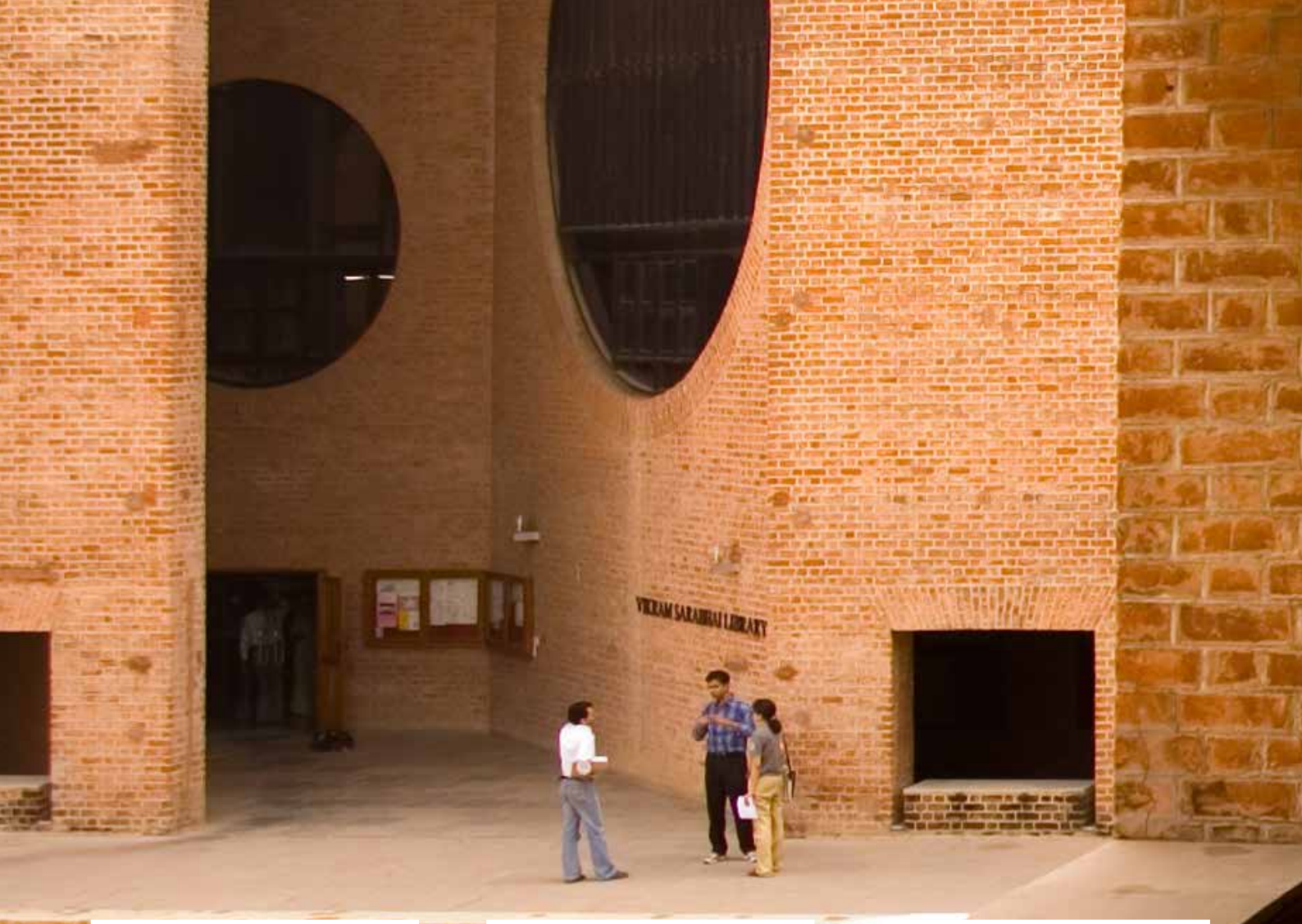


भारतीय प्रबंध संस्थान अहमदाबाद
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

FPM

Fellow Programme in Management
Doctoral Programme 2014

Contents

Ashish Nanda
Director

Message

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

FPM prepares qualified and capable scholars who will shape management thought in academic institutions and management organizations. We recruit highly motivated individuals without standing academic backgrounds to the FPM programme. The doctoral programme provides participants exposure to a broad variety of research interests and faculty deeply engaged with industry and policy. Students develop a strong theoretical foundation through coursework in particular areas and receive training in research methods. At the dissertation stage, the opportunity to engage actively and deeply with management practitioners and policymakers encourages students to conduct interdisciplinary research and provides them the flexibility to use the appropriate research method for their research questions.

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

The doctoral programme enrolled its first student in 1971 and graduated its first student in 1974. Since then, 305 doctoral students have been conferred with the title "Fellow of the Indian Institute of Management Ahmedabad." They have gone on to contribute significantly to management academies.

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

Neharika Vohra
Chairperson, FPM

Message

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

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

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

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

As of date 305 FPM's have graduated to become Directors of IIMs, faculty at management Institutes around the world, senior consulting positions etc. Come join this growing fraternity of people who have gone ahead to make progress in their dream careers.

About IIMA

IIMA offers several programmes for the development of management

FPM	Fellow Programme in Management (equivalent to a Ph.D.)
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

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

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

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

Doctoral Programme at IIMA

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

01	Agriculture
02	Business Policy
03	Economics
04	Finance & Accounting
05	Information Systems
06	Innovation and Management in Education
07	Marketing
08	Organizational Behaviour
09	Personnel and Industrial Relations
10	Production and Quantitative Methods
11	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 eleven functional/ sectoral groups and acquires basic theoretical knowledge and practical aspects of the area. This allows close interaction with faculty members, who provide the intellectual stimulation and help develop the student's own research interests and professional goals. The programme is strongly committed to preparing thought leaders for the academic and corporate world.

Students spend generally a little over four years that includes two years of rigorous course work. From the First term onwards students take advanced doctoral level courses in the area of specialization along with some recommended PGP courses which provides a general management overview and develop basic skills for analyzing managerial problems. The doctoral dissertation, provides them with an opportunity to make original contribution to an area of management or to one of its source disciplines.

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

Academic Standards

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

Academic Advisor

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

Faculty Seminars and Workshops

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

Programme Overview

Phase I

(First Year Course Work)

- First Year FPM Compulsory Courses
- First Year Area FPM Courses
- Courses from other Areas and other Post Graduate Programmes (PGP,PGP-ABM,PGPX)

Phase II

(Second Year Course Work)

- Second Year FPM Compulsory Courses
- Second Year Area FPM Courses
- Courses from other Areas and other Post Graduate Programmes (PGP,PGP-ABM,PGPX)
- **Preparation and Completion of Area Comprehensive Examination**
- **Course on Communication for Management Teachers (CMAT)**

Phase III

Doctoral Dissertation

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

Course Work:

The course work is spread across a minimum of five terms. Each academic year begins in June and ends in March/April and has three terms. All FPM students, irrespective of their areas of specialization, take a set of compulsory courses in their field of specialization and other interest areas. All students are also required to take program-wide compulsory courses specially designed to provide breadth of knowledge in the field of management and also teaching and research skills.

A student is expected to complete 30 course credits over the two years of the FPM program. Irrespective of their areas of specialization all FPM students take a set of compulsory courses in their first and second year worth 10 credits (7.5 in the first year and 2.5 in the second year).

The first year course work carries a total minimum credit requirement of 14.5 credits and a maximum of 18.00 credits. The second year course work carries a total minimum credit of 15.5 credits and a maximum of 18.00 credits.

A minimum of 6 credits have to be earned from taking courses at the post graduate programmes over two years.

During summer, at the end of the first year of course work, students are 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).

Comprehensive Exam & CMAT:

Upon completion of the course work, the students take the area comprehensive examination. The area comprehensive examination tests whether the student has obtained a satisfactory level of knowledge in his/her field of specialization and whether he/she has satisfactorily integrated the various courses taken in the area.

Post Comprehensive Examination, student is required to take (01 Credit) Compulsory Course on Communication for Managemet Teachers (CMAT). This course is designed to provide formal inputs on teaching and learning in class.

If and only if a student passes the comprehensive examination, he/she enters the Thesis stage. The thesis stage consists of first developing a thesis proposal, for which the student identifies a thesis topic, forms a Thesis Advisory Committee [TAC], presents a seminar on the thesis proposal to the IIMA academic community, and gets the thesis proposal approved by the TAC. Then the student works closely with the TAC on his/her thesis. On completion of the thesis research, the student submits the thesis, gives a seminar, and defends the same.

Academic Assistance

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

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.

01 Agriculture

FACULTY

Bhamoriya, Vaibhav

Dholakia, Ravindra H

Gandhi, Vasant P
(Chairperson, CMA)

Gupta,Anil K

Jaiswal, Anand K

Raghuram, G

Sharma, Vijay Paul

Singh, Sukhpal

Varma, Poornima

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

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

Major ongoing and recently completed research projects include:

- Assessment of Marketed and Marketable Surplus of Major Foodgrains in Gujarat.
- Producer Companies in India: Organization and Performance.
- Management of Agri-business Contracts and Organizations.
- Biotechnology in Agriculture: Examining the Promise, Performance, Concerns and Economics.
- Sustainability of Self-help and Joint-liability Group Institutions under Micro-finance.
- An Analysis of Resource Conservation Technology: A Case of Micro-irrigation System (Drip Irrigation).
- Problems and Prospects of Oilseeds and Oil Palm Production in India.
- Assessment of Marketed and Marketable Surplus of Major Foodgrains in India.
- Soil Health, Plant Health and Human Health.
- Coping with Climate Change through Agro-Biodiversity: A View from Below.
- Agro-input Marketing Models in India: Performance and Potential.
- Irrigation and Entrepreneurship: Status and Lessons for Improvements and Expansion.

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 area takes a wide range of courses including those in the area of specialization. A typical course set in the programme is as follows.

First Year Area FPM Course

- Agro-Food Value Chain Management and Development

Second Year Courses

(This list is indicative and courses offered may differ)

- 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

Some Recent Thesis Titles and Placement of students

Year	Name Placement/Current Organization	Thesis
2014	**Dinesh Jain**	Institutional Interaction and Participative Decision-Making in Development Programmes: A Study of Their Importance in Effective Natural Resource Management
2014	**Varsha Khandker** Faculty, TAPMI	Challenges in the Introduction of New Technologies: A Study of the Performance and Adoption of Hybrid Rice in India
2013	**Debdatta Pal** IIM, Indore	Managing Rural Institutional Credit: Lessons from Interlinked Transactions
2011	**Brajesh Kumar**	Modeling Price Behavior and Convenience Yield in Indian Commodity Futures Markets

02 Business Policy

FACULTY

Agarwal, Anurag K

Barua, S.K.

Basant, Rakesh

D Karthik

Dixit, M.R. (Area Chair)

Karna, Amit

Koshy, Abraham

Mamidi, Pavan

Mathur, Ajeet N.

N Ravichandran

Parmar, Ashis Jalote

Pathak, Akhileshwar

Sharma, Sunil

Singla, Chitra

Verma, Sanjay

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

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

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

The Programme

A student specializing in the Business Policy area takes a wide range of courses including those in the area of specialization. A typical course set in the programme is as follows.

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

First Year Area FPM Course

- Strategic Management I

Second Year Courses

(This list is indicative and courses offered may differ)

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

Third Year

- Comprehensive Examination
- Dissertation

Fourth Year

- Dissertation

Some Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2014	**Kaushik Roy** Faculty, Indian Institute of Management, Calcutta	Development of Dynamic Capabilities in International Joint Ventures: An Investigation Within the Context of Insurance Industry of an Emerging Economy
2013	**Rajnish Kumar Rai**	A study of Value Creation and Value Appropriation in Inter-Firm Alliances of Simultaneous Cooperation and Competition
2013	**Sabyasachi Sinha** IIM, Lucknow	Managing Ambidexterity in Growthphase of Start-Up Firms
2012	**Bhaskar Bhowmick** IIT, Kharagpur	Discontinuities of Environmental Elements, Firm Responses, and Dynamic Capabilities: An Empirical Investigation of Interrelations in Select Indian Manufacturing Sectors

03 Economics

FACULTY

Basant, Rakesh (Chairperson)

Deodhar, Satish

Dholakia, Ravindra H

D'Souza, Errol

Mathur, Ajeet

Morris, Sebastian

Pingali, Viswanath

Ram Mohan, T T

Sahay, Arvind

Sarin, Ankur

Sharma, Shruti

Virmani, Vineet

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

- Small scale industries in India
- Reform of state owned enterprises in India
- Competition policy in India: Issues for a globalizing economy
- Technology capacity building within firms
- Social security and personnel economics
- The cooperative theory of matching problems
- Need assessment for achieving the millennium development goals
- Development of Gujarat state: Selected aspects
- Sustainability of fiscal debt of states in India
- Preparing an action plan for the national agricultural policy
- Regional dimension of economic growth in India
- Tax reforms in Gujarat state
- IT labour market
- Emerging IP policy needs for India
- Capability building in industrial clusters
- Savings and investment
- Salary fixation for public and government sector employees [Studies for the Pay Commission]
- Programme evaluation and impact assessment (NHRM, NREGS, RTE)
- Centre-State relations, fiscal development & role of Finance Commission
- Issues in fiscal responsibility and budget management
- Use of input-output tables
- Economic and business forecasting
- Global economic environment and policy responses
- Capital market: efficiency and pricing models
- SMEs, Reforms of PSUs, Competition
- Information, Regulation, Land markets, Education, Capital markets,
- Community failures, Labour and human capital, Corruption
- Evaluation of Mid-Day Meal Scheme
- Self-employment, Contracts in academia, WTO & Textiles, Agricultural issues,
- Reforms of agriculture, Inequality, Veterinary service delivery
- Economics of regulation
- Pharmaceutical economics
- Experimental economics
- Applied game theory
- Applied econometrics
- Aggregate supply and growth – inflation trade-off
- Inter-sectoral terms of trade and supply response in agriculture
- Primary healthcare and policies
- Energy pricing and policies
- Finland-India economic relations
- Missing markets in international business
- How product markets and labour markets affect each other
- Are labour markets over-regulated or under-regulated?

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 student specializing in the Economics area takes a wide range of courses including those in the area of specialization. A typical course set in the programme is as follows.

First Year Area FPM Course

- Advanced Microeconomics

Second Year Courses

(This list is indicative and courses offered may differ)

- Advanced Macro-economics
- Econometrics
- Labour Markets in Developing Countries
- Economics of Organisation
- Monetary Theory and Policy
- Public Finance
  (jointly offered with PSG Area)
- Game Theory and Applications
- Time Series Analysis
  (jointly offered with Finance Area and P&QM Area)
- Economic Development and Growth
  (jointly offered with Public Systems Group)

Third Year

- Comprehensive Examination
- Dissertation

Fourth Year

- Dissertation

Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2014	**B. Sundar** Rejoined his parent organization: Joint Director and Faculty (Forest economics), Andhra Pradesh Forest Academy	Numeracy, Financial Literacy, Risk Attitudes, and Impatience of Forest Dependent Communities: Evidence from Andhra Pradesh
2014	**Indrajit Thakurata** Faculty, Indian Institute of Management, Indore	Rich Dad, Poor Dad: Life-Cycle Portfolio Savings & Human Capital Accumulation
2013	**Palakh Jain** Consultant, ICRIER	Determinants of Inter-Country Variations in Outward Foreign Direct Investment and Cases of Outward FDI from India

04 Finance and Accounting

FACULTY

Agarwalla, Sobhesh K.

Barua, Samir K.

Desai, Naman

Gandhi, Shailesh

Jacob, Joshy

Laha, Arnab K.

Nagar, Neerav

Pandey, Ajay

Patel, Rajendra

Premchander

Ram Mohan, T T

Sinha, Sidharth

Varma, Jayanth R.
(Chairperson-F&A)

Venkateshan, Prahalad

Virmani, Vineet

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. A student specializing in the Finance & Accounting area takes a wide range of courses including those in the area of specialization. A typical course set in the programme is as follows.

First Year Area FPM Course

- Asset Pricing

Second Year Courses

(This list is indicative and courses offered may differ)

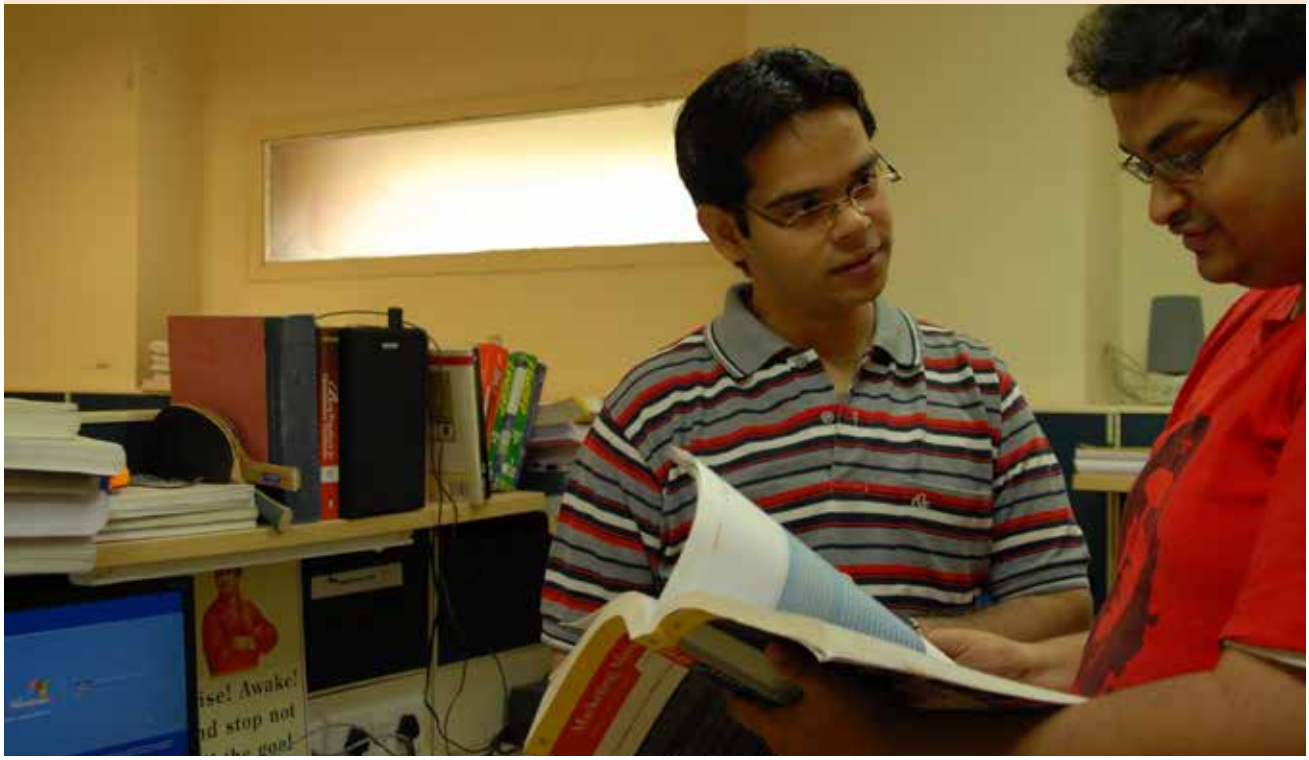
- Asset Pricing
- Empirical Methods in Finance
- Seminar Course in Corporate Finance
- Derivatives Pricing
- Seminar Course in Empirical Accounting Research
- Empirical Research in Auditing and Corporate Governance
- Mathematical Finance
- Time Series Analysis
- Behavioural Finance and Accounting
- Seminar on Privatization
- Advanced Management Control Systems

Third Year

- Comprehensive Examination
- Dissertation

Fourth Year

- Dissertation (continued from third year)



Some Recent Thesis Titles and Placement of Students

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

05 Information Systems

FACULTY

Barua, Samir K

George, Kandathil

Jain, Rekha (Chairperson)

Krishnamoorthy Srikumar

Ranganathan, Kavitha

Verma, Sanjay

(Adjunct Faculty)

Bhatnagar, Subhash

Jajoo, B H

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

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

- Knowledge management in software and other industries
- Design and analysis of algorithms for project management
- Modeling of supply chain management problems
- Designing and managing enterprise wide digital infrastructure
- Community radio for rural mobile ad-hoc networks
- Object oriented frameworks for parallelized nonlinear optimization
- Frameworks for evaluation of e-Government Projects
- Business intelligence
- Open innovation

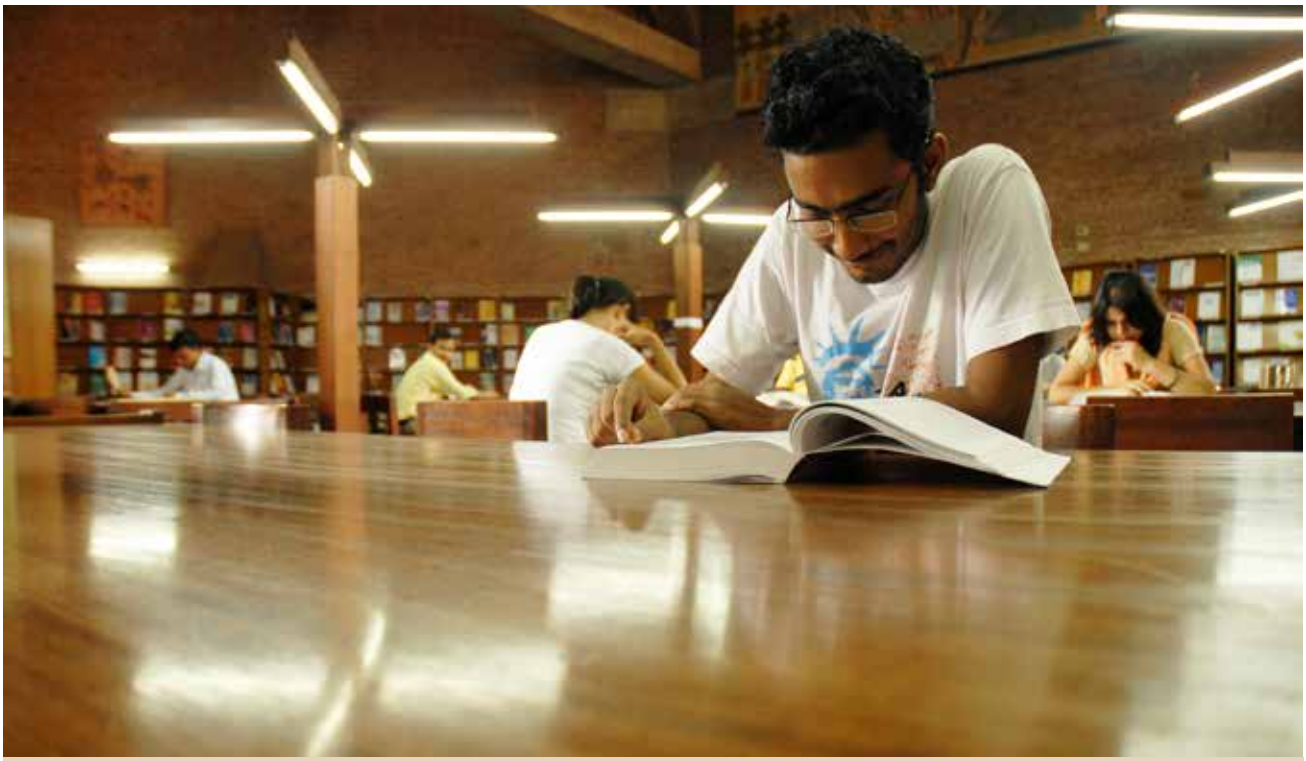
As the interests of the faculty are very broad, research topics chosen by doctoral students also tend to have wide variety. Based on the topic of dissertation, tools used in the research may vary and may include user surveys, decision support systems, and optimization techniques such as integer or non-linear 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.

In the past, doctoral students have worked in 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, Developing e-Government impact assessment framework, 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, Studying the behaviour of buyers and sellers in an e-commerce context, and Developing a framework for evaluating open innovation projects.

The Programme

A student specializing in the Information Systems area takes a wide range of courses including those in the area of specialization. A typical course set in the programme is as follows.



First Year Area FPM Course

- Data Structures and Programming

Second Year Courses

(This list is indicative and courses offered may differ)

- 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
- Systems Analysis and Design

Third Year

- Comprehensive Examination
- Dissertation

Fourth Year

- Dissertation

Recent Thesis Titles and Placement of Students

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

06 Innovation and Management in Education

FACULTY

Gupta, Anil K

Ranganathan, Kavitha

Sarin, Ankur

Sharma, Rajeev

Vijaya Sherry Chand (Chairperson-RJMCEI)

Vohra, Neharika

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

Major on-going and recently completed projects include:

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

In addition, the RJMCEI has prepared a number of case studies on Indian, Asian and African management education institutes, and on higher technical education in Germany. Members of the RJMCEI have participated in assessments of primary education programmes like the District Primary Education Programme/ Sarva Shiksha Abhiyan, and systems like the Navodaya Vidyalayas and Nehru Yuvak Kendras.

The doctoral programme with specialization in **Innovation and Management in Education** aims at developing robust research scholars and teachers who can take up leadership roles in educational organizations and systems. The focus on innovation and management will develop in the graduates a unique academic capability that combines a management perspective with the broader theme of innovation. This fits in with the emerging demand for people with fresh perspectives on educational change from a wide range of emerging academic institutions, organizations that provide services and ancillary support to the regular educational structures, well-established national and international educational planning organizations and academic institutions, and various research bodies and social think tanks.

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

The Programme

A student specializing in the Innovation and Management in Education area takes a wide range of courses including those in the area of specialization. A typical course set in the programme is as follows.

First Year Area FPM Course

- Education: Theory, Policy, Practice

Second Year Courses

(This list is indicative and courses offered may differ)

- Analyzing and Evaluating Educational Policy
- Change and Innovation in Education: Structure, Processes, Strategy and Leadership
- Education: Theories, Policies and Performance
- Advanced Qualitative Research Methods in Education
- Public Financing of Education
- Understanding Higher and Professional Education
- Organizational Development and Change in Educational Institutions
- Technology in Education
- Innovation and Change in Education
- Using Quantitative Methods for Causal Inference in Education Research

Third Year

- Comprehensive Examination
- Dissertation

Fourth Year

- Dissertation

07 Marketing

FACULTY

Abhishek Banerjee, Arindam
G Raghuram
Gandhi, Vasant P
Jaiswal, Anand Kumar
Koshy, Abraham
Laha, Arnab
Mukherjee, Saral
Sahay, Arvind
Sharma, Dheeraj (Chairperson-Marketing)
Sinha, Piyush Kumar
Subramaniam, Ramanathan
Tripathi, Sanjeev
Verma, Sanjay

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, relationship marketing, B2B marketing, ethic logistics, 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
- E-word of Marketing
- 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
- cognitive load and consumer choice
- Ethics in Marketing
- Customer Information Search Process and Motivation.
- Effect of Language Adaptation on Efficacy of Advertisements.
- Strong vs weak brands
- Sequalization of Comparative Advertising and its Strategic Effects
- Business to Business Relationship
- Framing Effects of User Generated Reviews in Online Environment
- Country/Place of Origin Biases in Consumer Perceptions
- Neuroscience and consumer behavior
- 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
- Price Framing
- Public Policy and 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
- Organisational Ethics

Significant contributions in case research span business and non-business enterprises and encompass almost all areas of marketing management in the Indian context. Between April 2007 and March 2012, the marketing area faculty have written more than 50 new cases based on field data. The business contexts covered include information technology, manufacturing, automobiles, retailing, financial services, other services, online recruitment, and media. The decision areas covered by the case studies cover all areas of marketing: segmentation and targeting, positioning, product, brand, price, advertising, sales promotion, distribution, retail, sales management, organisation design, and strategy and strategic marketing.

Admission Criteria

The requirements for admission into the doctoral programme in marketing are the same as the ones mentioned in the Admission Requirement section. While it

is not mandatory, prior academic and/or experiential exposure to marketing and related areas would be of some help for aspiring applicants. Successful applicants should show potential for developing abilities to (a) understand and crystallize important and interesting marketing problems, (b) conceptualize a research plan, (c) implement the research plan, and (d) make original and substantial contribution to the knowledge pool in the domain of their inquiry.

The Programme

Student will undertake doctoral level courses from various domains in first year. Students in the marketing area gain a basic understanding of management through undergoing a few 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, marketing strategy, 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 FPM Course

- Marketing Strategy

Second Year Courses

(This list is indicative and courses offered may differ)

- Understanding Marketing Function and Marketing Strategy (UMFMS)
- Behavioural Science Applications in Marketing
- Game Theory and Strategic Behaviour
- Seminar on Experimental Methods in Marketing
- Qualitative Method (Tentative).
- Seminar on Quantitative Models in Marketing
- Mental Accounting, Pricing & Neuro Marketing
- Structural Equation Modelling
- Marketing Theories and Contemporary Issues
- Reading Seminar in Marketing Management
- International Marketing Research and Teaching

Third Year

- Comprehensive Examination
- Dissertation

Fourth Year

- Dissertation

Some Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2014	**Bipul Kumar** Faculty, Indian Institute of Management, Indore	Broadening the Concept of Sustainability and Measuring its Impact on Firm's Performance
2014	**Manoj Motiani** Faculty, Indian Institute of Management, Indore	Instrumental Leadership as a Determinant of Salesperson Performance: Applying the Extended Full Range Leadership Theory (FRLT)
2013	**Basant Kumar Purohit** SLRI	Impact of Perceived Overqualification on Salesperson Performance
2013	**Mayank Jyotsna Soni** Assistant Professor (Marketing), Delhi School of Business	Impact of Quantity Scarcity and Time Scarcity Appeals on Consumer's Response: Role of Need for Uniqueness and Deal Proneness

08 Organizational Behaviour

FACULTY

D'Cruz, Premilla

Gupta, Parvinder
(Chairperson-OB Area)

Gupta, Vishal

Kandathil, George

Khokle, Pradyumana

Noronha, Ernesto

Sharda, Kirti

Sharma, Dheeraj

Sharma, Rajeev

Vohra, Neharika

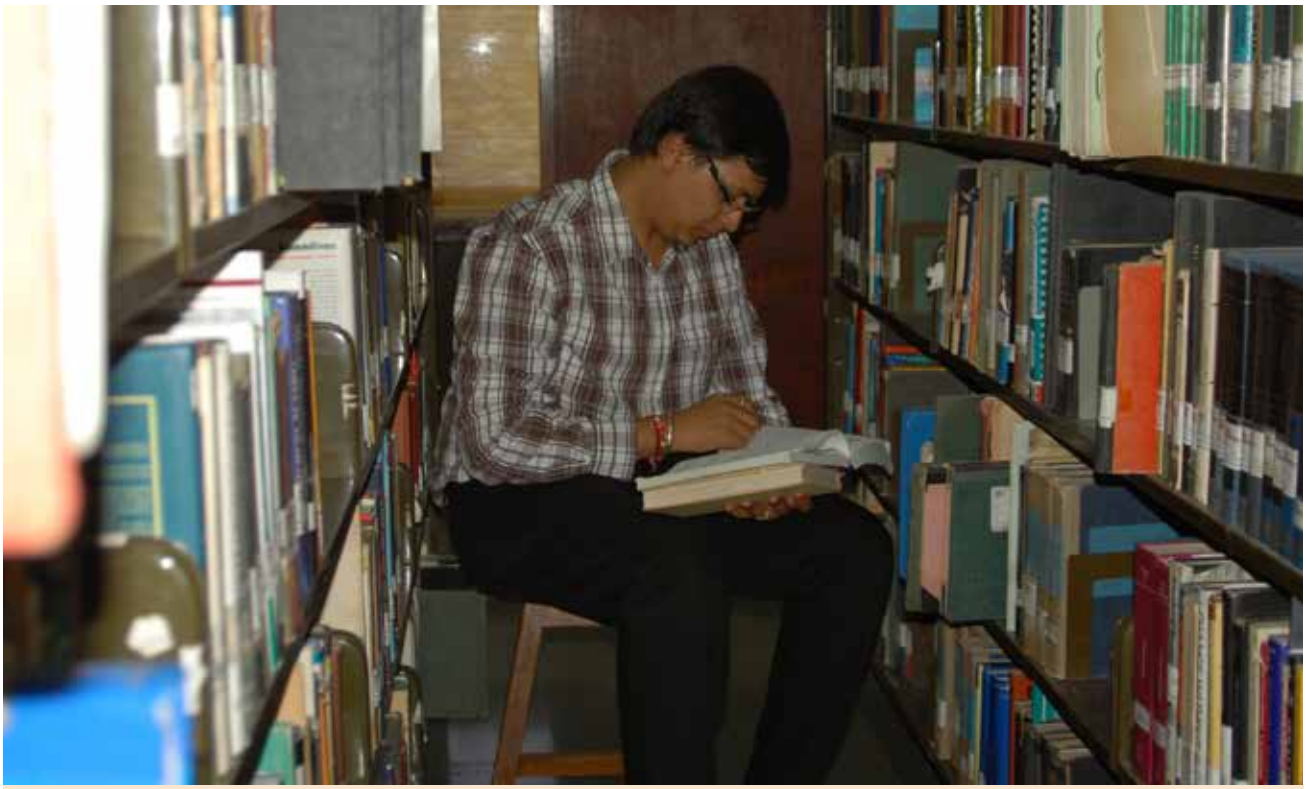
The Organizational Behaviour (OB) area is internationally recognized for its teaching and research. Faculty members in the area have diverse research interests which include individual and interpersonal effectiveness, job involvement, gender issues at the workplace, work attitude, organizational excellence,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

- Ethnicity and diversity at the workplace
- Work-family issues
- Technology, power, and work
- Organizational sense making
- 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 student specializing in the OB area takes a wide range of courses including those in the area of specialization. A typical course set in the programme is as follows.



First Year Area FPM Course

- Basics of Micro OB

Second Year Courses

(This list is indicative and courses offered may differ)

- Advanced Micro OB
- Organization Structure and Processes
- Organizational Diagnosis and Change – 1
- Organizational Diagnosis and Change – 2
- Organization Theory and its Social Context
- Classics in OB
- Perspectives of OB
- Quantitative Methods and Analysis OR Qualitative Methods and Analysis
- Crafting and Publishing of Research
- Technology and Organizing
- National Culture: Myths, Meaning and Measurement
- Leadership in Organizations: A Review of Theory and Research

Third Year

- Comprehensive examination
- Dissertation

Fourth Year

- Dissertation

Some Recent Thesis Titles and Placement of Students

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

09 Personnel and Industrial Relations

FACULTY

Agarwal, Promila

Chandwani, Rajesh

Jerome, Joseph

Maheshwari, Sunil

Singh, Manjari (Area Chiar)

Varkkey, Biju

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 student specializing in the P&IR area takes a wide range of courses including those in the area of specialization. A typical course set in the programme is as follows.

First Year Area FPM Course

- Foundations Course in HRM

Second Year Courses

(This list is indicative and courses offered may differ)

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

Third Year

- Comprehensive Examination
- Dissertation

Fourth Year

Dissertation

Some Recent Thesis Titles and Placement of Students

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

10 Production and Quantitative Methods

FACULTY

Bandyopadhyay, Tathagata

Barua, Samir K

Bhadra, Dhiman

Dutta, Goutam

Ghosh, Diptesh
(Chairperson P&QM)

Guha, Apratim

Jayaswal, Sachin

Laha, Arnab K

Mukherjee, Saral

Ravichandran, N

Roy, Debjit

Soman, Chetan A

Sriram, Karthik

Venkateshan, Prahalad

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

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.

In the first year, a student is required to take courses worth 14.5 to 18 credits. This includes 7.5 credits of FPM courses common to all FPM students, and a 1 credit area course specified by the P&QM area. The remaining courses to be credited are decided upon jointly by the student and her/his academic advisor.

In the second year, a student is required to take courses worth 14.5 to 18 credits. Among these, 2.5 credits are FPM compulsory courses common to all FPM students and a few compulsory courses specified by the P&QM area. The remaining courses to be credited are decided upon jointly by the student and her/his academic advisor. An indicative list of electives that students can choose from is given in the next section.

Third Year and later

At the beginning of the third year, a student is required to appear for and pass a comprehensive examination on the courses that s/he has credited in the first two years. On successful completion of the comprehensive examination, a student decides on a topic for her/his research and her/his thesis advisor. The student then presents and defends her/his thesis proposal and works on her/his doctoral thesis.

First Year Area FPM Course

- Introduction to Mathematical Programming

Second Year Courses

(This list is indicative and courses offered may differ)

- Advanced Probability in Management
- Mathematical Programming and Discrete Optimization
- Seminar in Operations Management I and II
- Systems Analysis and Simulation
- Applied Multivariate Analysis
- Applied Multivariate Analysis for Qualitative Dependent Variable
- Modelling for Management Decision Making
- Real Analysis
- Stochastic Processes
- Network Optimization
- Stochastic Optimization
- Large-Scale Optimization

Third Year

- Comprehensive examination
- Dissertation

Fourth Year

- Dissertation

Some Recent Thesis Titles and Placement of Students

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

11 Public Systems

FACULTY

Bhat, Ramesh

Barnhardt, Sharon

Dholakia, Ravindra H

Dutta, Goutam

Garg, Amit

Huber, Hans

Jain, Rekha

Mathur, Navdeep

Narayanaswami, Sundaravalli

Pandey, Ajay

Pangotra, Prem (Area Chair-PSG)

Raghuram, G

Sahay, Arvind

Sarin, Ankur

Shukla, P R

Turaga, Rama Mohana

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:

- Grid responsive buildings (EEB)
- A study under the Energy and Mass Exchange in Vegetative Systems [SAC]
- Techno-economic Assessment of CO2 Capture and Storage Potential in India: A Policy Perspective (CCS)
- Application of Remote Sensing for Integrated Land use, Water and Energy Management in Rural Areas: Exploring Energy Plantation Opportunities (MoEF)
- Impact Assessment of Wireless Technology and Broadband Connectivity in Rural India
- Leveraging Knowledge Networks for Enabling Innovations in Higher Education and Research Institutes in India and UK
- Impact Assessment of USOF Wire Line Broadband Scheme
- Imperatives for Future Growth of National Internet Exchange of India (NIXI)
- PPPs in Airport Sector
- PPS in Port Sector
- Mobility Challenges in Urban Areas
- Issues in High Speed Rail Development
- Trucking Sector: Policy and Service Challenges
- Public Private Partnerships in Warehousing
- An agent-based approach to network competition and sustainable growth in Indian Air Transport, IRCC-project
- An agent-based framework for network competition and sustainable growth in Air Transport Systems, Marie-Curie & FCT sponsored

The Fellow Programme

A student specializing in the PSG area takes a wide range of courses including those in the area of specialization. A typical course set in the programme is as follows.

First Year Area FPM Course

- Public Policy I

Second Year Courses

(This list is indicative and courses offered may differ)

- Public Finance
- Public Management
- Public Policy II
- Public Policy Instruments for Environmental Management
- Health Policy and Planning
- Interpretive Research Methods
- Using Quantitative Methods for Causal Inference in Social Policy Research
- Energy and Environment Policy
- Health Care Financing
- Health Insurance
- Venturing in Health Care
- Electronic Power Economics and Policy
- FPM Summer School
- Economic Development and Growth
- Seminar on Transportation
- Emergency Management in Urban Logistics
- FPM Summer School
- Research and Publications

Third Year

- Comprehensive Examination
- Dissertation

Fourth Year

- Dissertation

Some Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2014	**Hem Himanshu Dholakia** IIMI	Climate Change, Air Pollution and Public Health in India: Impact Assessment and Adaptation Strategies
2014	**Prakriti Naswa**	Uncertainty and Risk Management of Climate Change Impacts on Infrastructure Assets
2014	**Shivika Mittal**	Sustainable Low Carbon Transport: An Integrated Policy Framework and Assessment 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 **68** databases that provide scholarly, company and industry information.

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

Company & Country Databases

ACE Knowledge and Research Portal, ACE Equity, ACE Mutual Fund, CAPITALINE, CMIE – CapEx, Commodities, Economic Outlook, Industry Outlook, India Trade, Prowess & States of India, CRISIL Research, Datastream (Incorporating world scope), Dion Insight, District GDP of India, DSI Data Service & Information, EPWRF India Time Series, EPWRF Economic and Market Review and Research, Euromonitor Passport, Frost & Sullivan Growth Partnership Services, GARTNER, Indiastat.Com, Indian Boards, Infraline Coal Sector, Oil & Gas Sector & Power Sector, ISI Emerging Markets –Asia, Marketline Advantage, NASSCOM Member Directory, Thomson Reuters Eikon, Venture Intelligence Private Equity Deal Database, M&A Deal Database & Real Estate Deal Database.

Scholarly Resources

- **E-Journals Databases**

  ABI/Inform (ProQuest), ACM Digital Library, EBSCO Academic Search Premier, Business Source Complete, EconLit, Entrepreneurial Studies Source, PsycARTICLES, Elsevier (Science Direct), Emerald Management Extra, IEEE ASPP + POP, IGI Global Full Text, Indian Journals.com, INFORMS, JSTOR, Springer Link, Oxford University Press, Project MUSE, Sage + HSS Collection, Taylor and Francis Online, Wiley + HSS Online library.

- **Back-Files of E-Journals**

  Elsevier Back Files (Business, Management & Accounting, Decision Sciences, Economics, Econometrics and Finance, Agriculture & Biological Science, Social Science, Pharmacology, Toxicology & Pharmaceutics), Emerald Back Files (Business and Management), INFORMS Archives.

- **E-Books:** Ebrary, OECD iLibrary (Education).
- **News Papers & Magazines Databases**

  FT.com, FT Archive (1888-2010), India Business Insight, Press Display (Newspaper Direct).

- **Legal Databases:** AIR (All India Reporter)–High Court, AIR — Criminal Law, AIR — Supreme Court, AIR Privy Council, Kluwer Arbitration Law, Westlaw.
- **Others:** Encyclopedia of Britannica, IMS Anti TB-Data, ISI Web of Knowledge, IMF eLibrary and Data, MICA Indian Marketing, Power Lingo Fx25, ProQuest Thesis & Dissertations, Sage Research Methods Online, WARC Database, World Bank Databases.
- **Specialized Search Tools:** 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 1996.

- 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

A state-of-the-art computer network with more than 2000 nodes connects all the members of the Institute community with each other. This network has a multimode fiber optic backbone with one or more fiber segments reaching every building on the campus.

There are more than 200 high-end managed network switches which handle the internal data traffic. The Institute has recently installed a high end Cisco L3 switch at the data center to enhance security and improve network throughput. Every workplace on the campus including program participants' rooms in dormitories, faculty offices, classrooms, management development center, computer lab, FPM lab, and administrative offices has network connectivity. Using long range Ethernet

technology, faculty /staff residences have been also provided network connectivity to the Institute's LAN.

The Institute has put a wireless layer (Wi-Fi) on top of this highly dense network with high level of security using username password based authentication. More than 300 Access Points have been installed throughout the Campus for a superior Wi-Fi experience. A Next Generation Firewall has recently been installed to enhance the network security A storage server with VPN based access and username password based authentication is also in place for accessing data from outside the campus. This facility is currently available for the Faculty of IIMA.

The campus network is supported by a large server farm with more than 70 high speed servers, running on a wide variety of platforms. About 40 servers have been virtualized using KVM. Many servers on this network make use of Linux and open source software for providing the necessary services. For every workgroup (faculty, participants, staff, etc.), there is a set of dedicated servers which provide a core layer of services like Internet access, and file/print services. The E-mail facility is managed through Google which provides us web based email client, built in chat facility, Google docs, Google apps, Google sites and few other facilities as well. The main web server (http://www.iimahd.ernet.in) carries information on IIMA. Another web server (http://stdwww.iimahd.ernet.in) provides facilities for individual participants to host their home pages. Every dormitory has a high-speed shared network printer with web based print billing software. There is a wide variety of software packages available to the participants and faculty for their academic and research work. These packages include several language processors, statistical, math programming, simulation, project management, CASE tools, etc.

Every participant and faculty member has a networked, business-performance personal computer or laptop. The Institute's network is linked to the Internet via a set of three leased lines enabling round-the-clock Internet connectivity on the campus. All the Internet Service Providers (ISPs) from whom the Institute has procured Internet bandwidth have installed fiber optics link from the campus to their hub. This ensures very high quality of bandwidth to the Internet. The Institute has a 70 Mbps bandwidth from TCL, a 16 Mbps bandwidth from BSNL, and up to a 1 Gbps link from National Knowledge Network (NKN).

Every classroom is equipped with a projector, a PC, and a DVD player. Some of the classrooms are equipped with IP/ISDN based video conferencing capability. A fully equipped computer classroom is also available in the computer center where on-line computer based training can be imparted. The IIMA website includes payment gateway and offers access to a large repository of IIMA case studies and research reports.

Research Centres

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

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

Conferences and Field Research Support

The Institute provides competitive opportunities to present research papers at national and international conferences and spend a term or more for field work at collaborating universities within the country and outside. Research grants are also provided on a competitive basis for summer projects. Doctoral students receive an annual contingency grant to fund research related expenses.

IIMA Idea Telecom Centre of Excellence Fellowship

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

Housing

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

Office Space

Limited office space is available for doctoral students.

Admissions and Financial Aid

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

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 2015** and produce the original certificates/mark sheets by **31 December 2015**.

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

Agriculture: Common Admission Test (CAT) of the Indian Institutes of Management / UGC JRF (Economics/ Development Studies/Development Economics/Business Economics/Rural Economics/ Public Administration/ Sociology)/ICAR-SRF/GRE

Business Policy, Marketing : CAT/GMAT/GRE

Economics: CAT/GRE/GMAT

Finance and Accounting: CAT/GMAT/ GRE

Information Systems: CAT/GMAT/GRE/ GATE

Innovation and Management in Education: CAT/GMAT/ GRE /GATE/UGC-JRF in relevant discipline

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

Personnel and Industrial Relations: CAT/GMAT/GRE/ GATE/UGC-JRF in relevant discipline.

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

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

Standard test scores not required for:

(Part-time/Evening/Distance Learning Programmes are NOT considered)

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

MBA / PGDM programmes from other Universities/ Business Schools: Standard Test Scores required

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

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

CAT is the common admission test required for admission to the Post-Graduate Programmes of the Indian Institutes of Management. CAT will be administered tentatively on **November 16 and 22, 2014**, at various centres in India.

Deadlines

January 30 2015:
Last date for online application & Payments of fees.

March/April 2015:
Interviews for shortlisted candidates.

Last week of April 2015:
Offer of admission mailed to selected candidates.

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.

Scholarship/Financial Aid

All students admitted to the programme 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 ₹ 27,500 per month, after clearing the Comprehensive Exam he/she will be eligible for ₹ 29,700 per month and after submission of the TAC approved thesis proposal he/she will be eligible for ₹ 33,000 per month which will be inclusive of food allowance.

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

Merit Awards

Every year students are given various merit awards:

1. Thesis Award Titled "Industrial Finance Corporation of India (IFCI) best Thesis Award".
2. Thesis Award Titled "Professor Tirath Gupta Award for the best Thesis"
3. Competitive National and International Conference Travel Grants.

Admission Process

Application Form and Brochure will be available online. Candidates can fill-up the application form online and an application fee of ₹ 500/- can be paid through IIMA gate way. The last date for submitting the online application will be **January 30, 2015**. 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. Interviews will be held in March/April and admission decisions made by last week of April.

Phase I Courses

First Year Courses (FPM/PGP)

FPM compulsory courses in the first year

Term wise distribution of FPM compulsory courses in first year

Term 1	Term 2	Term 3
Mathematics (1 credit)	Statistical (contd) (1 credit)	Socio-Political Contexts for Research in Management (1 credit)
Statistics (1 credit)	Micro-economics (1.5 credit)	Research Methods (1 credit)
Psychology (1 credit)		

Area FPM Courses for first year

Term wise distribution of Area FPM course

Term 1	Term 2	Term 3
Strategic Management I (BP) Basics of Micro OB (OB) Foundation Course in HRM (P&IR)	Agro Food Value Chain Management and Development (AGRI) Introduction to Mathematical Programming (P&QM) Data Structures and Programming (IS) Marketing Strategy (MKTG)	Advanced Micro-economics (ECO) Asset Pricing (F&A) Education: Theory, Policy, Practice (IME) Public Policy 1 (PSG)

PGP core courses from which FPM students can choose

Term wise distribution of PGP Courses that can be taken for FPM first year credit

Term 1	Term 2	Term 3
Financial Reporting & Analysis (1.5)	Business Taxation (0.5)	Corp Fin (1.25)
FM (0.5)	MCCS (1)	DM 2 (0.5)
Marketing – 1 (0.5)	LAB (1)	EEP (0.75)
	Macroeconomics (1)	ISB (1)
	Marketing - I (0.5; continued from Term 1)	Marketing – II (1)
	OM – 1(1)	OM - 2 (1.25)
	OD (0.75)	PCCBS (1)
	DM – 1 (0.5)	SM (1.25)
	FM (0.5; continued from Term 1)	

In addition, students can also choose PGP, PGP-ABM, PGPX core or elective courses in consultation with their academic advisor.

Phase II Courses

FPM compulsory courses in the second year

Term wise distribution of FPM compulsory courses in second year

Term 1	Term 2
Research Methods (0.5 credit)	Business History (1 credit)
Socio-Political Contexts for Research in Management (1 credit)	

Area Courses

Agriculture

Agricultural Management I

The objective of this course is to introduce advanced concepts of consumer behavior, demand, supply, economic systems, water and input management, agricultural marketing, risk analysis, development and institutional economics.

Agricultural Management II

The objective of this course is to familiarize students with concepts in the natural resource economics, agricultural finance, management of technical change, agricultural trade and public policy.

Agricultural Development Policy

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

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

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

Agro-Food Value Chain Management and Development

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

Institution Building

The course provides an opportunity to explore the dynamics of institution building as a process of political economy, ethical and value dilemmas, and generating durable but systematic responses to various stimuli in the environment.

Rural Banking and Financial Inclusion

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

Business Policy

Advanced Seminar on Action Research Methodologies

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

The specific learning aims of this seminar are:

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

Entrepreneurship

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

International Strategic Management

This course aims to deepen understanding of

management challenges associated with discovering and inventing international business strategies for managing cross-border value chains. The course exposes 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 focus of this course is on innovation as a strategy for sustainable competitive advantage. It emphasizes understanding and application of concepts that address the content and process issues for managing innovations.

Economics Of Strategy

[Jointly offered with Economics Area]

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

Corporate Governance

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

Data Management and Analysis in Organizational studies

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

Economics

Advanced 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.

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.

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.

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.

Game Theory and Applications

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

Time Series Analysis

(jointly offered with Finance Area and P&QM Area)

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

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.

Finance and Accounting

Asset Pricing

The objective of this course is to provide an introduction to the field of asset pricing focused on equity markets.

The course adopts the stochastic discount factor approach to asset pricing based on expected utility theory. Within this framework, the course covers the classical mean variance models including the CAPM and APT as well as the inter-temporal consumption based asset pricing model. The entire course is based on a discrete time setting.

Empirical Asset Pricing

The course exposes the participants to the interplay among the financial economic theory, data availability and econometric methods while studying asset pricing. This course complements the compulsory FPM course `Asset Pricing' by discussing (a) the empirical properties of asset returns and (b) issues in the estimation of asset pricing models. This course mostly covers asset pricing issues related to stocks.

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".

Derivatives Pricing

The objective of this second year F&A area FPM course is to provide an introduction to the theory of derivatives pricing. Beginning with a review of relevant prerequisites from "Asset Pricing", the course first builds the intuition of necessary concepts using discrete time models before moving to derivatives pricing in continuous time. The course uses a mix of readings from textbooks, review papers and select classic papers from the field of derivatives pricing.

Seminar Course in Empirical Accounting Research

The aim of this seminar course is to introduce students to the ever growing field of empirical accounting research. Students get an opportunity to read, present and critically analyze influential research papers in the area. They are able to get an insight into the reasons why certain questions have been asked by the researchers, and how they have attempted to answer. Students then suggest the improved questions, improved ways in which the questions could have been answered, and the unanswered questions which can pave the way for future research. Domains covered are earnings management, executive compensation, corporate governance, disclosure, etc. After undergoing the course, students are able to make an informed choice whether their dissertation can be in any of the domains.

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 Analysis

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

After introducing fundamental concepts in time series analysis, the course covers the theory of stationary ARMA processes and reviews the relevant asymptotic distribution theory. This forms the bulk of roughly half the course and forms the basis for studying Vector Auto regressions (VARs) which is discussed next.

Moving on from considering covariance stationary processes, the course next introduces the econometrics of unit roots. The core of the remaining portion consists of studying linear combinations of unit root processes, i.e. Cointegrated Systems (VECMs), and models with conditional heteroskedasticity (GARCH). The course ends by introducing State Space representations of time series models and Bayesian methods.

Behavioural Finance and Accounting

Traditional finance theories assume complete rationality of investors, a key foundation for the claim of the efficiency of financial markets. However, several features of the asset prices remain a puzzle for the traditional finance theories. Behavioral finance makes an attempt to improve the understanding of several features of asset prices which challenge the traditional theories by assuming that at least of some of the investors are not fully rational. Similarly in accounting contexts the departure from rationality of investors and mangers have important implications for asset pricing and managerial behavior. This course offers a survey on the advances in related topics. The course helps the participants to identify possible directions for future research in related fields.

The course is organized into two parts. The initial part of the course focuses on the advances in issues related to individual investor behaviour and asset pricing. The later part focuses on the application of behavioural research in managerial accounting contexts.

Seminar 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.

Advanced Management Control Systems

This course is designed to help the students to understand and appreciate the role of Management Control Systems (MCS) in strategy implementation. The course begins with role of contextual variables on the control system design and ends with performance measurement system and management compensation issues. The course is organised under the following topics:

- Introduction – frameworks of MCS
- Agency Theory
- Cost Accounting Theories
- Transfer Pricing
- Budgeting and Budgetary Control
- Performance Measurement

Information Systems

Algorithms and Data Structures

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

Computer Architecture and Systems Software

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

Database Management and Online Transaction Processing (OLTP)

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

Data Mining Algorithms and Applications

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

Distributed Computing Systems

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

Information Systems Frameworks

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

Programming I

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

Systems Analysis and Design

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

Innovation & Management in Education

Using Quantitative Methods for Causal Inference in Education Research

The search for causality in relationship between variables is as frustrating as it is necessary. As elusive as they might be, claims about causality form the basis of much policy advice and advance our understanding of factors influencing human development. Relatively recent advances in the development and application of quantitative methods in identifying and estimating causal relationships also make this an exciting and productive line of research. The methods covered will include experiments, 'natural' experiments, instrument variables, regression discontinuity designs, propensity score matching and value-add models. The course emphasizes a close reading and discussion of research papers that are generally considered to be good representatives of the application of these methods as well as those that lend themselves to ideas for future work. The purpose of this course will be to introduce, explain and study the application of these techniques in the specific context of gathering evidence on different dimensions of education.

Education: Theory, Policy and Practice

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

Adavanced Qualitative Research Methods in Education

This course aims at providing an in-depth understanding of the key approaches within the 'qualitative' tradition of research in education. While the use of the phrase 'qualitative research' is not unproblematic, we use it here to capture the broad approaches which fall under the interpretivist/ constructivist paradigms of research. The course will build on the basic exposure that participants would have had in the Research Methods course. Four qualitative traditions of inquiry (and the associated philosophical and theoretical frameworks), grounded theory, ethnography, action research and case study, will constitute the focus of the course. Data analysis

techniques relevant to these traditions will also be discussed.

Public Financing of Education

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

Understanding Higher and Professional Education

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

Innovation and Change in Education

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

Organisational Development and Change in Educational Institutions

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

Technology and Education

The rapid and constant pace of change in technology is creating both opportunities and challenges for educational institutions. This course will help participants to reflect on the role various forms of electronic and digital technology can play in the teaching/learning process and how these processes can be engaged both in the classroom and outside. This rapid evolution of educational technologies also makes it increasingly challenging to determine what works and how well it works. Using current research findings we will try to investigate the effectiveness of various forms of technology in education. This course will also investigate issues related to the roles and possibilities of technology, as well as the potential problems, challenges, and criticisms of technology in education. One of the additional goals of this course is to expose participants to cutting-edge research in Educational Technology and prepare them for future independent research in the field.

Marketing

Understanding Marketing Function and Marketing Strategy

This doctoral course is aimed at helping students comprehend the role of marketing in an Organization and its strategy. It exposes students to the major issues, concepts, models and theories in the domain of marketing strategy. The course will help students critically appraise seminal and contemporary research in the domain of marketing strategy.

Behavioural Science Applications in Marketing

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

Game Theory and Strategic Behaviour

(jointly offered with Economics area)

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

Seminar on Experimental Methods In Marketing

The purpose of this course is to provide technical skills for the design and implementation of experimental methods used in marketing. While the focus is on marketing, most of the techniques and discussion is relevant for any experimental research in social science/behavioural research. Accordingly, the papers discussed in this course though majorly from marketing also have a fair mix of papers from other related disciplines. A key objective of this course is to get the participants to 'dirty their hands' on actual experimentation. The project in this course is oriented towards getting doctoral candidates to conceptualize and design a simple experiment and then analyse the results from the study. The aim is to give the participants the necessary understanding as well as confidence to start doing experimental research.

The course will be useful to participants from marketing as well as those from other disciplines who plan to do behavioural research. Even for those who do not plan to do their doctoral research using experiments it might be a good skill to develop.

Seminar on 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.

Mental Accounting, Pricing & Neuro Marketing
Behavioral economics is increasingly becoming mainstream as social scientists understand the limits of neo-classical economics. Similarly, advances in neuroscience are having an increasing impact on how marketing research is done. Increasingly, the stimulus response approach in consumer behavior is seen as being incomplete as it does not explain what happens in the brain when the consumer is behaving in a particular way; in a way the efficiency and effectiveness of the stimuli that we think lead to certain behaviors are open to question without bringing on board how that stimuli leads to the behavior. This course is an attempt to address this gap by looking at three specific topics in the area – that of mental accounting that provides the underlying presently understood theoretical basis for consumer behavior, of behavioral pricing and the neuroscience of human behavior in a bid to connect the three and develop a new and better understanding of the field.

Structural Equation Modelling
SEM, also known as covariance structure analysis and latent variable analysis, is extensively used for theory development in all major fields of research such as marketing, psychology, sociology, organization behaviour and life sciences. It is an advance multivariate technique which examines multiple dependence relationship simultaneously. Models in which a dependent variable becomes an independent variable in subsequent dependence relationships can be tested using SEM.

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.

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

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

Organizational Behaviour

Advanced Micro OB
This course, focusing on behaviour at individual, interpersonal and small group levels within workplaces, extends the elementary understanding acquired during the first-year course which introduced the subject. Through in-depth analyses and rigorous critiques of research work in the substantive area and inclusion of contemporary and emerging topics in the field, the course covers important arguments, perspectives, conceptual frameworks and theories, builds disciplinary knowledge and develops research skills.

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

Organizational Diagnosis and Change-1 & 2
The course on Organizational Diagnosis and Change introduces doctoral students to theories and concepts pertaining to the application of behavioral science models in diagnosing, analyzing, and introducing organizational change.The main objective is to acquaint participants with tools, techniques and experiences available in OB which facilitate not just theorizing but also developing methods to diagnose, analyze, understand, introduce and manage organizational change.

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

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

Classics in OB
This course covers studies and articles on different aspects organizational behaviour that are considered historically important in the evolution of the field and may have helped define a new direction for OB. Emphasis is on not only building familiarity with such writings, but

also on exploring what made these works seminal and to what extent such characteristics may be relevant today for advancing frontiers of knowledge in the field.

Perspectives of OB

This course introduces doctoral programme participants to a variety of broad theoretical approaches located within a range of theoretical perspectives varying from social constructionism to critical realism. Further, the participants will explore select themes using multiple theoretical approaches, discussing relevant scholarly works. They will also explore the possibility of synthesizing or juxtaposing various theoretical approaches in order to examine a specific theme of their interest.

Quantitative Methods and Analysis

The course builds on the insights and knowledge obtained in first year research methodology courses (Survey of Statistical Methods, Introduction to Research Methods and Qualitative Techniques) and provides a hands-on training on using methods to perform empirical research. The course will be largely divided into two parts. The first part shall introduce the participants to quantitative research designs (experimental, survey based) and the analytic techniques used to analyze the data collected. This part will also provide inputs relating to measurement theory and concepts related to scale design. The second part will build on the concepts learnt in part one and will introduce the participants to advanced data analyses using structural equation modeling methodology. The course will be based on a combination of theoretical and practice-oriented sessions that will provide working knowledge of statistical software like R, SPSS and LISREL.Upon the completion of this course, the participants would: (1) understand the experimental, quasi-experimental and survey based research designs and the technicalities involved in the analysis of data collected using these designs, (2) understand the process of designing a questionnaire, the steps involved, and guidelines that must be followed at each step, (3) understand concepts like correlations, reliability, measurement error, validity, regression, causality, cross-sectional design, common method variance, mediation, moderation and other such terms used in the design and conduct of management research, (4) understand analysis techniques like t-tests, ANOVA, regression analysis, factor analysis and structural equation modeling (SEM), and (5) get hands-on training on statistical analysis packages like R, SPSS and LISREL.

Qualitative Methods and Analysis

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

Crafting and Publishing of Research

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

Technology and Organizing

The course is designed to help doctoral students develop an understanding of technology-organizing relationship from a variety of theoretical perspectives which in its order of importance include sociological, political, historical, anthropological, and philosophical approaches. The course is open to second year and second year plus doctoral students in all areas. The course has three objectives: (1) careful reading of assigned research works that seek to illuminate our understanding of technology's place in human experience; (2) developing a grasp of key themes and issues in a manner compatible with each student's view of social theory and technology studies; (3) applying this knowledge to contemporary social and political issues that involve technological choice and processes.

National Culture: Myths, Meaning and Measurement

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

Leadership in Organizations: A Review of Theory and Research

This course focuses on managerial leadership and will enable participants to equip themselves with a broad survey of theory and research on leadership in formal organizations. The topic of leadership effectiveness is of special interest, and the discussion keeps returning to the question of what makes a person an effective leader. The course aims to conduct a detailed and critical evaluation of major leadership theories, and a comprehensive review of empirical research conducted in leadership domain. Participants will be familiarized both with the core theories, models, frameworks and concepts of leadership, as well as with current research findings and a range of techniques, practices and skills that may be used in a professional environment. The course will be implemented as a seminar course featuring regular interactive activities

such as presentations and class discussions. Upon the completion of this course, the participants will be able to (1) understand established theories and models of leadership in organizations, (2) critically reflect on the strengths and limitations of these theories and models and how they may be applied in an organizational, social, environmental and multicultural context, (3) examine current leadership research and debates, (4) understand and study the relationships between leadership theory and professional practice and (5) consider a range of techniques, practices and skills used to understand the contingent nature of leadership – both in scholarly and practical applications.

Personnel and Industrial Relations

Foundations of Research in HRM I

This course revolves around research issues related to human resource planning, acquisition, performance management, competence development, career planning, and development issues.

Foundations of Research in HRM II

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

Foundations of Research in ERM I

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

Foundations of Research in ERM II

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

International Human Resource Management

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

Qualitative Research Methods in HRM

The learning objectives of this course will be

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

Quantitative Techniques in HRM

This course provides doctoral students with the opportunity to apply the tools and methodologies learnt in the core curriculum to their research in the field of HRM. This course also exposes the students to latest development in the quantitative techniques in HRM. The focus of this course is to study various quantitative techniques used in processes related to employees in an organization. Apart from the organizational context, the course also looks into quantitative approaches used in the analysis of labor markets.

Production and Quantitative Methods

Advanced Probability in Management

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

Mathematical Programming and Discrete Optimization

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

Seminar in Operations Management I and II

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

Systems Analysis and Simulation

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

Applied Multivariate Analysis

This course gives a balanced emphasis on theory and applications. It covers the following broad areas: Multivariate Normal Distribution and Related Inference Problems, Assessing Normality, Outlier Detection, Multiple Linear Regression Analysis, Variable Selection Problems,

Multicollinearity, Heteroscedasticity, Regression Plots, Regression Diagnostics, Model Specification Tests, Auto correlated and Longitudinal Data Analysis.

Applied Multivariate Analysis for Qualitative Dependent Variable

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

Modelling for Management Decision Making

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

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.

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.

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 I and Public Policy II

This sequence of courses provide 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.

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.

Health Insurance

This course focuses on key issues to the design, function, management and regulation of private health insurance in emerging economies with special focus on India. The course would discuss the economic and financial principles of health insurance and understanding of risks the insurer faces in health insurance business. The course also focuses on dynamics of insurance markets and various environmental and regulatory issues.

Health Care Financing

The course covers the trends and patterns in public and private health care spending, out-of-pocket systems, tax-based system, user fees system and other demand-side health care financing systems. The course also aims at developing understanding of the position of key stakeholders in health financing: government, private players, household and at individual levels.

Venturing in Health Care

The course on Venturing in Health Care (VHC) aims at helping the participants to get idea of what makes entrepreneurial health care ventures successful. The research in this area suggests that six forces shape the health care ventures and these are: structure, financing, technology, consumers, accountability, and public policy. Developing an understanding and identifying an alignment between the health care ventures and these six forces is therefore critical. The course will focus on three key types of ventures viz., consumer-focused ventures, technology-based ventures and integrator ventures.

Emergency management in urban logistics

Modules that shall be covered in this course are queuing, contingency management, routing, scheduling and evaluation of public systems in handling contingencies. The course follows a case discussion based pedagogy.

Using Quantitative Methods for Causal Inference in Social Policy Research

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

FPM Summer School

Provide students with exposure to laboratory games and tests in order to think beyond measurable economic outcomes and investigate the social and psychology impact of public and business policies.

Research and Publications

The research work of faculty 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.

Communication for Management Teachers

[1.0 credits, compulsory course for post comprehensive exam]

The objective of the Fellow Programme in Management [FPM] is to develop teachers, in their field of specialization. The participants in the FPM program are therefore required to acquire proficiency in oral and written communication for effective dissemination of information and knowledge, through lectures, case discussions, games, role plays and use of audio/video cassettes. This course is designed to help the participants acquire such pedagogical skills. In addition to providing live opportunities for teaching and presentation, the course covers the necessary conceptual framework, through relevant readings and classroom discussions, needed for effective communication.

Faculty

Areas of Research Interest

Agriculture

Bhamoriya, Vaibhav
FPM (IIMA)

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

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 Re- search Systems, and Organic Farming

Sharma, Vijay Paul
Ph.D. (NDRI)

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

Singh, Sukhpal
Ph.D. (Bangalore)

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

Varma, Poornima
Ph.D. (JNU)

Market Distortions and Indian Agriculture: A Study in the Context of US and EU Agricultural Support Policies.

Business Policy

Agarwal, Anurag K
LL.M. (Harvard), LL.D (Lucknow)

Business Dispute Resolution, Contracts and Arbitration, Legal issues in Infrastructure and Intellectual Prop- erty, Strategic Management.

D Karthik
Fellow, IIM Ahmedabad

Diversification of firms and business groups, Impact of institutional tran- sitions 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

Karna, Amit
Fellow, IIM Ahmedabad

Capabilities of the firm, industrial clusters, innovation and industrialization of emerging market multinations.

Mamidi, Pavan
Ph.D. (Oxford)

Technological innovation and the social costs of intellectual property. Empirical work on signalling games, trust, property rights, conflict-resolution and inter- ethnic negotiations, lab experiments and theories of causation.

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.

Nanda, Ashish
Ph.D. (Harvard)

Business Economics

Parmar, Ashis Jalote
Ph.D. (Technical Uni.,Delft)

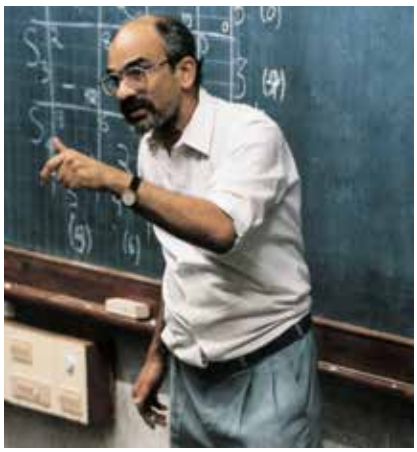
Decision Support in Medical Informatics, Public Health Systems & e-learning

Pathak, Akhileshwar
Ph.D. (Edinburgh)

Law, Liberalization, and Globalization

Sharma, Sunil
Fellow, IIMA

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



Singla, Chitra
Fellow, (IIMB)

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

Economics

Basant, Rakesh
Ph.D. (Gujarat)

Technology Strategy and Manage- ment, Intellectual Property Rights, In- dustrial Organization, and Public Poli- cy 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, Product- ivity Studies and Labour Economics, Fiscal Policy, International Economics, and Health Economics

D'Souza, Errol
Ph.D. (JNU, Delhi)

Tax Reforms and Fiscal/Monetary Pol- icy, Structure of Corporate Finance, Social Security and Livelihood Issues in the Informal Sector, Personnel Eco- nomics, and Governance Issues

Morris, Sebastian
Fellow (IIMC)

International Trade and Investment, Economic Development, Public Sec- tor, Small Firms,Public Policy Analy- ses, and Infrastructure Development and Financing

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

Industrial Organization, Applied Econometrics, Behavioral Economics, Pharmaceutical Economics

Shruti, Sharma
PhD (California- SC)

The nature of India's imports of intermediate inputs and their role in the changing skill composition of workers at plants in the Indian manufacturing sector and the role of IT in productivity in Indian manufacturing and how adoption of IT and its impact on organizational change in different across public and private organizations.

Finance and Accounting

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

Markets, Corporate finance, Account- ing and Corporate laws

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

Primary research interests are in the areas of auditing and corporate gov- ernance.

Gandhi, Shailesh
Fellow (IIMA)

Financial restructuring, business sys- tems development, Accounting & costing systems, and Corporate Per- formance Measurement and Management

Jacob, Joshy
FPM, IIM Lucknow

Volatility Modelling, Market Micro- structure, and Portfolio Optimization

Nagar, Neerav
Fellow, IIM Culcutta

Accounting and Earnings Management.

Pandey, Ajay
Fellow (IIMA)

Corporate Governance, Capital Mar- ket, and Financial Sector Regulations

Patel, Rajendra (VF)
ACA, AICWA

Management Planning and Control

Prem Chander
Fellow IIMA

Mergers and Acquisitions, Valuations, Project Finance; Corporate Gover- nance

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 Fi- nance

Virmani, Vineet
Fellow, (IIMA)

Model Uncertainty in Economics and Finance, Measurement of Macroeco- nomic Variables, Term Structure Mod- els, and Estimation of Stochastic Vola- tility Models.

Information Systems

Jain, Rekha
Ph.D. (IIT, Delhi)

Telecom policy and regulation in the areas of IT implementation, Rural telecom, ICT strategy and manage- ment, spectrum management and lo- cal exchange competition.

Krishnamoorthy, Srikumar
Fellow (IIM Lucknow)

Personalization in Electronic Com- merce, Social Media and Web Analyt- ics.

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 tech- nologies for emerging markets.

Verma, Sanjay
Fellow (IIMC)

E-Commerce and Knowledge Man- agement Economics

Innovation and Management in Education

Sharma, Rajeev
Ph.D. (Allahbad)

Innovations in Educational Institu- tions, Using and Developing Inno- vative 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 Teach- ers, Teacher Development, Decen- tralized Management of Education, Development Communication, Social Entrepreneurship and Assessment of Social Development Programs

Marketing

Abhishek
Fellow, (IIMA)

Consumer behaviour in retail context, marketing communications, rural marketing, and social entrepreneur- ship

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 Ser- vices

Jaiswal, Anand Kumar
Fellow (XLRI)

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

Koshy, Abraham
Fellow (IIMA)

Product Strategy, Brand Manage- ment, and Strategic Management.

Sahay, Arvind
Ph.D. (Texas University, Austin)

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

Sharma, Dheeraj
Ph.D. (LOUISIANA TECH UNIVERSITY)

Business-to-Business Marketing, In- ternational Marketing, Sales and Dis- tribution Management, Strategy, Mar- keting Channels and Business Ethics

Sinha, Piyush Kumar
Ph.D. (Sardar Patel University)

Services Marketing and Retailing

Subramaniam, Ramanathan
Ph.D. (Pittsburgh)

Tripathi, Sanjeev
FPM (IIM Ahmedabad)

Consumer Behaviour, Pricing, Experi- mental Methodology

Organizational Behaviour

D'Cruz, Premilla
PhD (Tata Institute of Social Sciences)

Emotions in Organizations, ICTs and Organizations, Self and Identity, Orga- nizational Control

Gupta, Parvinder
Ph.D. (IIT, Kanpur)

Management of Change, Societal and Corporate Cultures, Team Develop- ment, Management Education, Hu- man Resource Development, and Ex- ecutive Success

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

Leadership, Creativity and Innovation management, R&D management, Jus- tice, High-Performance HRM, Organi- zational Citizenship Behavior.

Kandathil, George
Ph.d (Cornell University, USA)

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

Khokle, Pradyumana
Fellow (IIMA)

ManagementofOrganizationalChange 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 Rela- tions 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

Aggarwal, Promila
Ph.D. (Delhi)

Examining employee-employer relationship, human resource management systems, the role of organizational culture and organizational outcomes.

Chandwani, Rajesh
Fellow (IIM Calcutta)

Human resource management practices in Indian organizations, mindfulness in organizations, healthcare, and scaling up of affordable healthcare services for the underprivileged.

Joseph, Jerome
Ph.D. (Madras)

Negotiation and Mediation Skills

Maheshwari, Sunil
Fellow (IIMA)

Human Resource Management and Corporate Strategy.

Singh, Manjari
Fellow (IIMC)

Human Resource Information Sys- tems, Strategic Executive Compensa- tion, 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, General- ized Linear Models and Measurement Error Models, Categorical Data Analy- sis, Reliability Theory, Survey sam- pling and Statistical Genetics, and dis- crete data modeling

Barua, Samir K
Fellow (IIMA)

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

Bhadra, Dhiman
Ph.D. (University of Florida)

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

Dutta, Goutam
Ph.D. (Northwestern University)

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

Ghosh, Diptesh
Fellow (IIMC)

Computational Operations Research, Combinatorial Optimization, Local Search Based Metaheuristics, and Lo- cation and Routing Problems

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

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

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

Operations - Marketing Interface: pricing, leadtime and capacity deci- sions; product differentiation; com- petition in service industries; revenue management; large-scale optimiza- tion

Karthik Sriram
FPM(IIMB)

Bayesian Methods, Quantile Regression, Model Mis-specification.

Laha, A K
Ph.D. (ISI)

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

Mukherjee, Saral
Fellow (IIMC)

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

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

Logistics and distribution systems, container terminal operations, humanitarian and non-profit supply chains, manufacturing systems and supply chain operations, continuous improvement strategies (Lean, Six Sig- ma, 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

Barnhardt, Sharon
Ph.D., Harvard

Randomized experiments to answer questions about increasing access to urban housing, sanitation, and healthy products for households at the base of the pyramid.

Bhat, Ramesh
Ph.D., Delhi

Health Care Financing, Public-Private Partnerships, Health Insurance, Corporate Finance, Private Equity and Venture Finance

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.

Hans, Hubar
Ph.D., Geneve

Airline Markets, Policies and Regulation.

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 Re-habilitation

Sundaravalli, Narayanaswami
Ph.D. (IITB)

ICT, Evolutionary Methods, Operations Research in Scheduling and Rescheduling, Transportation Operations, Meta-Heuristics and Complexity Study, Pricing and Revenue Management and Knowledge based systems.

Pangotra, Prem
Ph.D. (Wisconsin)

Urban Management, Environmental Management, Public Finance, and Ur-ban Economics

Raghuram, G
Ph.D. (Northwestern)

Railways, Ports, and Shipping, Roads, Service Organizations and Issues in Logistics, and Supply Chain Manage-ment

Sarin, Ankur
Ph.D (University of Chicago)

Evaluation of Social Policies, and So- cial Entrepreneurship

Shukla, P R
Ph.D. (Stanford)

Global Climate Change Policies, Ener-gy and Environment Change Policies for Developing Countries, and Envi-ronmental Implications of the Inter-national Trade

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

Environmental Policy and Manage- ment, Public Policy Analysis, Environ- mental Risk Assessment and Com- munication, Quantitative Research Methods, Environmentally Respon- sible Behavior

Communications

Kaul, Asha
Ph.D. (IITK)

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

Kulkarni, Vaibhavi
Ph.D. (Rutgers)

Discourse of institutional change within organizational fields.

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

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

*on leave

Feedback

Rama Shankar Yadav
FPM Representative

I am a doctoral student in Personnel & Industrial Relations discipline and my research interests lies in CSR and Innovative behavior at work place. I chose to pursue FPM from IIMA because it is one of the best institutes for management research in the country. The faculty members are extremely supportive and encouraging. They not only guide and transfer their research expertise but also help you to articulate thoughts in more structured and fruitful way. IIMA is home to rich cultural diversity thanks to the diversity of students who study here.The atmosphere adds value and increases our knowledge base tremendously. For students who want to pursue management research, I would recommend IIMA's FPM programme as one of the best options to fulfill their dreams.

Supriya Sharma
FPM, OB Area
Fourth Year

The FPM programme has gone through a transformation recently. The revised programme is more intensive and better suited to research pursuits of the participants. The course work during the first two years is designed to provide participants grounding into the development of knowledge in management and deeper insights into their respective areas. During the programme, participants are encouraged to pursue their research interests through publications and conference presentations. Participants are also encouraged to assist courses to sharpen their teaching skills. The programme, however, offers a lot more than academic enrichment to its participants. Participants often find opportunities for personal growth by acknowledging and questioning their assumptions, beliefs, goals and objectives. The IIMA campus is vibrant and FPMs regularly participate in all activities including seminars, debates, sports, and cultural activities.

Aashish Aragade
FPM 2nd Year (Agriculture Area)

The FPM programme at IIMA has been revamped to give the student the perspective of a researcher from day one. The conceptual foundation of FPM students is built using research papers, enabling them to develop a flair for reading analytically and adopting a managerial approach while seeking solutions. The FPM programme calls for great commitment on the part of the student, even as he/she gets to learn from some of the best faculty in the country. Rigour cannot be separated from any programme that IIMA offers, so be prepared to write numerous term papers and make plenty of presentations. The change in one's personality, thought and approach becomes apparent within a few weeks of the programme. Peers and PGP students add a fulfilling flavour to one's life on the campus!

Sanket Sunand Dash
FPM-3rd Year (OB area)

The FPM program aims to produce well-rounded researchers and academicians in management. The training given in the FPM courses is quite rigorous and wide-ranging. The FPM courses are well-designed to acquaint students with contemporary research techniques as well as give them a flavor of research. The library facilities are excellent and the environment is very conducive for learning. I would recommend this program to anyone who wants to pursue research in management.

Pearl Malhotra
FPM-3rd Year (P&IR area)

The FPM programme at IIM-A is extremely interesting yet fulfilling and allows you to quench your love for reading, writing and limitless knowledge. The first two years of the programme allow you to form a rich foundation of learning that orients you towards a research outlook and help develop an understanding of various research methodologies. The exposures provided by IIM-A along with the interaction with the phenomenal faculty is just the right start to begin a career in research. The program is flexible in terms of allowing students to choose their own goals and academic milestones, yet maintains the rigour required at the institute of this nature. Interface with a multitude of opinions, philosophies, industries and insights shape doctoral students such that they can add value to both academics as well as the industry.

Suman Saurabh,
Doctoral Student (F&A)

IIM Ahmedabad's FPM program produces researchers who are at the forefront of their fields. The institute facilitates this goal by providing excellent learning resources in the form of library, journal subscriptions and research seminars. The quality of faculty here is very good and they take deep interest in academic development of research scholars. I have personally benefited immensely from my interactions with the faculty in the Finance & Accounting department. The course design is quite scientific and the timelines for various milestones are well-communicated. The initial two years of coursework helps us stay abreast with the latest research and aid us in identifying an area of interest. The journey thereafter requires continued passion and determination to explore a topic and add intellectual and scholarly value to our chosen fields.

Vijay Lakshmi Singh
FPM (P&IR area)

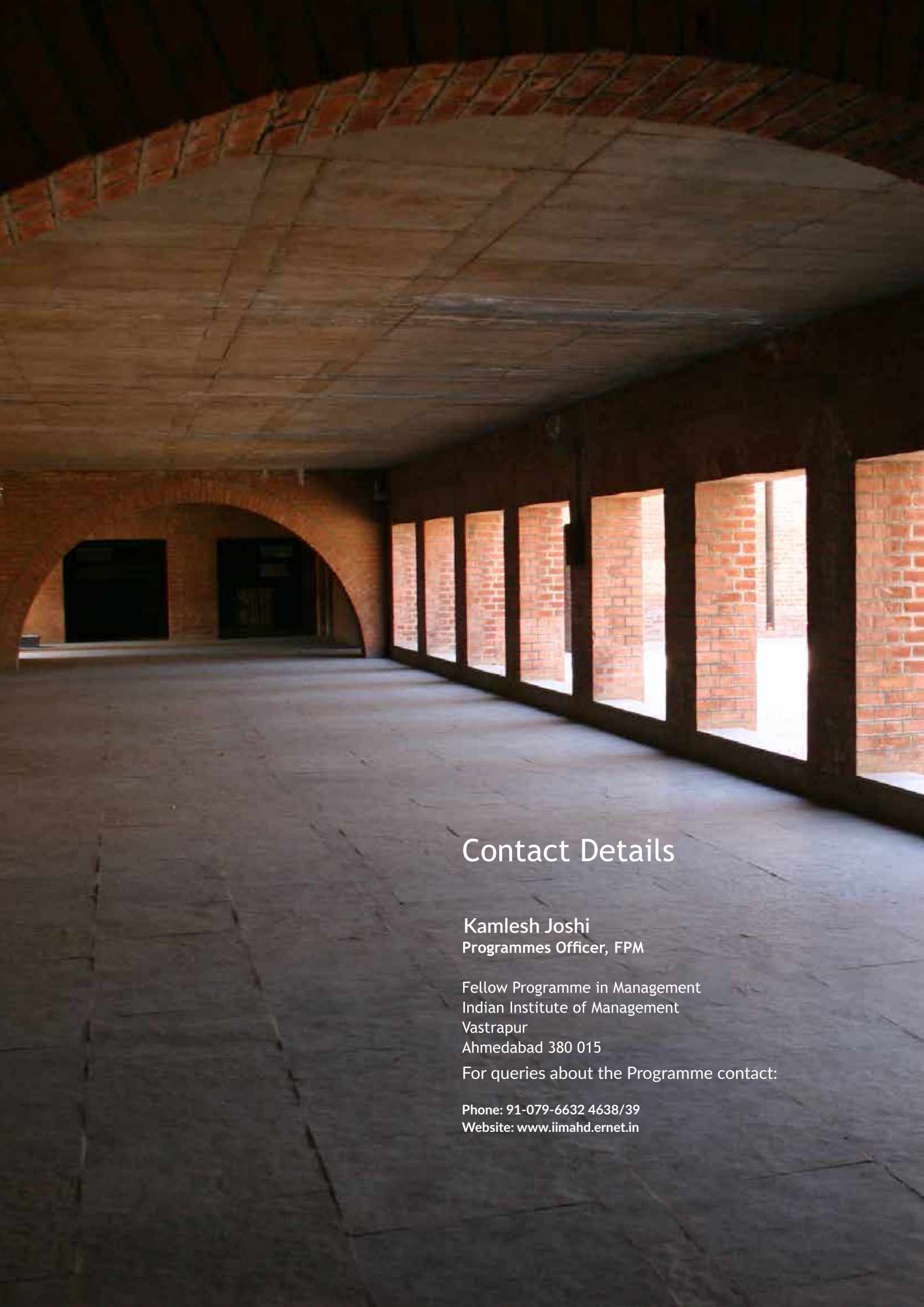
The FPM program at IIM-Ahmedabad is a top-notch comprehensive and enriching doctoral program. It is a rigorous research journey that entails relentless dedication and determination. The eminent faculty here is not only learned and distinguished academicians but also a group of ever encouraging and guiding mentors. The campus is simply great in terms of providing state-of-the art infrastructural facilities and a stimulating research environment as well as a host of inter-disciplinary learning opportunities and global exposure. Amid students from various programs and a proactive IIM-A community, truly life here is to cherish and about living your dreams vibrantly! Additionally, my personal experiences in balancing my work and family life (thanks to the family-friendly policies here) has taught me life long lessons and strategies, apart from giving me gifts of memories to die for!

Deepak Maun
FPM -1st Year (IME)

A doctoral program entails immense investment of one's time and energy. Coming back to IIMA to join the FPM program was a big decision for me. Unlike its flagship 2 year Post Graduate Program, where the focus is on acquiring breadth across multiple domains, the focus of FPM is to delve deeper into one's area of interest. With its revamped structure, the program provides enough flexibility to the students to pick relevant courses across the spectrum (FPM compulsory credits and FPM/PGP/ABM/PGPX optional courses). As expected of any good program, in the first year, the students are required to read extensively to build a strong theoretical foundation and learn tools necessary for all researchers. The second year is more focused on research area specific coursework. The flexibility to work on independent projects helps one explore multiple themes before deciding own doctoral dissertation topic. The interactions with faculty members and discussions with the student community are of immense values that have helped me in refining my thoughts. Each day, I can see that incremental growth in me as a person and a researcher.

Kamlesh Joshi
Programme Officer, FPM

The selection process for Fellow Programme has been more rigorous. With the changed course pattern, the students go through the doctoral level courses right from first term, along with certain recommended PGP courses for strong theoretical foundation. They are encouraged to conduct interdisciplinary research with a flexible research method, to help attain their goal. Our students, over the years, have been contributing immensely in the academics and industry as well nationally and internationally.



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IIM AHMEDABAD

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