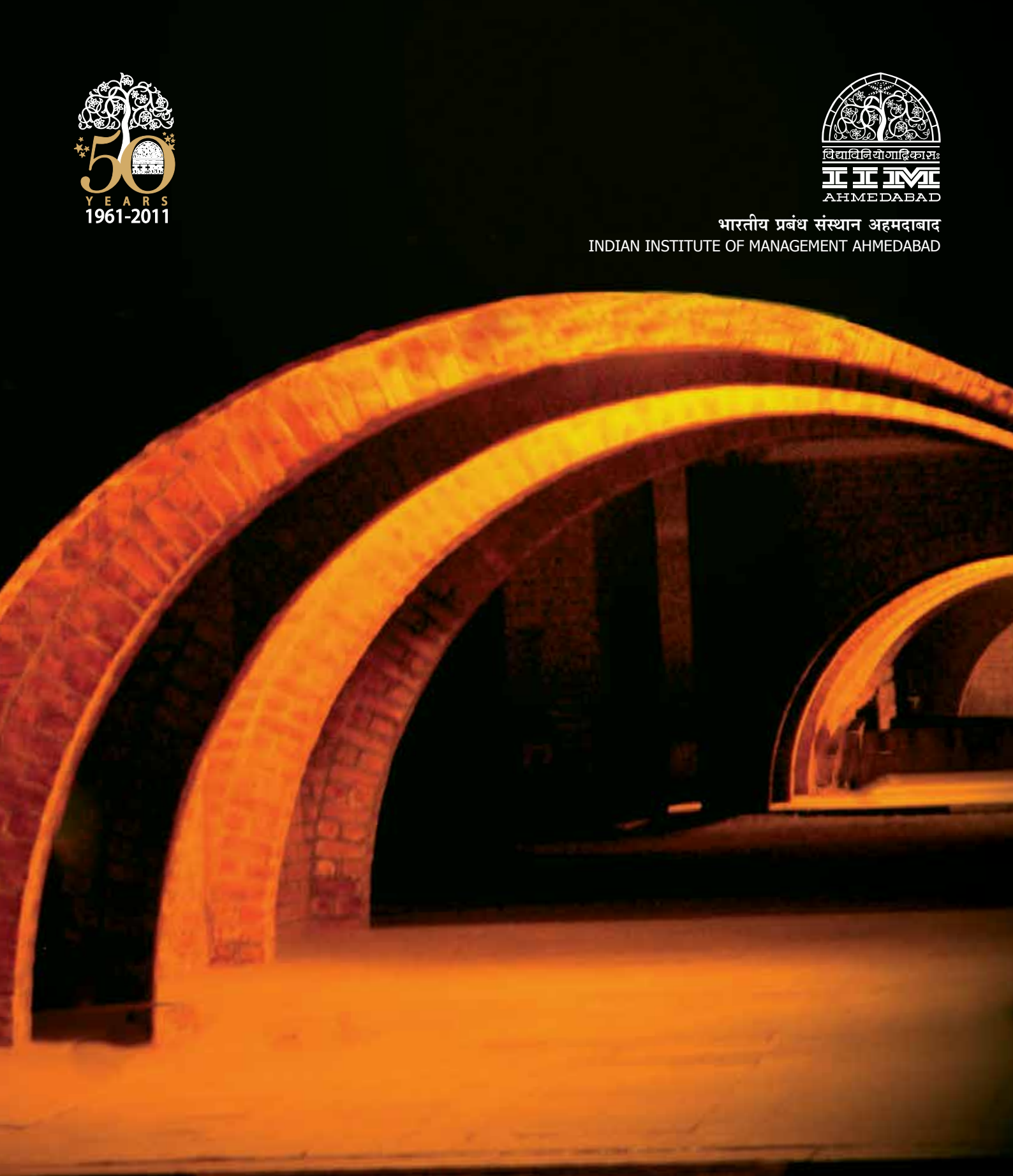
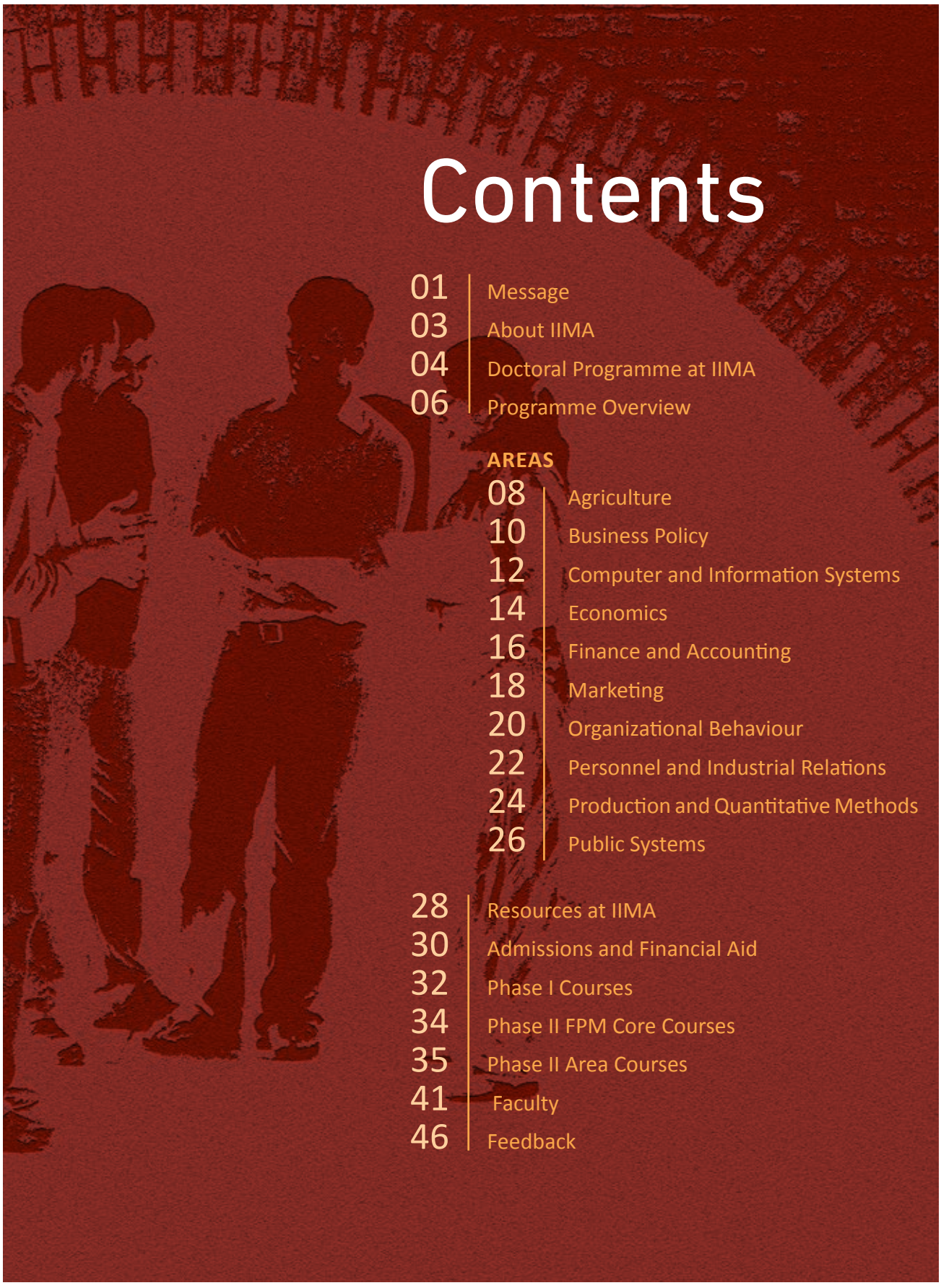
50 YEARS
1961-2011

विद्याविनियोगाद्विकासः
IIM
AHMEDABAD

भारतीय प्रबंध संस्थान अहमदाबाद
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD



FPM | Fellow Programme in Management
Doctoral Programme 2012



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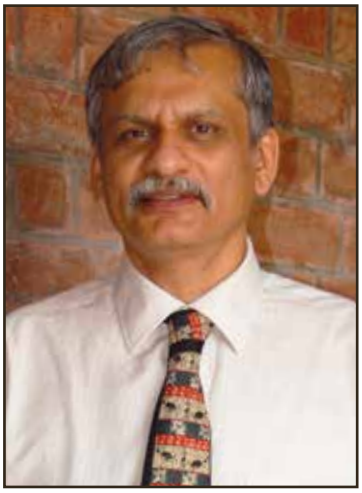
Samir K Barua
Director



Errol D'Souza
Chairperson, FPM

The Indian Institute of Management, Ahmedabad (IIMA) stands for excellence in management education. For the last four decades, IIMA has contributed to the development of management thought in India through its research and teaching. The doctoral programme graduated its first student in 1974 and since then 279 doctoral students have been conferred with the title "Fellow of the Indian Institute of Management Ahmedabad."

The changing dynamics of the global marketplace pose new challenges to organizations. Understanding its implications and developing strategies to manage the evolving managerial regimes requires scholarly enquiry. It is well recognized that the ability to carry out state of the art research and generate knowledge is one of the distinguishing features of excellent academic institutions. The Fellow Programme in Management (FPM) is a vibrant doctoral programme at IIMA. It is one of the core elements in the ongoing research effort at the Institute.

FPM provides a rigorous methodological basis for studying 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 the corporate world. Towards this end, we seek highly motivated individuals with outstanding academic backgrounds, to research and advance the frontiers of management knowledge.

Tremendous research strengths, and a rich industry and government experience of the faculty, provide many opportunities to doctoral students to pursue their research interests. With faculty involvement, students first develop a strong theoretical foundation through coursework in a given area, and then work on their dissertation where a scholarly contribution is made. The academic ambience and infrastructure support these endeavours.

A doctoral degree from IIMA opens a wide range of opportunities. 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 and subsequently pursue an academic or a corporate career with a focus on research.

About IIMA

IIMA offers several programmes for the development of management

FPM	Fellow Programme in Management (equivalent to a Ph.D.)
PGP	Post-Graduate Programme in Management (equivalent to an MBA)
PGP-ABM	Post-Graduate Programme in Agri-business Management
PGPX	One year Post-Graduate Programme in Management for Executives
FDP	Faculty Development Programme for teachers of management schools
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 ten areas of specialization:

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

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 ten 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.

Area FPM Coordinator

Every area designates a faculty member as its Area FPM Coordinator whose role is to advise students about the general requirements of the area and initiate students into various academic processes of the area. The Area FPM Coordinator 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 Area FPM Coordinator. Students are advised to closely interact with the FPM Coordinator 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 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.

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
(Area FPM Coordinator)
Datta, Samar K
Dholakia, Ravindra H
Gandhi, Vasant P
Gupta, Anil K
Jaiswal, Anand K
Raghuram, G
Sharma, Vijay Paul
Singh, Sukhpal

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 includes issues of production, finance, marketing, organizational planning, implementation, monitoring, international trade, development planning, administration, and rural development. The CMA faculty also undertake a large number of policy-related research studies for the Ministry of Agriculture, Government of India. CMA provides consulting services to national and international, private, public, cooperative, and voluntary organizations.

Recent research projects include:

- 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.
- India's Global Tea Trade: Reducing Shares, Declining Competitiveness.
- Economic Policy Reforms and Indian Fertilizer Industry.
- Economics of Bt Cotton vis-à-vis Non-Bt Cotton in the State of Maharashtra, India.
- Organic Produce Supply Chains in India: Organisation and Governance.
- High Growth Trajectory and Structural Changes in Gujarat Agriculture.
- 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.
- Performance of Formal Rural Credit in India.

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 I*
- Agricultural Management II*
- Agricultural Development Policy*
- Advanced Course on Strategic Management of Intellectual Property Rights (SMIPR)
- 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
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
2008	**Ashutosh Roy** Deutsche Bank, Risk & Capital Management, London, UK	The Performance and Impact of National Multi-Commodity Exchanges on the Marketing and Price-Risk Management of Agricultural Commodities

FACULTY

Agarwal, Anurag K
Barua, Samir K
Basant, Rakesh
Dandapani, Karthik
Dixit, M R
Ghosh, Atanu
Koshy, Abraham
Mathur, Ajeet Narain
(Area FPM Coordinator)
Mehta, Shailendra
Pathak, Akhileswar
Ravichandran, N*
Sharma, Sunil
Singla Chitra
Venkiteswaran, N*

* 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 organisational 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)

- Microeconomics
- Strategic Management
- Personnel Competence & Capability Building Systems
- Corporate Finance

Any two of the following:

- Marketing I
- Macro-Organizational Behaviour
- Operations Management I
- Marketing II
- Economic Enviornment and Policy

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

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

*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
2012	**Bhaskar Bhowmick** IIT, Kharagpur	Discontinuities of Environmental Elements, Firm Responses, and Dynamic Capabilities: An Empirical Investigation of Interrelations in Select Indian Manufacturing Sectors
2011	**B V L Narayana** Sr.Professor, (Transportation Management) Railway Staff College, Vadodara	Implementation of Health Care Programmes: Development of an Operational Framework
2011	**Shounak Roychowdhury**	Strategic Innovation for Serving the Low-Income Segment

FACULTY

Barua, Samir K

Bhatnagar, Subhash C
(Adjunct Faculty)

Jain, Rekha

Jajoo, B H

Ramani, K V

Ranganathan, Kavitha
(Area FPM Coordinator)

Rao, V Venkata

Verma, Sanjay*

* on leave

03

Computer and Information Systems

The Computer and Information Systems Group (CISG) 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, CISG 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 CISG 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, 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
- Grid computing
- Object oriented frameworks for parallelized nonlinear optimization
- Frameworks for evaluation of e-Government Projects
- Location and allocation of solid waste processing facilities
- Business Intelligence

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 and studying the behaviour of buyers and sellers in an e-commerce context.

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
- Internet Technologies for Business
- 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*

*Core courses for second year

Third Year

- Comprehensive Examination
- Dissertation

Fourth Year

- Dissertation

Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
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
2009	**Vinay Singh Chawan** IIM Indore	Dual Channel Selling in Online Stores: Simultaneous Auctions and Posted Prices

FACULTY

Basant, Rakesh
(Area FPM Coordinator)
Datta, Samar K
Deodhar, Satish
Dholakia, Ravindra H
D'Souza, Errol
Morris, Sebastian
Pangotra, Prem
Ram Mohan, T T
Sahay, Arvind
Sarin, Ankur
Virmani, Vineet

04

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 issues, policies relating to IPRs, FDI, etc. 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.
- 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.

First Year [Area Specified Courses]

- Microeconomics
- Macroeconomics
- Economic Environment and Policy

Second Year

- Advanced Macroeconomics*
- Advanced Microeconomics*
- Econometrics*
- Economic Development and Growth
- Economics of Strategy
- Game Theory and Strategic Behaviour
- Infrastructure Policy
- International Trade and Finance
- Public Finance

* Core courses for second year

Third Year

- Comprehensive Examination
- Dissertation

Fourth Year

- Dissertation

Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
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**	Evolution of Global Carbon Market: Implications for India
2009	**Anshuman Jaiswal** Celent, Bangalore	Commodity Spot & Future Markets in India

FACULTY

Agarwalla, Sobhesh K.
Barua, Samir K.
Chander, Prem
Gandhi, Shailesh
Gujarathi, Mahendra R.
Jacob, Joshy
Laha, Arnab K.
Pandey, Ajay
(Area FPM Coordinator)
Patel, Rajendra
Ram Mohan, T T
Sinha, Sidharth
Varma, Jayanth R.
Venkiteswaran, N.
Venkateshan, Prahalad
Virmani, Vineet

05

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

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

Abhishek Banerjee, Arindam
Gandhi, Vasant P
Gokhale, Srikant
Jain, Abhinandan K
Jaiswal, Anand Kumar
Koshy, Abraham
Laha, Arnab
Mukherjee, Saral
Oburai, Prathap
Raghuram, G
Sahay, Arvind
Sharma, Dheeraj
(Area FPM Coordinator)
Sinha, Piyush K
Tripathi, Sanjeev
Verma, Sanjay

06 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.
- Sequalization 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 targetting, 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
- Independent Project

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
2012	**Dheeraj Kumar Pandey**	Information Presentation in the Online Environment: The Role of Consumer -Generated Reviews
2011	**Abhishek** IIM, Ahmedabad	The Role of Haptic Touch on Product Evaluation in Different Shopping Situations
2011	**P Venkatesh** Analytics Program Manager Hewlett Packard Global Analytics. Bangalore	Language Adaptation and Advertising Effectiveness: A Study in a Multi-Cultural Advertising Context

FACULTY

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

07

Organizational Behaviour

The Organizational Behaviour (OB) area is internationally recognized for its teaching and research. Faculty members in the area have diverse research interests and 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 and other related areas.

Following completion of Terms 1 and 2 as per the Post-Graduate Programme (which is common to all doctoral students), the OB area FPM candidates take up Research Methods-I (Introduction to Research Methods and Qualitative Approaches) and Research Methods-II (Quantitative Approaches), Micro-OB (Individual & Group), and 2 PGP courses from related areas in Term 3. The related area courses are:

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

First Year (Area Specified Courses)

- Micro-OB (Individual)
- Micro-OB (Group)

Second Year

Doctoral students complete courses in Macro-OB, Organizational Diagnosis & Change and Research Methods as well as elective courses on specific themes in the discipline offered by the OB area as well as courses from related areas.

Third Year

- Comprehensive examination
- Dissertation

Fourth Year

- Dissertation

Some Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
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 Prework in Dyads on Information Sharing in Groups
2009	**Nisha Nair** IIM,Indore	A Study of Alienation Among Knowledge Workers
2009	**Richa Saxena** Reliance Infrastruture Ltd., Mumbai	A Study of Career Mobility Decisions of Dual Career Couples

FACULTY

Jerome, Joseph

Varkkey, Biju

Singh, Manjari
(Area FPM Coordinator)

08 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
- Legal Aspects of Business
- Macro Economics

Second Year

- Foundations of Research in HRM I*
- Foundations of Research in HRM II*
- Foundations of Research in ERM I*
- 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
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
2010	**Anita Sarkar** XLRI, Jamshedpur	Factors Related to Empowerment of Women Employees in a Stereotypical Job

FACULTY

Bandyopadhyay, Tathagata
Banerjee, Arindam
Barua, Samir K
Soman, Chetan A
Dutta, Goutam
Ghosh, Diptesh
Jayaswal, Sachin
Laha, Arnab K
Madhavan, T
Mukherjee, Saral
Raghuram, G
Roy, Debjit
Turaga, Ram Mohana
Venkata Rao, V
Venkateshan, Prahalad (Area FPM Coordinator)

09 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
- Modelling 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
2010	**Harshal Lowalekar** IIM, Indore	Integrated Model for Blood Bank Operations
2010	**Megha Sharma** IIM, Kolkata	Algorithms for Evaluation and Design of Reliable Networks
2010	**Omkar D Palsule - Desai** IIM, Bangalore	Planning, Coordination & Stability of Supply Chain Networks

FACULTY

Dholakia, Ravindra H
Dutta, Goutam
Garg, Amit
Jain, Rekha
Mathur, Navdeep
Pandey, Ajay
Pangotra, Prem
Raghuram, G
Ramani, K V
Shukla, P R
(Area FPM Coordinator)
Sahay, Arvind
Sarin, Ankur
Turaga, Rama Mohana

10 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
- 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 canal irrigation systems
- Heat stress implications due to climate change

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

- Economic Development and Growth
- Electric Power Economics and Policy
- Energy and Environment Policy
- Public Policy Instruments for Environmental Management
- Infrastructure Policy
- Health Policy and Planning
- Healthcare Financing and Health Insurance
- Public Finance*
- Public Management*
- Urban Economy and Business Environment
- Interpretive Research Methods

* 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
2011	**Amir Bashir Bazaz**	Managing the Water-Energy-Climate Change Nexus: An Integrated Policy Road Map for India
2011	**Astha Agarwalla**	Infrastructure Investments, Urbanization and Regional Growth in India
2011	**Prasoon Agarwal** Consultant International Energy Agency (IEA), Paris	Infrastructure for a Low-Carbon Economy: Future Scenarios & Policies for India

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 70 databases that provide scholarly, company and industry information. It also has the i3 programme with CMIE (Centre for Monitoring Indian Economy) that provides 08 databases along with specialist support for using the resources.

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 - Alpha, Business Beacon, Capex, EIS, IAS, IECO, India Harvest, India Trades, Prowess, States of India, CarbonFactors, CRISINFAC, Datastream (Incorporating Worldscope), Datamonitor 360, DSI Data Service, EIU Country Reports (Brazil, Russia & China), Euromonitor (GMID), FT.com, FT Archive (1888-2006), Gartner, INDIASTATS, INDICUS District GDP 2007, Infraline - Coal Sector, Oil & Gas Sector, and Power Sector, Invest India, Insight, ISI Emerging Markets – Asia, NASSCOM, Prime Database, Reuters 3000 Extra Hosted Terminal and Reuters Knowledge, Venture Intelligence - Private Equity Deal Database, M&A Deal Database and RE Deal Database, WARC and World Investment Service.

Scholarly Resources

- **E-journal Databases:** ABI / Inform Complete (2000+ Titles), ACM Digital Library (40+ Titles), EBSCO Academic Search Premier (4500+ Titles), EBSCO Business Source Complete (1200+ Titles), EBSCO Psycarticles (66 Titles), EBSCO Econlit (Abstracts), Elsevier - Business Management & Accounting, Decision Sciences, Economics, Econometrics & Finance and Computer Science (400+ Titles), Emerald Management Extra (170+ Titles), IEEE Electronic Library (IEL), IGI Full-Text (50+ Titles), INFORMS (12 Titles), Indian Journals.com – Business/Economics/Management Package (52 Titles), JSTOR (1300+ Titles), Kluwer - Springer Link (59 Titles), Oxford University Press (86 Titles), Project Muse (296 Titles), Sage (400+ Titles), Taylor and Francis (105 Titles) and Wiley-Blackwell (500+ Titles).

- **Back-Files of E-Journals:** Elsevier (Agriculture & Biological Science, Social Science, Pharmacology, Toxicology & Pharmaceutics, Business Management & Accounting, Decision Sciences, Economics, Econometrics & Finance) (550+ Titles), Emerald Management Extra (170+ Titles).
- **Others:** Ebrary (70000+ books), Proquest Thesis & Dissertations and Sage Research Methods Online.
- **Legal & Other Databases:** AIR (All India Reporter) High Court (1965-2010), Criminal Law (1960-2010), Supreme Court (1950-2010), Privy Council (1930-1950), ISI Web of Knowledge (Citation), J-Gate, Papers-Invited, Westlaw (including INDLAW), World Bank E-Library, World Bank Data, World Development Indicators, Global Development Finance and Global Economic Monitor.
- **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
- Ravi J Mathai Centre for Educational Innovation

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 2011 and produce the original certificates/mark sheets by 31 December 2011.

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:

1. 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.
2. 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.
3. 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. Applicants have to provide us, the grading pattern of their institution/university at the time of applying.

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 (I, 2 & 3) his/her application for first year waiver will be rejected by the FPM Chair automatically.

If eligible to apply for waiver, such request must reach the FPM Office at the time of applying to FPM Programme. Otherwise, request for waiver will not be considered under any circumstances at the later stage.

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 ₹ 21,500 per month, after clearing the Comprehensive Exam he/she will be eligible for ₹ 22,700 per month and after submission of the TAC approved thesis proposal he/she will be eligible for ₹ 24,500 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.

Deadlines

November 30 2012:
Last date for submission of completed application material.

March/April 2013:
Interviews for shortlisted candidates.

Last week of April 2013:
Offer of admission mailed to selected candidates.

Merit Awards

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

Admission Process

Application form for admission to FPM could be obtained by post, by sending a demand draft of Rs. 500 drawn in favour of Indian Institute of Management, Ahmedabad, payable at Ahmedabad. The application form can be downloaded from the FPM website (www.iimahd.ernet.in/programmes/dfpm.htm). 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 November 2012. Interviews will be held in March/April and admission decisions made by last week of April.

Admission Material

The completed application for admission to the doctoral programme shall include the following:

(1) FPM Application Form.

(2) Application Fee:

a) If application form is obtained by post: It is not necessary to send application fee with the completed form. However, please fill in the details in Form 1 of the demand draft that was sent for obtaining the Application form.

b) If Application Form is downloaded from the web-site: A demand draft for Rs. 500 (Rupees five hundred only) in favour of Indian Institute of Management, Ahmedabad, payable at Ahmedabad, should be sent with the filled in application form towards application fee.

(3) Certified copies of School and University degrees.

(4) Certified copies of mark sheets or transcripts of grades obtained during the course of study for the above degrees. Transcripts in languages other than Hindi and English must be submitted along with certified translations.

(5) It is necessary that candidates applying for waiver must attach copies of both side of the grade sheet to ascertain the equivalence between the grading systems of other IIMs/Universities/Institutiions, without which, the application for waiver will not be considered.

(6) Two references with their contact details and their respective email ids from academics who have taught you or with whom you have worked closely on scholarly work. However, your supervisor at work could write a reference if you have been away from the university for long.

(7) Official/Certified Standard Test Scores: Candidates must submit official/ certified copies of the test scores on one of the various tests depending on the area to which the candidate is applying. 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-ARS NET (Social Sciences/ Horticulture/Food Technology Agricultural Biotechnology/Dairy Technology/Natural Resource Management/Fishery Sciences/Engineering and Technology)
- **Productions and Quantitative Methods and Computer and Information Systems:** CAT/GMAT/GRE/ GATE
- **Economics:** CAT/UGC-JRF in Economics, Business Economics and Development Economics
- **Business Policy, Marketing :** CAT/GMAT/GRE
- **Finance and Accounting and Organizational Behaviour:** CAT/GMAT/ GRE /UGC-JRF in relevant discipline
- **Public Systems:** CAT/GRE/GMAT/GATE/UGC-JRF (in relevant discipline)
- **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.
- **PGP Alumni from all IIMs:** Standard Test Scores not required
- **PGPX and PGP-PMP of all IIMs where such courses are offered:** Standard Test Scores required only for those candidates who have done a three year graduation programme prior to joining PGPX/PGP-PMP
- **MBA / PGDM programmes from other Universities/ Business Schools:** Standard Test Scores required

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 11, 2012 till November 06, 2012**, at various centres in India. Please follow instructions in the advertisement for applying for CAT that appeared in all major Indian newspapers on **July 29, 2012**. PLEASE NOTE THAT APPLYING FOR CAT IS NOT THE SAME AS APPLYING FOR THE FPM. Application for admission to FPM must be made on the prescribed admission form.

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.

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.

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
These courses develop integrative perspectives of the operations management function by helping students learn systems for managing operations and analyse issues pertaining to management of productivity, manufacturing, and technology management.

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
This course discusses the role of financial markets in an economy from the perspective of firms. The main objective of the course is to evolve understanding of features of these markets and the instruments and securities in which they trade among the participants. It also aims to cover basic analytical tools and concepts useful in mapping and valuing various financial instruments.

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 is designed to introduce students to concepts and tools from microeconomic theory that provides analytical foundation for management research.

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.

Socio-Cultural Enviornment 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.

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 studemts 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 course provides a series of strategic frameworks for managing innovation in high-technology businesses. It emphasizes development and application of concepts that highlight interactions between competition, technological

and market change, and the structure and development of internal capabilities.

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.

Computer & 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.

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.

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.

Economics of Strategy

[jointly offered with Business Policy]

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.

Game Theory and Strategic Behaviour

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

Infrastructure Policy

[jointly offered with Public Systems Group]

This course will not only provide students an exposure to theoretical and applied perspectives on issues related to infrastructure development, regulation and financing, but also serve as a base to pursue further work or do research in this area.

International Trade and Finance

This course aims at shaping perspectives on the issues of international economics and its relevance to managerial decision making. It focuses on policy issues in the Indian context and pattern of trade across countries, exchange rate dynamics, international capital mobility, etc.

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.

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 without too much difficulty. The second is to introduce select advanced topics useful for analysis of macroeconomic and financial time series.

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, en- able 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 PhD 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

Advanced Micro OB

The course focuses on important theories which have made contributions to understanding of the different content areas of OB. OB for the purpose of this course refers to the individual and small - group level analyses. It is, therefore, concerned with a part of the overall field of organizational study. This part has come to be called OB (micro level analysis). The areas and theoretical constructions include motivation, learning, perception, involvement and alienation, small group behaviour, leadership, cultural processes, and change processes.

Advanced research methods

The objective of the course is to provide a broad understanding of the theoretical and epistemological issues involved in conducting systematic inquiry in the field of management. The course helps participants acquire skills necessary in undertaking dissertation related research.

Applied behavioural science I

The course deals mainly with theories and concepts relating to issues of learning, training, OD, application of BS models to analyse understanding of organizations, etc. The main purpose is to acquaint students with tools and techniques available in OB which facilitate not only theorizing but also developing methods to study and analyse organizations. In the subsequent course the learning of concepts, techniques, and issues is extended and applied to real life organizational situations.

Applied behavioural science II

The objectives of this course are to build on the literature studied in Applied behavioural science I by studying the actual practice or participating in a change effort to develop awareness of the students' consulting/inquiry approach, its strengths and weaknesses, to practice inquiry/facilitation of change, and develop a personally useful model of the process of inquiry/consultancy.

Organizational 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.

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

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.

Production and Quantitative Methods

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, Multicollinearlity, 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

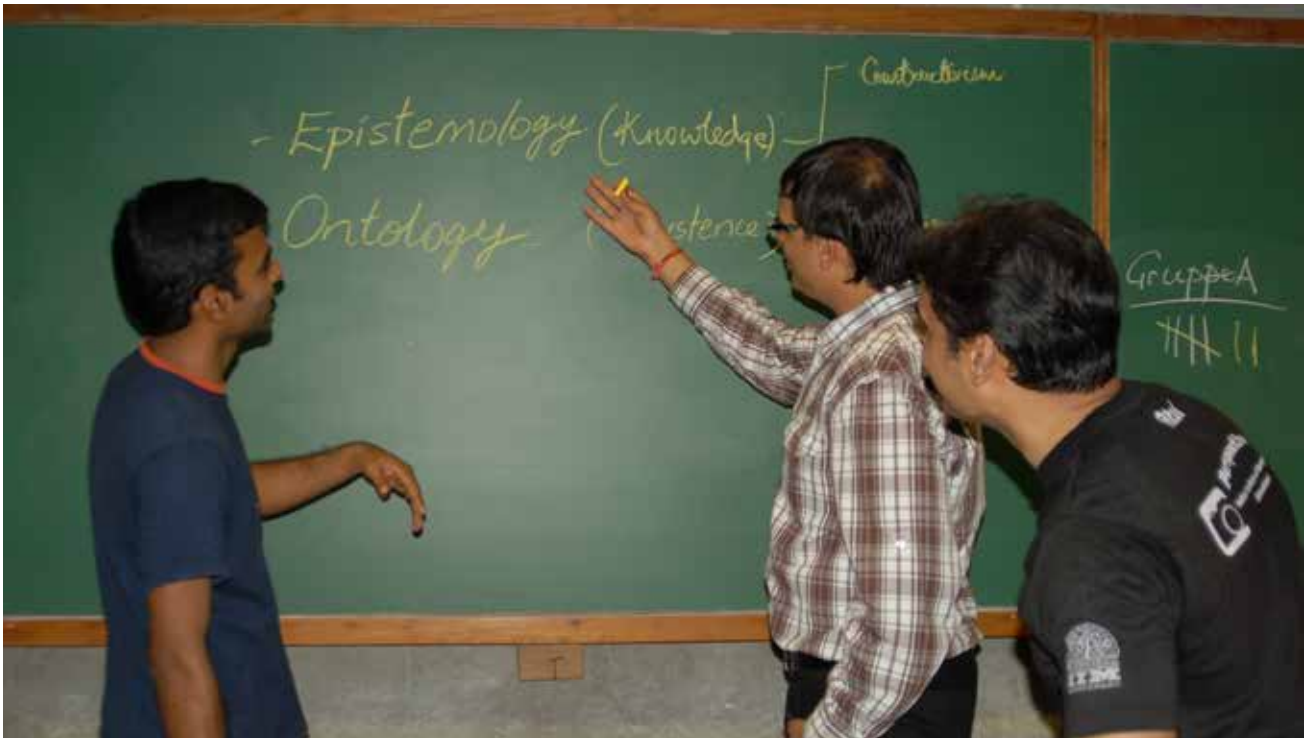
The course provides macroeconomics frameworks for urban economic analysis. It examines various urban development policies for improving the economic competitiveness of cities.

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.



Faculty

Areas of Research Interest

Agriculture

Bhamoriya, Vaibhav
FPM (IIMA)

Instituions, Instituional Economics and Design, Water Management, Livelihoods, Entrepreneurship for rural development and agriculture, Wastewater 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

Ghosh, Atanu (VF)
Ph.D. (IIT, Bombay)

Strategic Management, Competitiveness and Competitive Advantage, Leadership and Innovations, Impact of Information and Communication Technologies on Indian Business Sector, Building a Customer Centric Organization

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

Computer and 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 (Dean)
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

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

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

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

Gandhi, Shailesh
Fellow (IIMA)

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

Jacob, Joshy (VF)
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.

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.

Jain, Abhinandan K
Fellow (IIMA)

Marketing Research, Quantitative Models in Marketing, and Strategic Marketing

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.

Oburai, Prathap*
Ph.D. (Strathclyde)

Business-to-Business Marketing, International Marketing Marketing Theory, Relationship Marketing, Sales and Distribution Management, and Strategic Alliances Networks and Supplier Partnerships

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

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 (Director)
Fellow (IIMA)

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

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, Diptesh
Fellow (IIMC)

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

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

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

Madhavan, T
Fellow (IIMA)

Media Planning Models to Compute Reach, Frequency and Responce Functions, Rural Roads, Fractals, Vegetable markets, Consumer Preference of Saris, and Stock Markets

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

Ravi J Matthai Centre for Educational Innovation

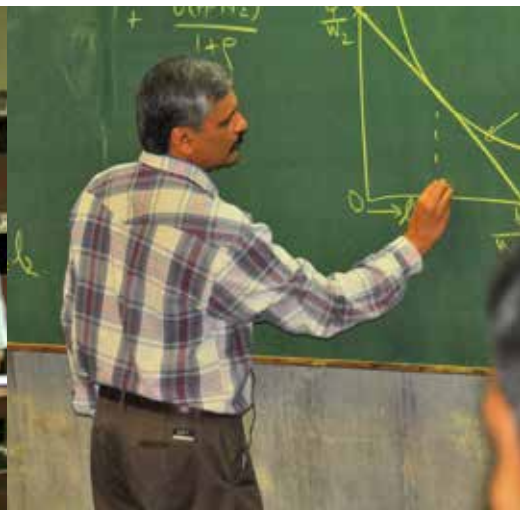
Sharma, Rajeev
Ph.D. (Allahbad)

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

*on leave



Feedback

Supriya Sharma

Second Year (Organisational Behaviour)
PGDM, Sadhna Centre of Management & Leadership Development

"The Fellow Programme in Management, or FPM as it is frequently referred to as, offers a holistic and highly enriching experience. The programme helps one reach out to diverse areas of management education and explore the intriguing depths of certain core areas, both with equal academic rigor. The intensity of the programme also helps redefine one's goals, question one's beliefs & assumptions and perhaps, explore newer perspectives. Life at IIM(A) campus is vibrant and offers ample opportunities to unwind with sports, cultural activities& entertainment. When on campus, one would easily spot FPM students pursuing academics and 'non-academics' – both, with equal passion."

Abrarali Saiyed,

Third Year (Business Policy)
MBA (Finance), B.K. School of Business Management, Ahmedabad

"It has been a learning experience spending 2 years as an FPM student of Indian Institute of Management, Ahmedabad. Here one side we interact with fellow students and faculties and the other side we get chance to work and interact with PGP students and practitioners. This helps us to link theory with practice. All Faculties are very approachable. They always guide us through during course work and research. We can share our joy, happiness, sorrow and problems with our faculties and fellow students openly and they are always there to help us. The focus of this program is to train us as an academician as well as a researcher who builds theory or does research to help management practitioners."

Kanish Debnath

Second Year (Agriculture)
B.Tech, West Bengal University of Technology

I was highly intimidated when I walked in through the gates of IIMA to start my FPM journey. Life soon picked up pace and by the time I actually woke up to the sound of my alarm ringing, I had already spent numerous hours at group discussions, class preparations, dissecting cases and also having loads of fun! The first year gives a bird's eye view of the different areas of management. Course-work here is rigorous but beautifully designed to start with the basic principles and then gradually move into your area of interest. With its state of the art green campus, highly esteemed faculty and housing some of best brains in India, the FPM programme is an ideal launchpad for a management academician.

Ravi Kothari

Fourth Year (Production and Quantitative Methods)
M.Sc. Industrial Mathematics & Informatics, IIT Roorkee

The fellow programme at IIM Ahmedabad has not only given me an opportunity to get one of the best management education in the country but has also helped me to understand and move towards the cutting edge of research. I am currently in the fourth year and with every passing year I have seen a change in the way I have looked at various management issues. The program has not only

provided a wide range of knowledge in the field of management but also helped in developing critical thinking. All in all I would say that doing this programme is a onetime opportunity in life and there are lot of memories that one can carry over moving ahead in life.All the best.

Poojan Chokshi

Third Year (Public Systems Group)
B.E. (Aeronautical Engineering), Gujarat University

"I believe the Fellow Programme at IIMA is one of the most enriching experiences one can have as a researcher. The institute offers a stimulating environment, where faculty, a diverse student community, academic staff and all come forward to participate in a variety of events, academic or otherwise. The curriculum is well designed to equip students undertake research, deal with complex management problems and further advance in their respective disciplines. The support from faculty, academic staff, and the opportunities provided are excellent in this respect. And, as far as the stay is concerned, the lush green campus, opportunities to interact with various members of the community, participate in various institute activities, sports, or simply travelling in and around the city makes this place truly vibrant and wonderful for one to live."

Kalyan Bhaskar

Second Year (Public Systems Group)
B.Tech. (Electrical Engineering), NIT Bhopal

"If you love to read and study, and if you love to continuously exceed your expectations, FPM is the program to be in, and IIMA is the place for it. My two years in this program have been full of reading, studying, writing, playing, taking parts in extra curricular activities, relishing the 'dorm life', and travelling. FPM gives you the freedom to explore yourself and excel in whatever you do. The rigor of the first year prepares you for the work that lies ahead. In second year, one gets the chance to take courses of one's interest, read research papers, fine tune the writing skills, and interact closely with the world class Professors. One also gets the chance to indulge in the various things which keep happening in IIMA, things which make IIMA a special place. After these two years, you are prepared for your research journey, and a wonderful life ahead."

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."

Contact Details

Mr. K V Ramachandran
Programmes Officer, FPM

Fellow Programme in Management
Indian Institute of Management
Vastrapur
Ahmedabad 380 015

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IIM
AHMEDABAD

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