- Health Policy and Planning
- Interpretive Research Methods
- Quant Methods for Causal Inference in Social Policy
- Energy and Environment Policy
- Seminar on Transportation Policy

Third Year

- Comprehensive Examination
- Dissertation

Fourth Year

- Dissertation

* Core area courses

Some Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2013	Deepak Sethia IIMI	Savings and Investment in Indian States: Implications for Growth and Public Finances
2013	Kinshuk Saurabh	Essays in Mergers & Acquisitions, Governance Structures and Valuation
2013	Naval Bharti Verma	Measurement of Systemic Risk and its Drivers

Resources at IIMA

The main campus houses the academic complex including the doctoral programme office, most of the faculty and student housing facilities, and the library. The new campus has additional dormitories for students and a classroom complex.

Vikram Sarabhai Library

The Vikram Sarabhai Library, considered as one of the best management libraries in the country, is committed to providing access to its resources for students, researchers and faculty. It has over the years built a robust collection of over 2 lakh books in addition to Journals & Newspapers, Databases, Working Papers, Thesis, Project Reports, CDs and Videos.

The strength of the library is its digital collection that can be accessed campus-wide through its website <http://www.iimahd.ernet.in/library/>. The website links its in-house catalogue in addition to the 74 databases that provide scholarly, company and industry information.

E-Resources: The library subscribes to a number of company and industry databases, bibliographic databases and E-journals to provide latest scholarly information to the users.

- ▶ **Company/Industry/Country Databases:** CAPITALINE, CMIE — Capex, Commodities, Economic Outlook, Industry Analysis Service (IAS), India Trade, Prowess, States of India, CRISINFAC, Datastream (Incorporating World-Scope), District of India, District GDP of India (2006-07 & 2011-12), DSI Data Service, EIU Country Report (Brazil, China, Russia), EPWRF India Time Series, EPWRF Economic and Market Review and Research, Euromonitor (GMID), FT.Com, FT Archive (1888-2009), Gartner, Indiatats, Infraline — Coal Sector, Oil & Gas Sector and Power Sector, INSIGHT, Invest India, ISI Emerging Markets — Asia, Marketline Advantage, NASSCOM, Prime Database, Reuters Eikon, Venture Intelligence - Private Equity Deal, M&A Deal and Real Estate Deal, World Investment Service.

Scholarly Resources

- ▶ **E-journal Databases:** ABI / Inform Complete, ACM Digital Library, EBSCO Academic Search Premier, EBSCO Business Source Complete, EBSCO Econlit, EBSCO Human Resource Abstract and EBSCO Psycarticles, Elsevier (Science Direct), Emerald Management Extra, IEEE Electronic Library (IEL), IGI Full-Text, Indianjournals.com — Business/Economics/Management Package, INFORMS, JSTOR, Kluwer - Springer Link, Oxford University Press, Project Muse, Sage (including HSS Collection), Taylor and Francis, Wiley Interscience.
- ▶ **Back-Files of E-Journals:** Elsevier Back Files (Business, Management & Accounting, Decision Sciences, Eco-



nomics, Econometrics and Finance, Agriculture & Biological Science, Social Science, Pharmacology, Toxicology & Pharmaceuticals), Emerald Back Files (Business and Management), INFORMS Archives

- ▶ **E-Books:** Ebrary.
- ▶ **Others:** Cbalance Footprint Reporter, ISI Web of Knowledge, Press Display (Newspaper Direct), Proquest Entrepreneurship, Proquest Thesis & Dissertations, Sage Research Methods Online, WARC Database.
- ▶ **Legal & Other Databases:** AIR (All India Reporter)—High Court, AIR — Criminal Law, AIR — Supreme Court, AIR Privy Council, IMF eLibrary and Data, Kluwer Arbitration Law, Westlaw, World Bank Databases.
- ▶ **Specialized Search Software:** EBSCO Discovery Service and EBSCO A-Z.

The Vikram Sarabhai Library participates in a strong inter-library co-operation programme that provides access to collections of other leading libraries in the country through various library networks. The library is committed to fulfilling its mission by facilitating access to current, global and relevant information by identifying, acquiring, organizing and retrieving information in various formats (print & non-print) to serve the information needs of the IIMA fraternity for teaching, research, consulting, training and learning requirements.

Publications: The library has been publishing two quarterly information bulletins since 1998.

- ▶ Current Contents in Management: Marketing
- ▶ Current Index of Management: Marketing

It has started NICMAN (National Information Centre for Management) Membership in order to help/facilitate business/management related researchers in their research. Recently it has also started documenting research in marketing in the context of emerging economies.



Computing Facilities

IIMA has a very extensive campus-wide network comprising high end servers, computers in faculty offices, class-rooms, library, and standalone computer labs. All rooms in student dormitories are networked with the Institute's servers. IIMA requires every student to have a personal computer with a specified configuration. Campus-wide computer facilities also include Apple iMac computers, scanners, and printers. The network supports advanced research and teaching software.

Research Centres

Nine major research centres provide opportunities for doctoral students to carry out a broad variety of interdisciplinary research and access focused resources amongst faculty and visiting experts from other academic institutions, industry, and government. The centres, in addition to carrying out focused research, are also involved in a range of academic and service activities. These are:

- ▶ Centre for e-Governance
- ▶ Centre for Innovation, Incubation, and Entrepreneurship
- ▶ Centre for Management of Health Services
- ▶ Centre for Retail Management
- ▶ Centre for Infrastructure Policy and Regulation
- ▶ Group on Telecom
- ▶ National Information Centre on Management
- ▶ Innovation and Management in Education

Conferences and Field Research Support

The Institute provides competitive opportunities to present research papers at national and international conferences and spend a term or more for field work at collaborating

universities within the country and outside. Research grants are also provided on a competitive basis for summer projects. Doctoral students receive an annual contingency grant to fund research related expenses.

IIMA Idea Telecom Centre of Excellence Fellowship

IIMA IDEA Telecom Centre of Excellence (IITCOE) has instituted fellowships for those FPM Students whose thesis is in telecom sector. For relevant details please log on to <http://www.iimahd.ernet.in/programmes/programmes.htm> under the head Doctoral Programme.

Housing

IIMA's doctoral programme is fully residential. Students and the faculty stay in a 100 acre green campus designed by Louis Kahn. The community is cosmopolitan with both students and faculty hailing from different parts of India. An international flavour is added by students from various countries who come here every year as part of exchange programme. Two types of housing are available on campus: dormitories and family housing. Dormitories on campus provide single room for single students. Limited housing is available on campus for students with family. The campus has an infirmary with dedicated doctors in attendance. A doctor lives on campus and is available on call all the time. The campus also has a post office, State Bank of India branch with an ATM, photocopying facility, a late night cafeteria and several recreational facilities.

Office Space

Limited office space is available for doctoral students.

Admissions and Financial Aid

IIMA's doctoral programme aims to admit individuals with exceptional academic background, strong motivation and discipline, and potential to become excellent researchers at international level. Our students come from a variety of disciplines ranging from social sciences and humanities to physical sciences and engineering. Applicants are evaluated on their past academic achievements, motivation and preparation for the programme, scores on standard tests, and a personal interview with the faculty. Candidates must attend a Preparatory Programme on mathematical methods and computer and communication skills before entering the FPM.

Admission Requirements

Candidates must possess one of the following qualifications to apply for IIMA's doctoral programme:

- (a) A Masters Degree in any discipline, with at least 55 percent marks, with a Bachelors degree/ equivalent qualification with at least 50 percent marks obtained after a minimum of three years of education after completing higher secondary schooling (10+2) or equivalent.

(OR)

- (b) Five year/four year Integrated Masters Degree programme in any discipline, with atleast 55 percent marks, obtained after completing higher secondary schooling (10+2) or equivalent.

(OR)

- (c) A professional qualification like CA, ICWA, CS, with at least 55 percent marks.

(OR)

- (d) A 4-year/8-semester Bachelors degree with at least 60 percent marks or equivalent grade point average.

The candidate must hold a Bachelors/Masters degree of 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 UGC Act, 1956, or possess an equivalent qualification recognized by the Ministry of HRD, Government of India, or possess an equivalent qualification from an institution approved by AICTE. Those in their final year of Masters or Bachelors degree (B.E / B. Tech) in any discipline can also apply. Such candidates have to complete the requirements for the course before 30 June 2014 and produce the original certificates/mark sheets by 31 December 2014.

The standard test score requirements for various areas of specialization are:

Agriculture: Common Admission Test (CAT) of the Indian Institutes of Management / UGC JRF (Economics/ Development Studies/Development Economics/Business

Economics/Rural Economics/ Public Administration/ Sociology)/ICAR-SRF

Business Policy, Marketing : CAT/GMAT/GRE

Economics: CAT/UGC-JRF in Economics, Business Economics and Development Economics

Finance and Accounting and Organizational Behaviour: CAT/GMAT/ GRE /UGC-JRF in relevant discipline

Information Systems: CAT/GMAT/GRE/ GATE

Innovation and Management in Education: CAT/GMAT/ GRE /GATE/UGC-JRF in relevant discipline/NET (Education/ other social sciences)

Personnel and Industrial Relations: CAT/GMAT/ UGC-JRF in Psychology, Sociology, Social Work, Public Administration, Management, Law, Labour Welfare/ Personnel Management Industrial Relations/Labour and Social Welfare/ Human Resource Management, Women's Studies, and Human Rights and Duties.

Productions and Quantitative Methods: CAT/GMAT/GRE/ GATE/UGC-JRF in Mathematical Sciences

Public Systems: CAT/GRE/GMAT/GATE/UGC-JRF (in relevant discipline)

Standard test scores not required for:

- PGP Alumni from all IIMs
- PGPM and PGP-PMP Alumni of all IIMs where such courses are offered

MBA / PGDM programmes from other Universities/

Business Schools: Standard Test Scores required

Those applying to the Fellow Programme in Management on the basis of the above tests in lieu of CAT should have scored more than 50% mark in their bachelor's degree to be considered for selection to the Fellow Programme in Management.

Candidates residing outside India could choose to take any of the above tests (depending on the area to which they are applying) or write GMAT. CAT is administered only in India. The doctoral programme accepts test scores that have been taken in the last two years.

CAT is the common admission test required for admission to the Post-Graduate Programmes of the Indian Institutes of Management. CAT will be administered next tentatively from October 16, 2013 till November 11, 2013, at various centres in India. Please follow instructions in the advertisement for applying for CAT that appeared in all major Indian newspapers on July 28, 2013.

Validity of Score (Other than CAT)

Two years from the date of the test and should be valid on the deadline of submission of the application form.

Waiver:

Alumni of IIMs (PGP, PGP-ABM, PGP-PMP, PGPX) and similar programmes of other Universities/Business Schools are eligible to apply for exemption of first year PGP courses, provided they satisfy the following conditions:

The candidate should have completed a full-time, two year MBA degree, two year PG Diploma in Management or one year PGPX, one year PGP-PMP (or equivalent) in Management from any recognised University / Business School / Institution.

The candidate should have obtained in the first year of the above degree/diploma a minimum average grade point equivalent to IIMA's 2.55, with no Fs and not more than two Ds.

The candidate should have obtained the qualifying degree or diploma, not more than five years ago, with respect to the beginning of the first term of the FPM programme into which she/he is seeking admission.

The granting of the waiver is not automatic. The final decision related to the waiver is made by the FPM EC, by taking into account all relevant factors, including:

- The quality and content of the program (MBA/PGDM/PGP-ABM etc.) undergone by the candidate.
- The performance of the candidate in the program
- The FPM EC, on applying its criteria, can grant full, partial, or no waiver to the candidate.

The FPM Executive Committee establishes the necessary equivalence between the grading system of IIMA and of the institution from which the candidate has obtained the qualifying degree/diploma.

The FPM EC may, while making an admission offer to any candidate eligible for such a waiver, impose additional course requirements such as auditing or crediting any specific first year courses. If a candidate does not satisfy the above eligibility criteria (1, 2 & 3) his/her application for first year PGP coursework waiver will be rejected by the FPM Chair automatically.

Scholarship/Financial Aid

Indian students are provided fellowships. The fellowship covers all academic expenses (consisting of tuition, computer, library, placement, and alumni fees) and living expenses (comprising medical insurance, boarding and lodging). In addition, a student in the first and second year will be entitled to a monthly stipend of ₹ 25,000 per month, after clearing the Comprehensive Exam he/she will be eligible for ₹ 27,000 per month and after submission of the TAC approved thesis proposal he/she will be eligible for ₹ 30,000 per month which will be inclusive of food allowance.

An additional allowance of ₹ 50,000 is provided to enable students to purchase their own personal computer. The Institute provides sufficient funds to meet contingency expenses to cover research work. The Institute may find support for exceptional international students.

Merit Awards

Every year students are given various merit awards:

1. Chaudhary Padmanabhan Pant Award: Awarded to the proposal judged as the 'Best Thesis Proposal'.
2. Industrial Finance Corporation of India (IFCI) Award: Thesis Proposal Award.
3. SAHIR Memorial Thesis Award: The award is given out to the best dissertation proposal in any area of specialization.
4. Tirath Gupta Memorial Thesis Award
5. Competitive National and International Conference Travel Grants.

Admission Process

Application Form and Brochure will be available online. Candidates can fill-up the application form online and an application fee of ₹ 500/- can be paid through IIMA gate way. The last date for filling the application will be January 30, 2014. Faculty will then evaluate the applications that have been submitted, and invite a selected group of candidates for personal interviews with the faculty and members of the FPM Executive Committee, who recommend candidates for admission. The dead-line for submission of application material is 30 January 2014. Interviews will be held in March/April and admission decisions made by last week of April.

Deadlines

January 30 2014:

Last date for online application & Payments of fees.

March/April 2014:

Interviews for shortlisted candidates.

Last week of April 2014:

Offer of admission mailed to selected candidates.

Phase I Courses

Economic Environment and Policy

These courses expose students to the basic concepts of the macro economic theory and make them aware of the Indian economic environment, and the policy and planning framework underlying the Indian economic systems. A focus on cross-country comparisons helps students comprehend government policy decisions and understanding their implications on organizations and industry.

Individual Dynamics

The objective of this course is to develop basic understanding about human behavior in organizations. It is designed to help student to examine aspects of individual behavior; understand how own attitudes, values, styles affect others, and vice versa; apply relevant theoretical perspectives and concepts to you organizational inquiries.

Organizational Dynamics

Organizational Dynamics looks at how different parts of an organization interact and work together; and how an organization as a unit interacts with the environment in terms of its structure, systems, management of its resources, survival, growth and renewal. It also attempts to understand the functioning of an organization as a unit of analysis.

Macro-Organizational Behaviour

The main objective of the course is to familiarize students with concepts such as structures, processes, and environments of organizations. The focus is on understanding the concepts, theories, and practices of organizations in general and Indian organizations in particular.

Micro-Organizational Behaviour

The main objective of this course is to help students understand why people in an organization behave the way they do. The course deals mainly with theories and concepts related to issues of human behaviour.

Marketing I and II

These courses evolve around the concept of marketing mix; it also develops the basic analytical skills, conceptual abilities, and substantive knowledge in marketing in a variety of real life marketing situations.

Operations Management I and II

The objective of the course is to develop an understanding of the role of operations management in a firm's success and to develop abilities to structure and solve operations related problems analytically. The course will also try to explore the interaction of Operations Management with other functional areas of a firm.

Corporate Finance

This course covers the three keys of corporate decisions – the Investment decision, the Financing decision and the

Dividend decision involving the finance function. Besides these three key corporate finance decisions, the course will also cover related topics/ issues faced by firms.

Financial Markets

Financial Markets provides an introduction to financial markets and securities for financing, investment and risk management.

Managerial Computing

In this course, students are introduced to end-user computing. The course also helps build their skills in using electronic spreadsheet to support the processes of decision making and in designing and developing computer programmes.

Internet Technologies of Business

The course aims to equip participants with the underlying concepts related to Internet and WWW technologies, and e-business applications. It focuses on the infrastructure, architecture, and services available on the Internet.

Financial Reporting and Analysis

This course enables the student to develop an ability to understand various financial statements and to analyse and interpret the data contained in these statements for improved decision-making.

Information Systems of Business

This course equips students with skills to analyse information requirements for managerial decision making. It uses information technology in the development of systems and equips students to develop prototype systems using end-user database software.

Decision Making I & II

These courses help students understand and formulate managerial situations in a decision-theoretic framework. They build in them analytical skills to interpret and analyse data relevant for resolution of decisions in functional areas of management, and develop skills in managerial decision making under uncertainty.

Probability and Statistics I, II & III

The purpose of the course is to introduce you to the management of uncertainty in managerial decisions. The course discusses situations where uncertainty plays a role in the decisions involved and where the assessment of uncertainty becomes imperative. The concepts are intuitive. However, to have mastery over them, you would need systematic study

Microeconomics

This course attempts to provide the basic tools, concepts and insights to understand the anatomy, behavior and functioning of all major microeconomic units from the

viewpoint of a business firm. Not only does the course purport to explain why a firm exists and how it is evolving over time and space, but it also tries to demonstrate how a firm does in its own interest and ought to read and handle its customers, its rivals and above all, government policy. The course would deal with demand, production, cost and pricing theories and practices.

Macroeconomics

The course will introduce students to the definition and measurement of aggregate variables such as income and expenditure, inflation and unemployment, and then develop a conceptual framework that provides insights into the determinants of these aggregate measures that macroeconomics is concerned with. The course will also include an analysis of the role of government with reference to monetary, fiscal and foreign exchanges rate policies.

Costing and Control Systems

The course emphasizes a central theme that “there are different costs for different purposes and the costs are the results of management decision”. The course is designed on this theme and it enables the students to understand measurement of costs and tracing them to products and customers; the role of relevant costs to develop better strategies and also to develop analytical skills related to design and implementation of management systems that are used to plan and control firm’s performance.

Legal Aspects of Business

The objective of the course is to understand the principles and concepts of law dealing with business. This includes formation of contracts; rights and obligations arising from contracts; special forms of contracts, namely, sale of goods, principal-agent relationship, bank guarantee and bailment; law dealing with formation and functioning of companies; unfair trade practices, competition law; and protection of consumers.

Written Analysis and Communication

The primary objective of this course is to introduce students to the process of managerial decision making and to enable them to write competent reports that either recommend or justify decisions based on rigorous analysis and systematic evaluation of options. The secondary objective is to refine their writing skills in general, especially managerial and analytical writing in English.

Business Taxation

The objective of the course is to introduce the participants to the basis, incidence and application of the main taxes in India, namely, income tax, excise, service tax and Value Added Tax.

Socio-Cultural Environment of Business

This course will introduce the participants to methods of understanding society and culture as a product of multiple goals and values. It will seek to draw participants’ attention towards understanding of social, political, and cultural structures and processes that characterise Indian society today. This will be undertaken through both classroom sessions as well as field-practicum. A conceptual component of social analysis will be illustrated through concrete in-class discussions and exercises.

Personnel Competence and Capability Building Systems

This course develops understanding of the conceptual foundations and practice of Human Resources Management in formal organisational environment. It provides insights about how HR strategies, initiatives and programs contribute to competitive advantage of organizations and equips participants with HR tools and techniques required for achieving high performance. Understand the regulatory framework and dynamics of employee collectives. Appreciate the challenges faced by individuals and organisations in implementing HRM systems in organisations.



Phase II FPM Core Courses

Communication for Management Teachers

This course examines communication aspects in academic situations (teaching, writing, and administration) and improves communication skills. Seminars based on writing and oral exercises, preparation of materials, presentations, discussions, and readings are an integral part of this course.

Survey of Statistical Methods Used in Management Research

This is close to a comprehensive review of major statistical methods that are used extensively in management research. This course should serve the purpose of exposing the student to these prolifically used statistical/empirical methods. While all attempts have been made to make the course comprehensive enough to include major techniques, it is not necessarily exhaustive. Additionally, this is a generic survey course to provide exposure to the methods to all FPM students. Students are advised to acquire additional expertise in any specific topic by choosing advanced courses offered by various relevant academic Areas of the institute.

Introduction to Research Methodology & Qualitative Techniques

This course is divided into two parts:

Module-I: Research Methods: Beginning with the Basics

This module aims to provide a broad understanding of the theoretical and methodological issues involved in conducting systematic inquiry in the field of management. It aims to:

- ▶ Cover the basics of research methodology in general and gain an understanding of the importance of, and process of, theory building;
- ▶ Apply the above to different research situations and/or problems;
- ▶ Gain an understanding of the survey methodology; and
- ▶ Learn the process of conducting and writing research.

Module-II: Qualitative Methods

- ▶ The objective of this module is to:
- ▶ Orient participants to the various qualitative methods;
- ▶ Help them to successfully implement the methods during the duration of the course



Phase II Area Courses

Agriculture

Agricultural Management I

The objective of this course is to introduce advanced concepts of consumer behaviour and demand, agricultural marketing, agricultural finance, and systems analysis in the context of real life problems.

Agricultural Management II

The objective of this course is to familiarize students with concepts in the theory of the firm, risk analysis, transaction costs, natural resource economics, management of technical change, and water management.

Agricultural Development Policy

The objective of this course is to develop a conceptual understanding and factual perspective of major problem areas in development of agriculture and rural sector in India. In accomplishing this objective a range of past, current and emerging agri-food policy issues and instruments, besides policy formulation process and the institutions or groups involved in this process, are considered. The course provides participants with a comprehensive exposure to the national and international dimensions of the agricultural economy using a business perspective. Additional emphasis is provided on the role of agriculture in economic development and international trade issues. The course analyzes implications of farm sector reforms and trade policies for business, farmers, consumers and economy.

Advanced Course on Strategic Management of Intellectual Property Rights (SMIPR)

This course exposes students to basic concepts of IPRs, their coverage and scope, and provides some insights into the strategic role of IPRs in the Indian context. It enables the participants to appreciate the role of policy in the strategic management of IPRs and equip them with some practical aspects of patent drafting and reading, if necessary, through interactions with external experts.

Agro-Food Value Chain Management and Development

Major objectives of the course are to familiarize the participants with the concept and the theory behind value chain framework and its relevance for agribusiness; to expose participants to specific applications of this framework in the subsectors of agribusiness like garments, horticulture, food service and the like; to help participants to apply global and Indian learning in this field to understand and tackle issues of management and development in such chains.

Institution Building

The course provides an opportunity to explore the dynamics of institution building as a process of political economy, ethical and value dilemmas, and generating

durable but systematic responses to various stimuli in the environment.

Rural Banking and Financial Inclusion

The course is intended to give an exposure to the theoretical underpinnings of how rural financial markets operate; the role of institutions; the policy framework and how these markets have evolved in the Indian context. The course in the process will also examine different institutional forms – commercial banks, regional rural banks, co-operatives and non-bank financial institutions.

Business Policy

Advanced Seminar on Action Research Methodologies

This specialized course in hermeneutic research methodologies using action research context focuses on inquiry frames to understand dynamics of management processes. This is particularly useful where the lived reality is to be phenomenologically experienced and interpreted especially where controlled experimentations are impossible.

The specific learning aims of this seminar are:

- ▶ to understand the systemic underpinnings of different action research approaches and how they impact systems, structures and processes
- ▶ to review the scope and application of action research methodologies in a variety of contexts and inquiries
- ▶ to become familiar with the pitfalls of attributing motivations in management research and to distinguish between conscious and unconscious feedback loops
- ▶ to develop research design strategies for using action research methodologies and hermeneutically resolving the constraints of transference and subjectivity to gain some first-hand experience of action research methodologies

Entrepreneurship

The objectives of this course are to provide a comprehensive understanding of the basic concepts of entrepreneurship, to review and understand the important streams of research in entrepreneurship, and to familiarize students with research methodologies.

International Strategic Management

This course aims to deepen understanding of management challenges associated with discovering and inventing international business strategies for managing cross-border value chains. The course exposes students to complexities of strategy and develops conceptual foundations by introducing them to prevailing terms and concepts and emerging praxis around complex activities of global, international and multi-domestic product-services linkages of business organisations with due regard to developments

at plurilateral and multilateral fora such as the UN system and WTO, GATS, TRIPS, EU etc.

Strategic Management I and II

The objectives of these courses are to strengthen the theoretical underpinnings of students, and expose them to the extensive research carried out both in the domain of strategy formulation and implementation.

Strategy and Innovation

The focus of this course is on innovation as a strategy for sustainable competitive advantage. It emphasizes understanding and application of concepts that address the content and process issues for managing innovations. .

Economics Of Strategy

[Jointly offered with Economics Area]

The course exposes the participants to various neoclassical and non-neoclassical theories of the firms along with concepts and tools of industrial organization that may help them understand firm strategy.

Corporate Governance

The course focuses on the main theoretical perspective of "Agency Theory" to study mitigation mechanisms like boards, executive compensation, ownership structure and the market for corporate control to deal with corporate governance issues/agency issues with emphasis on unique governance issues in an emerging economy context.

Data Management and Analysis in Organizational studies

The course focuses on secondary data management and analysis. Participants will learn how to extract the data from various data sources, integrate the data, prepare the data for analysis and finally construct variables from the raw fields.

Economics

Advanced Macroeconomics

The objectives of this course are to understand how macro aggregates such as national income, price level and employment are determined in an economy and how they are affected by government policy and shocks to the economy.

Advanced Microeconomics

This course is concerned with the exposition of the behaviour of individual decision makers at a point and over a period of time. It focuses on the problems of resources allocation in static and dynamic senses.

Econometrics

This course intends to expose students to various research problems that have been tackled so far in the field of econometrics with special emphasis on applications.

Elective Courses

Public Finance

(jointly offered with Public Systems Group)

This course aims to provide a comprehensive introduction to the principles and concepts of public finance. It examines the economic rationale for government activity and fiscal structures of different levels of government, and some major policy issues arising out of the process of macro economic reforms.

Economic Development and Growth

(jointly offered with Public Systems Group)

The course aims at providing the context and understanding of the issues involved in the process of economic growth and development. It is expected to provide a historical perspective to the questions of growth and development, review theoretical developments in the field of economic growth, and debate on various aspects of growth and development of the Indian economy.

Game Theory and Strategic Behaviour

(jointly offered with Marketing)

This course discusses basic and advanced tools of game theory and their applications in the field of industrial organization and strategic decisions by firms.

Time Series Analysis

(jointly offered with Finance Area)

This course introduces the theory and methods of time series analysis for research in economics and finance. The objective of the course is two-fold. First is to give participants enough technical background to enable them to read research papers in applied time series analysis. The second is to introduce select advanced topics useful for analysis of macroeconomic and financial time series.

Finance and Accounting

Theory of Finance I

The objective of this course is to provide an introduction to the field of asset pricing. The first part of the course covers the theoretical foundations of modern asset pricing theory. The second covers select papers on the empirical aspects of the asset pricing models.

Theory of Finance II

This course is a continuation of Theory of Finance I and covers important econometric methods of financial markets. It exposes the students to the empirical testing of various theoretical models.

Seminar Course on Corporate Finance

This course covers selected theoretical and empirical work in the area of corporate finance. The emphasis is on recent

developments in Corporate Finance based on information asymmetry and conflicts of interest between managers and shareholders and between “insiders” and “outsiders”.

Seminar Course on Accounting Research

The course brings together the current issues in accounting, particularly the global accounting standards, challenges in alignment with IFRS and issues pertaining to accounting policy.

Seminar Course on Privatization

The course focuses on issues pertaining to privatization using international and Indian examples. It discusses challenges and opportunities in the private sector, identify roadblocks and bring out effective ways of dealing with the issues pertaining to privatization.

Mathematical Finance

This course helps to prepare for the rigors of analysis by imparting the skills of analytical tools. The course would help in identifying the right tool to apply in diverse situations, interpretation of the results and the theoretical underpinnings of how mathematics can be effectively used in complex financial functions.

Time Series Methods for Macroeconomics and Finance

This course introduces the theory and methods of time series analysis for macroeconomics and finance. The objective of the course is two-fold. First is to give participants enough technical background to enable them to read research papers in applied macroeconomics and finance. The second is to introduce select advanced topics useful for analysis of macroeconomic and financial time series.

Information Systems

Algorithms and Data Structures

This course introduces concepts and techniques in the design and analysis of algorithms and data structures. The emphasis would be on the fact that, while several alternative algorithms exist for a problem, they can be implemented with different data structures, and that there could be significant differences in performance of these alternatives.

Computer Architecture and Systems Software

The objectives of this course is to expose students to the technical foundations of computing technology so that they can make decisions on choice of computing technology, participate in the design of computing configurations, and suggest hardware and software platforms for implementation of business applications.

Database Management and Online Transaction Processing (OLTP)

The objective of this course is to understand concepts,

acquire technical skills in the area of database management systems, and design and implementation of OLTP systems. The course also focuses on emerging research issues in the field.

Data Mining Algorithms and Applications

The course of data mining and business intelligence will equip the students with the concepts and techniques of data mining and how to use these various data mining techniques to fine tune business goals and enhance decision making with informed choices. The course will also update the students about how these techniques are being extensively used in real-life for better decision making.

Distributed Computing Systems

Much of the computing taking place today is distributed. Web services, cloud computing, virtualization, peer-to-peer and Internet computing all have distributed systems concepts at their foundation. In this course we study the basic concepts of distributed systems as well as the current technologies that are built on these distributed system concepts – like peer-to-peer computing and web-services.

Information Systems Frameworks

This course discusses frameworks and methodologies for planning, analysis, design, and implementation of management support systems and frameworks for identifying information technology applications which can provide a competitive advantage.

Programming I

The objective of this course is to familiarize participants of the basics of programming using languages such as C, C++ and Java. The course will be structured as an intense assignment oriented course.

Systems Analysis and Design

This course exposes students to issues in the analysis and design of systems through formal methods. It deals with both structured and object oriented approaches to development of solutions in the emerging environments and addresses process management, quality, and productivity issues.

Innovation and Management in Education

Using Quantitative Methods for Causal Inference in Education Research

The search for causality in relationship between variables is as frustrating as it is necessary. As elusive as they might be, claims about causality form the basis of much policy advice and advance our understanding of factors influencing human development. Relatively recent advances in the development and application of quantitative methods in identifying and estimating causal relationships also make this an exciting and productive line of research. The methods covered will include experiments, ‘natural’

experiments, instrument variables, regression discontinuity designs, propensity score matching and value-add models. The course emphasizes a close reading and discussion of research papers that are generally considered to be good representatives of the application of these methods as well as those that lend themselves to ideas for future work. The purpose of this course will be to introduce, explain and study the application of these techniques in the specific context of gathering evidence on different dimensions of education.

Education: Theory, Policy and Practice

This course presents an introductory overview of contemporary issues in education, with the predominant focus being on the Indian experience—experiences from other contexts will also be covered wherever necessary. Educational policy-making has been motivated in independent India by a concern for equity and the belief that education is an instrument for reducing social inequalities. The efforts of the Centre and the states, which have been guided by the recommendations of various education commissions and the National Policy on Education (1986, as modified in 1992), have resulted in significant improvements in educational performance—both at the school level and higher, especially technical education, levels. Yet, the goal of education for all, the issue of quality in education, and the contested issue of access to higher education, remain problematic. The last two decades have added a new dimension to the context of educational policy and performance, with liberalization and globalization significantly influencing educational directions. The state has responded with protection of primary education allocations, external funding for mission-mode interventions like the District Primary Education Programme, and financial stringency in the area of higher education, and a host of centrally-driven policies targeted at the three stated goals of the state: expansion, inclusion and excellence. Examples of these policies include legislation to make free and compulsory education a right for every child aged 6 to 14 (2010), the Rashtriya Madhyamik Shiksha Abhiyan (2009) aimed at universalizing secondary education, establishment of centres of excellence in higher education, the National Knowledge Commission (2006) Report on higher education, the report of the committee on renovation and rejuvenation of higher education (Yashpal Committee), and so on. Against this backdrop, this course provides a sociological perspective that would help the participants obtain a more theoretical understanding of the issues confronting education today.

Advanced Qualitative Research Methods in Education

This course aims at providing an in-depth understanding of the key approaches within the ‘qualitative’ tradition of research in education. While the use of the phrase ‘qualitative research’ is not unproblematic, we use it here

to capture the broad approaches which fall under the interpretivist/ constructivist paradigms of research. The course will build on the basic exposure that participants would have had in the Research Methods course. Four qualitative traditions of inquiry (and the associated philosophical and theoretical frameworks), grounded theory, ethnography, action research and case study, will constitute the focus of the course. Data analysis techniques relevant to these traditions will also be discussed.

Public Financing of Education

This course aims to provide understanding of the principles and concepts of Public Financing for the education sector. It examines the economic rationales for government activity, theories and principles of government expenditures and taxation as well as policy issues arising out of the process of reforms in the education sector.

Understanding Higher and Professional Education

Higher education or the post-school education (typically post-secondary/higher secondary education in India) is a vast sector that has evolved within a large and diverse set of constraints and opportunities. This sector in India, more than two hundred years old now, has rapidly grown in the post independent India in order to respond to the challenge and opportunities faced by the society and the nation. This course attempts to expose the doctoral student to the theoretical underpinnings of, as well as the body of knowledge on management of the Higher Education Systems and Institutions in India, in order to appreciate, in-depth, the nature of managerial challenges involved in managing such systems and institutions.

Innovation and Change in Education

Change and innovation are essential part of any dynamic organization. In the present time keeping pace with change is becoming more challenging for all organisations. It is particularly true for educational institutions as they are impacted strongly by changes in the society. The present course will examine various aspects of change and innovation in Indian educational context. This will be examined at individual, group, organisational and societal level, across different levels of learning from literacy, pre-school to senior - secondary education. Major educational initiatives within the country and selected innovations in other countries will be examined with respect to their role in effecting change and innovations in education.

Organisational Development and Change in Educational Institutions

This course is designed to give participants a chance to read, appreciate, and then carry out a real life project in an educational institution. The project will be around bringing a change or making an intervention based on diagnosis of the need of the educational institution

Technology and Education

The rapid and constant pace of change in technology is creating both opportunities and challenges for educational institutions. This course will help participants to reflect on the role various forms of electronic and digital technology can play in the teaching/learning process and how these processes can be engaged both in the classroom and outside. This rapid evolution of educational technologies also makes it increasingly challenging to determine what works and how well it works. Using current research findings we will try to investigate the effectiveness of various forms of technology in education. This course will also investigate issues related to the roles and possibilities of technology,

Marketing

Behavioural Science Applications in Marketing

The objectives of this course are to expose students to the diverse approaches and sub-fields of behavioural science relevant for an understanding of consumer behaviour, enable students to identify research issues, and develop the ability to conduct consumer research relevant to Indian conditions.

Game Theory and Strategic Behaviour (jointly offered with Economics area)

The objective of this course is to familiarize students with the basic concepts, scope, and methodology of game theory to analyse strategic behaviour of/among 'agents' such as firms, consumers, competitors, regulators, policy makers etc. This course examines the applications of game theory in various academic disciplines, especially in marketing, applied micro-economics and oligopoly theory and strategy. Experimental methods in game theory are also covered in this course with a view to equip doctoral candidates with an important analytical methodology for their dissertation research.

Marketing Theory and Contemporary Issues

The objectives of this course are to review and evaluate major literature on the foundation of marketing, to provide an in depth understanding of the theory of marketing and their conceptual basis, provide an insight into selected contemporary issues in marketing, and initiate discussion regarding the potential application of marketing knowledge to address these issues.

Quantitative Models in Marketing

The objectives of this course are to expose students to diverse model building approaches like deterministic, stochastic, and simulation models for decision making in marketing, study the state of art in marketing model building in selected sub-areas of marketing decision making, and provide an experience in model building.

Reading Seminar in Marketing Management

The main objective of this course is to make students go through selected readings and research materials on various aspects of marketing management, selected from major works (articles, literature and research experience) on current marketing management problems. Seminal research on the major domains of marketing science is highlighted in this course with a view to motivate students to identifying their own line of future research.

International Marketing Research and Teaching

The major purpose of this course is to introduce FPM students to conducting research and teaching in the international marketing management area and develop skills related to the design and execution of research projects and related methodology as well as design and development of courses in the area of international marketing management and strategy.

Organizational Behaviour Area

The Individual at Work: Micro Organizational Behaviour-I

This course focuses on the individual level of analysis within workplaces, covering topics such as personality and self, learning, attitudes, motivation, strain, well-being and emotion and emergent contemporary micro-OB themes. Including conceptual and applied dimensions, the course builds disciplinary knowledge and develops research skills in first-year doctoral students.

Interpersonal and Group Dynamics: Micro Organizational Behaviour-II

As a part of the overall field of organizational behavior, the course focuses on interpersonal and small group analyses. It covers important theories and conceptual frameworks of the areas such as perception, attribution, stereotypes, leadership, power, group behavior, and organization citizenship behavior.

Organizational Structure and Processes

This course looks at how an organization as a unit interacts with the environment in terms of its structure, systems, management of its resources, survival, growth, and effectiveness. This course introduces participants to the above issues concerning behaviour of organizations. The main objectives of the course are to (1) acquaint the participants with different streams of thought and terminology in organization-level phenomenon, (2) develop an ability to understand existing research in some prominent areas of macro-organizational behaviour, and (3) learn to apply conceptual frameworks to real-life organizational contexts.

Organizational Diagnosis and Change-1 & 2

The course on Organizational Diagnosis and Change introduces doctoral students to theories and concepts

pertaining to the application of behavioral science models in diagnosing, analyzing, and introducing organizational change. The main objective is to acquaint participants with tools, techniques and experiences available in OB which facilitate not just theorizing but also developing methods to diagnose, analyze, understand, introduce and manage organizational change.

In the subsequent course on Organizational Diagnosis and Change-2, the learning of these concepts, techniques and issues is extended and applied to real life organizational situations.

Philosophical Foundations of Organizational Research

The course is designed to (1) acquaint participants with different research paradigms and their importance, (2) illustrate the implementation of the different strategies of enquiry, and (3) critically appreciate the various methodological perspectives. The course attempts to blend the foundation of research, theory and practice.

Organization Theory and its Social Context

This course is designed to acquaint students with the evolution and theories of organizations. The primary objective is to help students examine the basic question “Why do organizations behave the way they do?” Alternative ways of answering this question from diverse theoretical bases are explored. Sociological roots of organization theory and the impact of the specific social context on organization theory are also discussed.

Classics in OB

This course covers studies and articles on different aspects organizational behaviour that are considered historically important in the evolution of the field and may have helped define a new direction for OB. Emphasis is on not only building familiarity with such writings, but also on exploring what made these works seminal and to what extent such characteristics may be relevant today for advancing frontiers of knowledge in the field.

Quantitative Methods and Analysis

The course builds on the insights and knowledge obtained in first year research methodology courses (Survey of Statistical Methods, Introduction to Research Methods and Qualitative Techniques) and provides a hands-on training on using methods to perform empirical research. The course will be largely divided into two parts. The first part shall introduce the participants to quantitative research designs (experimental, survey based) and the analytic techniques used to analyze the data collected. This part will also provide inputs relating to measurement theory and concepts related to scale design. The second part will build on the concepts learnt in part one and will introduce the participants to advanced data analyses using structural equation modeling methodology. The course will be based

on a combination of theoretical and practice-oriented sessions that will provide working knowledge of statistical software like R, SPSS and LISREL. Upon the completion of this course, the participants would: (1) understand the experimental, quasi-experimental and survey based research designs and the technicalities involved in the analysis of data collected using these designs, (2) understand the process of designing a questionnaire, the steps involved, and guidelines that must be followed at each step, (3) understand concepts like correlations, reliability, measurement error, validity, regression, causality, cross-sectional design, common method variance, mediation, moderation and other such terms used in the design and conduct of management research, (4) understand analysis techniques like t-tests, ANOVA, regression analysis, factor analysis and structural equation modeling (SEM), and (5) get hands-on training on statistical analysis packages like R, SPSS and LISREL.

Qualitative Methods and Analysis

The course aims to (a) acquaint participants with different research paradigms and their importance, building on participants’ prior understanding of qualitative methods, (b) build a deep awareness about challenges and boundaries of various qualitative methodologies, and (c) illustrate the implementation of different strategies and inquiries within each methodology.

Crafting and Publishing of Research

The course is designed to help doctoral students develop an understanding of the *process* of publishing research in peer-reviewed academic journals. The course is open to FPM students in all areas although the readings are primarily drawn from research in organizational behavior, personnel and industrial relations, business policy, and economics. The course is especially appropriate for students interested in academic careers, which require publishing research in high quality peer-reviewed journals. The course format will be a mix of lectures, class discussions (predominant), and interaction with guest speakers. The primary requirement for the course is a publishable research paper on a topic of interest to the students.

Technology and Organizing

The course is designed to help doctoral students develop an understanding of technology-organizing relationship from a variety of theoretical perspectives which in its order of importance include sociological, political, historical, anthropological, and philosophical approaches. The course is open to second year and second year plus doctoral students in all areas. The course has three objectives: (1) careful reading of assigned research works that seek to illuminate our understanding of technology’s place in human experience; (2) developing a grasp of key themes and issues in a manner compatible with each student’s

view of social theory and technology studies; (3) applying this knowledge to contemporary social and political issues that involve technological choice and processes.

National Culture: Myths, Meaning and Measurement

What is culture? How should culture be measured? Does culture matter in business and society? These questions have been debated by management scholars across a range of disciplines, without any clear consensus as to culture's meaning and significance. The objective of this course is to review the diverse national culture models used in the management literature over the last few decades, including Hofstede, Schwarz, GLOBE and WVS, and the various critiques on the validity and reliability of these models to understand and explain decisions taken by individuals, firms, businesses and societies. The focus of the course is on the theory of culture, the methodologies used to measure culture, and a critical examination of the implication of both theory and measurement on the practical implications of culture for business.

Leadership in Organizations: A Review of Theory and Research

This course focuses on managerial leadership and will enable participants to equip themselves with a broad survey of theory and research on leadership in formal organizations. The topic of leadership effectiveness is of special interest, and the discussion keeps returning to the question of what makes a person an effective leader. The course aims to conduct a detailed and critical evaluation of major leadership theories, and a comprehensive review of empirical research conducted in leadership domain. Participants will be familiarized both with the core theories, models, frameworks and concepts of leadership, as well as with current research findings and a range of techniques, practices and skills that may be used in a professional environment. The course will be implemented as a seminar course featuring regular interactive activities such as presentations and class discussions. Upon the completion of this course, the participants will be able to (1) understand established theories and models of leadership in organizations, (2) critically reflect on the strengths and limitations of these theories and models and how they may be applied in an organizational, social, environmental and multicultural context, (3) examine current leadership research and debates, (4) understand and study the relationships between leadership theory and professional practice and (5) consider a range of techniques, practices and skills used to understand the contingent nature of leadership – both in scholarly and practical applications.

Personnel and Industrial Relations

Foundations of Research in HRM I

This course revolves around research issues related to human resource planning, acquisition, performance

management, competence development, career planning, and development issues.

Foundations of Research in HRM II

The anchoring topics in this course are compensation dynamics, the empowerment discourse, labour rationalization dynamics, human resource strategies in the context of mergers and acquisitions, sick unit turnarounds, corporate restructuring, and internationalization processes.

Foundations of Research in ERM I

Issues dealt with in this course revolve around the economic, political, social, legal, and collective trade union action determinants of employee relations.

Foundations of Research in ERM II

This course focuses on technological determinants of employee relations, employee grievance and discipline management, employee involvement initiatives, the social clause- trade regime debate in the employee relations context, and employee relations dynamics in the mergers / acquisitions and turnaround contexts.

International Human Resource Management

This course focuses on logic and process of internationalization, theoretical foundations of international strategic management, issues and challenges in managing MNC, headquarter-subsidiary relationship, the culture factors in international HRM policies, management of expatriates, issues and practices in HRM at the parent company and the subsidiary, and cross-national differences in HRM practices.

Qualitative Research Methods in HRM

The learning objectives of this course will be

- ▶ To enhance appreciation for the potency and relevance of qualitative research methodology
- ▶ To develop insights into the logic of qualitative research enquiry
- ▶ To gain understanding of some major qualitative research approaches like the ethnographic method, ethnomethodology and phenomenology
- ▶ To get exposure to significant qualitative research tools and techniques
- ▶ To develop hands on experience in analytical, interpretative and writing skills in the employment of qualitative research approaches.

Quantitative Techniques in HRM

This course provides doctoral students with the opportunity to apply the tools and methodologies learnt in the core curriculum to their research in the field of HRM. This course also exposes the students to latest development in the quantitative techniques in HRM. The focus of this course is to study various quantitative techniques used in

processes related to employees in an organization. Apart from the organizational context, the course also looks into quantitative approaches used in the analysis of labor markets.

Production and Quantitative Methods Area

Advanced Probability in Management

The objective of this course is to provide the theoretical foundations of probability theory, which finds extensive applications in the resolution of several managerial problems. Topics in this course may include discrete and continuous random variables and their distributions, moments and moment generating functions, joint distributions, functions and transformations of random variables, law of large numbers and the central limit theorem, point estimation sufficiency, maximum likelihood, minimum variance, confidence intervals, probability inequalities, and measure theory.

Mathematical Programming and Discrete Optimization

These courses provide the fundamentals of mathematical programming and their application in management. The areas that are covered include linear algebra, convexity analysis, linear programming, integer programming, graph theory and networks, combinatorial optimization and computational complexity.

Seminar in Operations Management I and II

These courses deal with selected models and analytical approaches for decision making in operations management. Topics will include inventory theory, lot sizing, scheduling theory, aggregate production planning, location and design, logistics, supply chain coordination, quality, queuing and contemporary topics in operations management (new models of production, technology, economics of production, manufacturing marketing interface, e-Commerce, etc.)

Systems Analysis and Simulation

In this course, students are exposed to the methodology of developing simulation models. Various approaches to constructing simulation models will be discussed. Simulation languages are introduced to provide a framework for developing complex simulation programmes.

Applied Multivariate Analysis

This course gives a balanced emphasis on theory and applications. It covers the following broad areas: Multivariate Normal Distribution and Related Inference Problems, Assessing Normality, Outlier Detection, Multiple Linear Regression Analysis, Variable Selection Problems, Multicollinearity, Heteroscedasticity, Regression Plots, Regression Diagnostics, Model Specification Tests, Auto correlated and Longitudinal Data Analysis.

Applied Multivariate Analysis for Qualitative Dependent Variable

This is a course on Discrete Multivariate Analysis with an emphasis on understanding the theoretical underpinning of different methodologies along with its applications. The course covers the following broad areas: Models for dichotomous and polychotomous variables (probit, logit, multinomial logit, multivariate probit are special cases), Related Inference Problems, Qualitative panel data analysis, Tobit models, Truncated latent variable models defined by a system of simultaneous equations and Bayesian analysis of binary & polychotomous data.

Modelling for Management Decision Making

This course is an attempt to bridge the gap between the theory of mathematical modelling (operations research) and its application in industry. Students who want to use mathematical modelling for competitive advantage are encouraged to take this course.

Non-linear Programming

This course provides the fundamentals of non-linear and dynamic programming.

Real Analysis

The course analyses basic concepts in certain areas of mathematics and prepares students to take advanced courses.

Stochastic Processes

The objective of this course is to provide the theoretical foundation for modelling and analysis of variety of processes in service and manufacturing environments that are characterized by uncertainty. Topics include birth and death processes, Markov chains, Markov processes, renewal theory, martingales and optimal stopping, processes with independent increments (e.g. Poisson, Wiener processes), Brownian motion and the theory of weak convergence, application of stochastic processes in logistics, inventory, manufacturing, marketing, and finance.

Graph Theory

The aim of the course is to introduce the student to the theory of graphs, particularly algorithmic graph theory. The student will learn a number of standard and powerful algorithms, as well as demonstrating methodologies in graph techniques. In addition the student will be introduced to the use of graphs in the solution of complex problems. Graph theory has become one of the major tools for the design and analysis of algorithms, as well as the focus of much interest in theoretical computer science.

Network Optimization

The aim of the course is to study the theory and practice of network flows and its extensions. Network flow problems form a subclass of linear programming problems with

applications to transportation, logistics, manufacturing, computer science, project management, and finance, as well as a number of other domains. This subject will survey some of the applications of network flows and focus on key special cases of network flow problems including the following: the shortest path problem, the maximum flow problem, the minimum cost flow problem, and the multi-commodity flow problem. We will also consider other extensions of network flow problems.

Stochastic Optimization

This is an introductory course to stochastic programming. The aim of the course is to introduce students to optimal decision-making problems with data uncertainty. The field of stochastic programming is currently developing rapidly with contributions from many disciplines such as operations research, mathematics, and probability. Stochastic programming has a wide range of applications especially in science and engineering such as manufacturing, transportation, telecommunications, electricity power generation, health care, agriculture/forestry, finance, etc. The course will cover a broad overview of the applications, basic theory, and decomposition methods of this vibrant field.

Large-scale Optimization

Implementation of the revised simplex method; interior point methods for linear, quadratic and nonlinear optimization; sparse matrix techniques in optimization; decomposition methods: Benders and Dantzig-Wolfe decompositions; Newton method, self-concordant barriers, semidefinite programming; Applications of mathematical programming in finance, telecommunications, energy sector.

Public Systems

Economic Development and Growth

The course reviews the basic concepts in economic development and their measurements along with data sources particularly in India. It also reviews various theories and models of economic growth and development including social sectors, technical progress, input-output tables and regional dimension.

Electric Power Economics and Policy

This course outlines the economic and policy issues in the power sector, analyze them through models and policy frameworks, and provide insights for the problem in the power sector.

Energy and Environment Policy

The objective of the course is to provide theoretical understanding of policy issues concerning energy and the environment, and the learning of analytical tools such as energy environment policy models and their applications.

Public Policy Instruments for Environmental Management

This course is a survey of the policy instruments used in environmental management across the world with special emphasis on India. The course draws primarily on the environmental economics literature while bringing perspectives from other disciplines wherever possible.

Health Policy and Planning

The course addresses two broad characteristics of health policies: use of evidence and integrated approaches. The course also emphasizes strategic and operational planning for implementing health policies.

Healthcare Financing and Health Insurance

The course focuses on public financing of public health programmes, private out-of-pocket expenditures on health, insurance, user fee policy, and demand side financing mechanisms. It covers the concepts of universal health insurance, social insurance, and micro insurance concepts, and examines various risks in managing these schemes.

Infrastructure Policy

(jointly offered with Economics area)

This course is designed for research students to not only provide them an exposure to theoretical and applied perspective on issues related to infrastructure development, regulation, and financing, but also as a base to pursue further work in this area.

Public Finance

This course aims to provide a comprehensive introduction to the principles and concepts of public finance. It examines the economic rationale for government activity and fiscal policies of different levels of government, and some major policy issues arising out of the process of macroeconomic reforms.

Public Management

This course presents a broad overview of the problem of organizing governmental processes and institutions to adopt and implement public policy. It will discuss specific operations tools for directing large public systems.

Public Policy

This course provides an advanced level introduction to different theories and methods of the policy sciences, as well as training in the methodological tools and research processes enabling application to concrete policy issues. Reinforcing the interdisciplinary character of public policy research, this course draws on a vast international and Indian social science, humanities and philosophy literature to aid critical policy analysis.

Seminar on Transportation Policy

The course examines the policies that have been formulated in the transportation sector till date, their stated objectives, and an assessment of the success and failure of these policies.

Statistical Methods in Public Health

This is an intermediate-to-advanced level course covering commonly used methods for analyzing public health data. Topics to be covered include, but are not limited to, models based on maximum likelihood theory, analysis of incomplete multivariate data, and survival analysis.

Urban Economy and Business Environment

The course provides macroeconomics frameworks for urban economic analysis. It examines various urban development policies for improving the economic competitiveness of cities.

Interpretive Research Methods

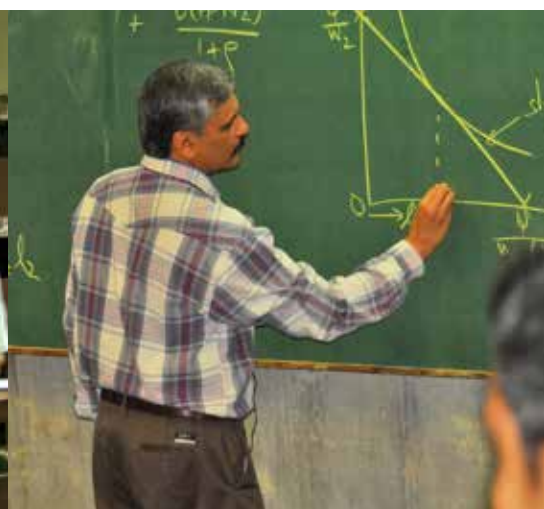
This is an advanced seminar on interpretive research methods. These methods are explicitly concerned with meaning making in social science research. Interpretive methods draw instead on the philosophical orientations of hermeneutics and phenomenology. They are widely

practiced in and relevant to the areas of public policy, organizational studies and management, political science, sociology and other inter-disciplinary fields.

Research and Publications

The work of members is published in highly-acclaimed international and national journals. We produce publications based on high quality research projects that bridge the gap between academics and practicing managers, and original case studies that are used in international policy and management institutions. Doctoral students are encouraged to produce scholarly research papers and present their work in national and international conferences, individually or in collaboration with faculty members with whom they share common research interests. Institute has provision for sponsorship of doctoral students to present their work in international and national conferences, as per norms.

as well as the potential problems, challenges, and criticisms of technology in education. One of the additional goals of this course is to expose participants to cutting-edge research in Educational Technology and prepare them for future independent research in the field.



Faculty

Areas of Research Interest

Agriculture

Bhamoriya, Vaibhav

FPM (IIMA)

Institutions, Institutional Economics and Design, Water Management, Livelihoods, Entrepreneurship for rural development and agriculture, Waste-water Agriculture, system dynamics, economics of rural urban divide, new media and management.

Datta, Samar K

Ph.D. (Rochester)

Micro Economics, Institutional Economics, Agri-business Trade under WTO, Economic and Legal Theory of Contract, Negotiations, Public-Private-Community Partnership, Management of Livelihood Interventions, Management of Insurance Business and Stakeholders Cooperation

Gandhi, Vasant P

Ph.D. (Stanford)

Agribusiness, Marketing of Agricultural Inputs and Food, Economic and Technical Policies in Food and Agriculture, and Investment Behaviour in Agriculture

Gupta, Anil K

Ph.D. (Kurukshetra)

Expansion of Global as Well as Local Space for Grassroots Innovators, Protection of Intellectual Property Rights, Institution Building in Agricultural Research Systems, and Organic Farming

Sharma, Vijay Paul

Ph.D. (NDRI)

Agri-food Policy, International Trade and Development Including the World Trade Organization (WTO), Commodity Markets and Risk Management, Food Retailing, Agribusiness Competitiveness, and Food Safety and Quality Issues

Singh, Sukhpal

Ph.D. (Bangalore)

Agribusiness Management, Vertical Co-ordination, Food and Agricultural Input Marketing

Business Policy

Agarwal, Anurag K

LL.M. (Harvard), LL.D (Lucknow)

Business Dispute Resolution, Contracts and Arbitration, Legal issues in Infrastructure and Intellectual Property, Strategic Management.

D Karthik

Fellow, IIM Ahmedabad

Diversification of firms and business groups, Impact of institutional transitions on strategies, Relatedness across industry and product segments

Dixit, M R

Ph.D. (IIT, Kanpur)

Public Policy and Corporate Strategy, Competition and Competitive Advantage, and Innovations in Management

Mathur, Ajeet N

Ph.D. (IISc Bangalore)

Strategic Management, International Business, Corporate Governance, Action Research Methodologies, Discovery and Design of Institutions, Group Relations, Law and Economics, Strategic Management of Intellectual Capital and Organisational Knowledge, Missing Markets, Social Capital, International Economic Relations, Competitiveness, Local-Global Dialectic in Governance, Community sustainability and the Behavioural Foundations of Economics.



Mehta, Shailendra (VF)

Ph.D. (Harvard)

Entrepreneurship, Industrial Organization, Information Economics and Experimental Economics.

Pathak, Akhileshwar

Ph.D. (Edinburgh)

Law, Liberalization, and Globalization

Sharma, Sunil

Fellow, IIMA

Capability building, Strategic decision making, entrepreneurship, risk and uncertainty, innovation, organizational learning, leadership, strategic thinking, Strategy and organization consulting

Singla, Chitra

Fellow, (IIMB)

Strategic Management, International Business, Corporate Governance, Family Business Firms.

Venkiteswaran, N*

ACA

Competitive Strategy, Mergers, Acquisitions, and Corporate Restructuring, Valuation and Shareholder Value Management, and Corporate Governance Issues

Economics

Basant, Rakesh

Ph.D. (Gujarat)

Technology Strategy and Management, Intellectual Property Rights, Industrial Organization, and Public Policy and Regulation

Deodhar, Satish

Ph.D. (Ohio State University)

Microeconomics, Agricultural Trade and Policy, Imperfectly Competitive Market Structures, and Food Safety and Quality Issues

Dholakia, Ravindra

Post-Doctoral Fellow (Uni. of Toronto), Ph.D. (M.S. University, Baroda)

Regional Economic Development, Economic Analysis and Policy, Productivity Studies and Labour Economics, Fiscal Policy, International Economics, and Health Economics

D'Souza, Errol

Ph.D. (JNU, Delhi)

Tax Reforms and Fiscal/Monetary Policy, Structure of Corporate Finance, Social Security and Livelihood Issues in the Informal Sector, Personnel Economics, and Governance Issues

Morris, Sebastian

Fellow (IIMC)

International Trade and Investment, Economic Development, Public Sector, Small Firms, Public Policy Analyses, and Infrastructure Development and Financing

Pingali, Viswanath

PhD (Northwestern University), MS (QE) (ISI Calcutta)

Industrial Organization, Applied Econometrics, Behavioral Economics, Pharmaceutical Economics

Finance and Accounting

Agarwalla, Sobhesh Kumar

Fellow (IIMA), A.C.A., Grad. C.W.A., C. S. Final

Markets, Corporate finance, Accounting and Corporate laws

Desai Naman

Ph.D., Accounting (Florida State University); Chartered Accountant (Institute of Chartered Accountants of India); M.Acc (University of Alabama)

Primary research interests are in the areas of auditing and corporate governance.

Gandhi, Shailesh

Fellow (IIMA)

Financial restructuring, business systems development, Accounting & costing systems, and Corporate Performance Measurement and Management

Jacob, Joshy

FPM, IIM Lucknow

Volatility Modelling, Market Microstructure, and Portfolio Optimization

Pandey, Ajay

Fellow (IIMA)

Corporate Governance, Capital Market, and Financial Sector Regulations

Patel, Rajendra (VF)

ACA, AICWA

Management Planning and Control

Prem Chander

Fellow IIMA

Mergers and Acquisitions, Valuations, Project Finance; Corporate Governance

Ram Mohan, T T

Ph.D. (NYU)

Banking Sector Reforms, Privatization and Corporate Governance

Sinha, Sidharth

Ph.D. (University of California)

Corporate Finance, Derivatives and Risk Management

Varma, Jayanth R

Fellow (IIMA)

Financial Markets and Pricing Models, Financial Sector, and International Finance

Virmani, Vineet

Fellow, (IIMA)

Model Uncertainty in Economics and Finance, Measurement of Macroeconomic Variables, Term Structure Models, and Estimation of Stochastic Volatility Models.

Information Systems

Jain, Rekha

Ph.D. (IIT, Delhi)

Telecom policy and regulation in the areas of IT implementation, Rural telecom, ICT strategy and management, spectrum management and local exchange competition.

Jajoo, B H

Ph.D. (IIT, Kanpur)

IT Industry Trends, Technology Investigation, Internet Technologies, Design Implementation and Management of IT Infrastructure Based on Computer Networks, Outsourcing and Facility

Management, and Application of IT in Government Sector

Krishnamoorthy, Srikumar

Fellow (IIM Lucknow)

Personalization in Electronic Commerce, Social Media and Web Analytics.

Ranganathan, Kavitha

Ph.D. (University of Chicago)

Research interests broadly include distributed computer systems with a focus on resource scheduling and user behavior in large scale Grids and peer-to-peer systems. Current research interests also include the use of technologies for emerging markets.

Venkata Rao, V

Ph.D. (Georgia Tech)

Data Structures and Algorithms, Systems Analysis and Design, MIS, Software Development Methodologies, LAN, E-Commerce, Production and Operations Management, Job Shop Scheduling, Supply Chain Management, and Enterprise Resource Planning

Verma, Sanjay

Fellow (IIMC)

E-Commerce and Knowledge Management Economics

Innovation and Management in Education

Sharma, Rajeev

Ph.D. (Allahabad)

Innovations in Educational Institutions, Using and Developing Innovative Pedagogies in Classroom, Electronic Mass Media its Effect on Children and Educational Outcomes, and Interpersonal Communication in Organizations

Vijaya Sherry Chand

Ph.D. (Education, Gujarat)

Innovations of Primary School Teachers, Teacher Development, Decentralized Management of Education, Development Communication, Social Entrepreneurship and Assessment of Social Development Programs



Marketing

Abhishek

Fellow, (IIMA)

Consumer behaviour in retail context, marketing communications, rural marketing, and social entrepreneurship

Banerjee, Arindam

Ph.D. (SUNY at Buffalo)

Quantitative Modelling of Marketing Problems, Development of Decision Support Systems Based on Market, and Customer Inputs Especially in the Realm of IT Enabled Marketing Services

Gokhale, Srikant

PGDM, IIM-Ahmedabad

Retail management, Sales and Distribution, International Business, Researching on Global Iconic Retailers.

Jaiswal, Anand Kumar

Fellow (XLRI)

Services Management, Customer Satisfaction, Business-to-Consumer Ecommerce, and Brand Extension Management

Koshy, Abraham

Fellow (IIMA)

Product Strategy, Brand Management, and Strategic Management.

Sahay, Arvind

Ph.D. (Texas University, Austin)

Marketing Strategy, Pricing, High Tech Marketing, International Trade and Investment, Strategic Management, and Marketing Metrics and Brand

Sharma, Dheeraj

Ph.D. (LOUISIANA TECH UNIVERSITY)

Business-to-Business Marketing, International Marketing, Sales and Distribution Management, Strategy, Marketing Channels and Business Ethics

Sinha, Piyush Kumar

Ph.D. (Sardar Patel University)

Services Marketing and Retailing

Tripathi, Sanjeev

FPM (IIM Ahmedabad)

Consumer Behaviour, Pricing, Experimental Methodology

Organizational Behaviour

Bhatnagar, Deepti

Fellow (IIMA)

Innovation and Change, Work Life Balance Issues, Women in Management, Emotional Dissonance, and Influence and Power

D'Cruz, Premilla

PhD (Tata Institute of Social Sciences)

Emotions in Organizations, ICTs and Organizations, Self and Identity, Organizational Control

Gupta, Parvinder

Ph.D. (IIT, Kanpur)

Management of Change, Societal and Corporate Cultures, Team Development, Management Education, Human Resource Development, and Executive Success

Gupta, Vishal

Fellow (IIM Lucknow), B.E. (BITS-Pilani)

Leadership, Creativity and Innovation management, R&D management, Justice, High-Performance HRM, Organizational Citizenship Behavior.

Kandathil, George

Ph.d (Cornell University, USA)

The politics of information systems implementation, particularly in cross-cultural contexts. Technology induced institutional change. Politics of sensemaking in the context of organizational change. Organizational theories of power.

Khokle, Pradyumana

Fellow (IIMA)

Management of Organizational Change and Transformations, and Organizational Commitment, and Leadership

Sharda, Kirti

Fellow (IIMC)

Individual dynamics, leadership skills, interpersonal and group processes, entrepreneurship, and organizational diagnosis.

Noronha, Ernesto

Ph.D. (TISS)

Current Research is on Work Relations in ITES Organizations, Headload Workers of Kerala, and Management of Change in Co-chin Port

Vohra, Neharika

Ph.D. (Manitoba)

Cross-Cultural Understanding of Human Behaviour; Commitment; Alienation; Leadership; Women in Organizations; Indigenization and Discipline Development

Personnel and Industrial Relations

Joseph, Jerome

Ph.D. (Madras)

Negotiation and Mediation Skills

Singh, Manjari

Fellow (IIMC)

Human Resource Information Systems, Strategic Executive Compensation, Reward Systems, and Human Resource Management in Small and Medium Enterprises

Varkkey, Biju

Fellow (NIBM)

Strategic HRM, Performance Management, Compensation Studies, Organisational Restructuring, Employment Relations, Public Management, and Infrastructure Studies

Production and Quantitative Methods

Bandyopadhyay, Tathagata

Ph.D. (Calcutta University)

Nonparametric Inference, Generalized Linear Models and Measurement Error Models, Categorical Data Analysis, Reliability Theory, Survey sampling and Statistical Genetics, and discrete data modeling

Barua, Samir K

Fellow (IIMA)

Capital Markets and Portfolio Theory, International Finance, Operational Research and Decision Science, Applied Statistics, and Management Information and Control Systems

Bhadra, Dhiman

Ph.D. (University of Florida)

Bayesian Analysis and its Applications, Biostatistics, Longitudinal and Spatial Data Analysis, Small Area Estimation, Environmental and Ecological Statistics.

Dutta, Goutam*Ph.D. (Northwestern University)*

Decision Support Systems, Large Scale Optimization in Process Industries, Practice of Management Science, Revenue Management, System Dynamics, Operations Management, and Operational Research in Developing Countries

Ghosh, Diplesh*Fellow (IIMC)*

Computational Operations Research, Combinatorial Optimization, Local Search Based Metaheuristics, and Location and Routing Problems

Guha, Apratim*Ph.D. (University of California, Berkeley, US)*

Time Series Analysis, Categorical Data Analysis, Information Theory and Medical Statistics.

Jayaswal, Sachin*Ph.D. (University of Waterloo, Canada)*

Operations - Marketing Interface: pricing, leadtime and capacity decisions; product differentiation; competition in service industries; revenue management; large-scale optimization

Karthik Sriram*FPM(IIMB)*

Bayesian Methods, Quantile Regression, Model Mis-specification.

Laha, A K*Ph.D. (ISI)*

Statistical Process Control, Change Point Problems, Outlier Problems, Analysis of Directional Data, Analysis of Rank Data, Monte-Carlo Methods, Applications of Statistics to Finance, Marketing, Computer Science, and Medicine

Mukherjee, Saral*Fellow (IIMC)*

Inventory Policies, Project Management, Operations Strategy, Process Analysis, Supply Chain redesign, Resource Scheduling, and Sequencing and Metaheuristics

Roy, Debjit*Ph.D. (University of Wisconsin-Madison)*

Logistics and distribution systems, container terminal operations, humanitarian and non-profit supply chains, manufacturing systems and supply chain operations, continuous improvement strategies (Lean, Six Sigma, Quick Response Manufacturing), Stochastic processes, Queuing theory, Simulation modeling

Soman, Chetan A*Ph.D. (University of Groningen, The Netherlands)*

Food Supply Chains, Advanced Planning and Scheduling in Process Industries, and Application of Simulation for Decision Making

Venkateshan, Prahalad*PhD (Case Western Reserve University)*

Large-Scale Optimization, Combinatorial Optimization, Network Design, Facility Location, Vehicle Routing

Public Systems**Garg, Amit***Fellow, IIMA*

Carbon finance, energy policy, corporate accounting of greenhouse gases, energy and environment modeling, water-energy-agriculture nexus, and aligning climate change with sustainable development.

Mathur, Navdeep*Ph.D. (Rutgers University)*

Interpretive Research Methodology, Qualitative Methods, Public Policy Analysis, Public Management Reform with a Focus on Public Participation, Design of Collaborative Governance Institutions, Democratic Performance of Governance and Policy-making Institutions, Affirmative Action, and Urban Human Displacements and Rehabilitation

Pangotra, Prem*Ph.D. (Wisconsin)*

Urban Management, Environmental Management, Public Finance, and Urban Economics

Raghuram, G*Ph.D. (Northwestern)*

Railways, Ports, and Shipping, Roads, Service Organizations and Issues in Logistics, and Supply Chain Management

Ramani, K V*Ph.D. (Cornell)*

Hospital and Healthcare Management, E-Governance, E-Business, and Distance learning

Sarin, Ankur*Ph.D (University of Chicago)*

Evaluation of Social Policies, and Social Entrepreneurship

Shukla, P R*Ph.D. (Stanford)*

Global Climate Change Policies, Energy and Environment Change Policies for Developing Countries, and Environmental Implications of the International Trade

Turaga, Rama Mohana*Ph.D. (Georgia Institute of Technology)*

Environmental Policy and Management, Public Policy Analysis, Environmental Risk Assessment and Communication, Quantitative Research Methods, Environmentally Responsible Behavior

Communications**Kaul, Asha***Ph.D. (IITK)*

Communication Patterns in Ordinary and Theater Talk, and 'Genderlect'

Monippally, M M*Ph.D. (Manchester)*

Persuasion, Leader Communication, and Bad News Delivery

Sharma, Meenakshi (VF)*Ph.D. (Queensland)*

Ethical Communication, Communication and Organizational Change, Communication and Corporate Culture, English in India, Post-colonialism, Indian Writing in English

*on leave

Feedback

Ramakrishnan T.S.

*Fifth Year (Public Systems Group)
M.Tech (Electronics and Communication Engineering), Pondicherry
University*

The long but lively FPM journey began with one year of demanding coursework that gave a rock solid foundation on various facets of management. The summer internship at the end of first year was the first invaluable foray into the management research. The second year coursework and the associated rigour in terms of writing term papers on various issues provided a perfect platform to step on to the world of research and publications. The severity of the FPM coursework in the first two years has a purpose to serve: It sets the behaviour lock in for rigour among the students for the remaining period of the programme and the academic/research career. The quality interactions I had with faculty members of phenomenal expertise, the learnings from my peers and the information infrastructure IIMA provided to its students have all broadened my knowledge, insight and future career prospects.



Salman S. Ali

Doctoral Student, IIM Ahmedabad



PhD is a journey through a desert with an overcast sky, where the traveler is unaware about the distance to cover and has limited provisions at his (her) disposal! The traveler has no clue on the direction of journey except on rare occasions when the sun/moon comes out from the cloud cover! But then, in most cases when the cloud-shade withdraws, he (she) realizes that the journey was/is in the wrong direction; and yeah, then resets and restart the journey! The clouds sets again and continue to stand on its might, but it seldom end up in the much desired rain drops!

The provisions are dying out fast and that necessitates the perennial search for oases! These are not just refreshments but are lifelines as the traveler is mandated to cross quite a no. of those before even dreaming of the final terminus! Alas, more often than not, the oases that he's (she's) desperately seeking turns out to be mirages! The journey continues...

Preet Deep Singh

*First Year, Doctoral Student
C.S., ICSI*

The FPM programme aims to create knowledge for future managers. The programme is structured in a way that ensures interaction with the research customers as well as fellow researchers. The first two terms are common with PGP students to one accustomed to the life(rigour) at IIMA. From thereon the focus shifts to area-specific courses. Because of its very nature, the programme offers immense flexibility, and gives one time to reflect on one's goals which undergo many layers of change. As you filter through existing literature, your own research question gets refined. As you gain knowledge you realise that the more you know, the more you realise that you know less.



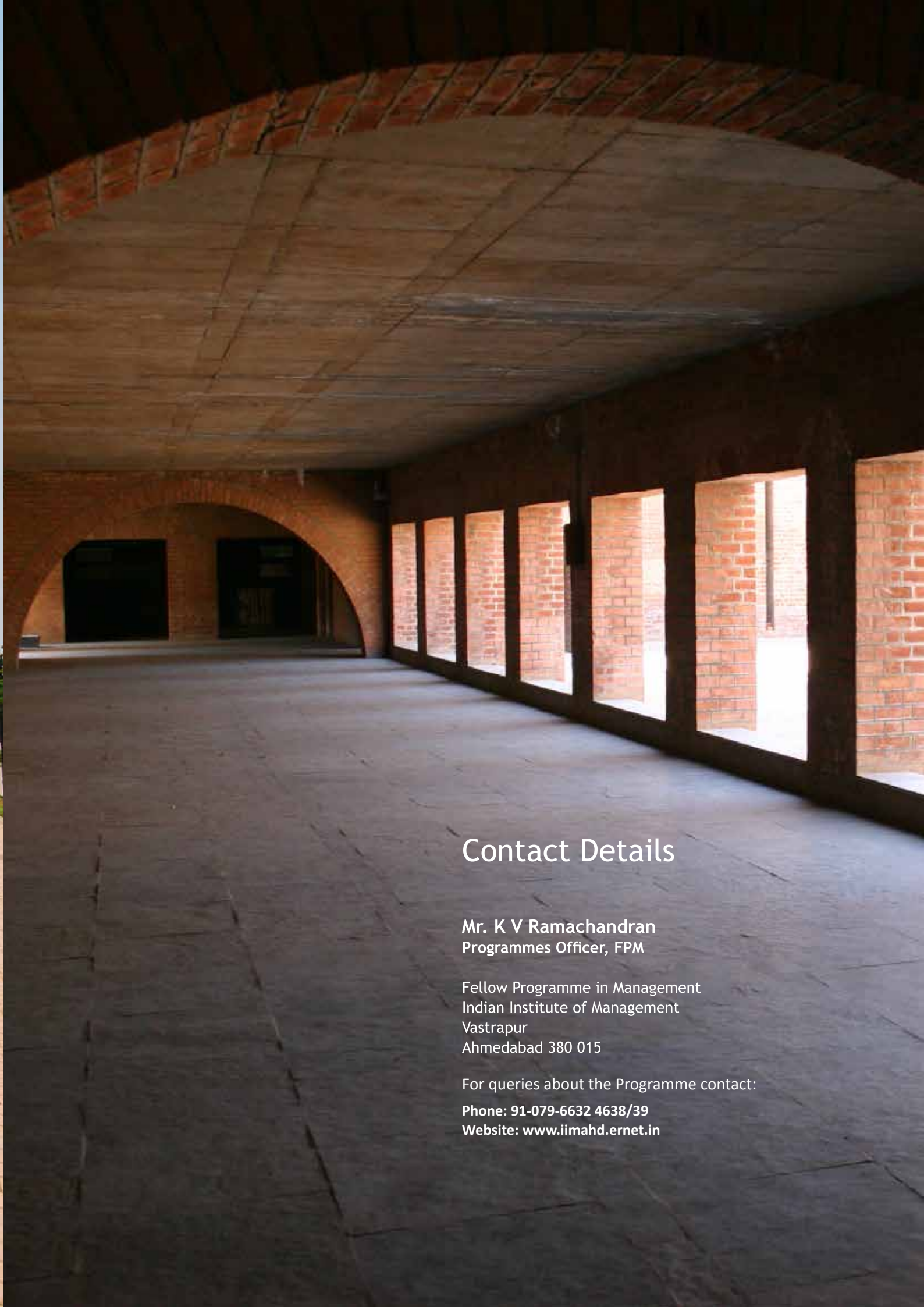
K V Ramachandran

(Programmes Officer), FPM Office



"Over the years, we have seen our students flourishing in the academic field as well as in the industry. The rigorous process involved in shortlisting, interviewing and selecting the best of candidates is becoming more intricate. We aim to select the best students who are research oriented and provide them all the support and encouragement towards achieving their goals."





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