

DOCTORAL PROGRAMME

2016

FELLOW PROGRAMME

in **Management**



Indian Institute of Management Calcutta

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DIRECTOR'S MESSAGE



Welcome to IIM Calcutta's Doctoral Programme!

Being a premier management education institute it is imperative for IIM Calcutta to create opportunities for young women and men to develop themselves into top quality researchers and faculty in management and related fields. The Fellow Programme seeks to offer such an opportunity.

The field of management is undergoing rapid changes. There is hardly another discipline that has to cope with such changes. So, research is at the heart of intellectual activities at IIM Calcutta. It helps us to create and update our intellectual capital.

At IIM Calcutta, we facilitate collaborative research. To sustain all our endeavours in a fundamental way, we stress the creation and generation of indigenous knowledge through cutting edge research. We create new knowledge with a practical orientation by encouraging inter-academic group research with an eclectic approach to the choice of research methods. Researchers using quantitative methods, case based research, ethnography and other field-based methods find IIM Calcutta an equally comfortable home. We also encourage strong linkage with practice in industry and other sectors of the economy to generate contextually relevant knowledge. IIM Calcutta is committed to educating scholars with outstanding intellectual capabilities to enable them to develop strong analytical foundation and ability to apply management concepts, frameworks, tools and techniques to real life problems of industry and other sectors of the economy.

We at IIM Calcutta are very proud of the alumni of our doctoral programme. Many of them are currently working with top management institutes in the country as well as in universities abroad. Some are working in well known firms in positions that require advanced management education and a few are leading research units in the private sector. Over the years the Fellow Programme has dynamically evolved to its present status as one of the top doctoral programmes in management in India. We have been continuously striving to strengthen the programme to promote high quality management research in India.

I welcome you to read this booklet to know more about the IIM Calcutta's Doctoral Programme.

Saibal Chattopadhyay

Director, IIM Calcutta & Professor of Operations Management



BRIEF OVERVIEW

The doctoral (or fellow) programme at IIM Calcutta aims to produce high quality scholarship. As a leading institute of management research in the country, we put considerable emphasis on training our doctoral students to produce good quality research. In the context of the recent economic, ecological, and social challenges, there is a pressing need to comprehend the problems faced by business and non-business organisations. Our doctoral programme has an important role to play in this process of understanding.

Over the last fifty years, scholars at IIM Calcutta have attended to diverse managerial, socio-cultural, economic, and policy problems through their academic writings. We have historically played a role in shaping management thought and practice in the country. These efforts get reflected in the rich body of academic work produced by the Institute. Many of these writings have been published in internationally renowned journals and in widely acclaimed books. IIM Calcutta also has several research centres in which we conduct specialised and interdisciplinary research. These aspects have helped our doctoral programme to be widely respected within and outside the country. We strongly encourage our prospective doctoral students to develop familiarity with this rich tradition and to understand the specific nature of work happening in their areas of interest.

IIM Calcutta has produced a body of scholarly work that has societal significance. We encourage our students to draw upon scholarship, located both within and outside the management field, and to investigate the complex and multifaceted intersections between social, political, economic and institutional dimensions, and management problems. We like to see new insights emerge which influence the generation and application of management knowledge in a socially relevant manner.

We have doctoral students with prior degrees in management, economics, engineering, mathematics, sociology, anthropology, and psychology, among other disciplines. Given the eclectic nature of the field, we strongly encourage students from different disciplinary backgrounds to apply for the programme. This diversity allows students to approach management problems from different theoretical vantage points and to find new ways of understanding them. It additionally helps students with different academic backgrounds to have multi-disciplinary dialogues that further assist their learning processes.



AREAS OF SPECIALISATION IN THE FELLOW PROGRAMME

Behavioural Sciences

The research interests of the faculty members include the micro level psychological aspects of individual and group behaviour in organisations and the macro level organisational behaviour between and within organisations and society. Specific research areas include diversity, entrepreneurship, cross cultural management, Indian management styles, alternate forms of organising, institutional theory, individual behaviour, and critical management among others.

Faculty Members

- Abhishek Goel, Fellow of Indian Institute of Management Ahmedabad
- B N Srivastava, Ph.D Indian Institute of Technology Kanpur
- Chetan Joshi, Ph.D Richard Ivey School of Business, University of Western Ontario
- Devi Vijay, Fellow of Indian Institute of Management Bangalore
- Leena Chatterjee, Ph.D Indian Institute of Technology Kanpur
- Nimruji Prasad Jammulamadaka, Ph.D Indian Institute of Technology Kanpur
- Rajiv Kumar, Fellow of Indian Institute of Management Ahmedabad
- Vidyanand Jha, Fellow of Indian Institute of Management Ahmedabad

Economics

The research interests of the faculty members include Industrial Organisation, Theory of the Firm, Applications of Decision Theory and Game Theory, Macroeconomics, Monetary Economics, Banking, Central Banking, Growth and Structural Change, Employment and Labour Markets, Political Economy, Industrial Policy, Industrial Studies (specially Pharmaceutical industry and Intellectual Property Rights), Open Economy Macroeconomics, Crisis and Contagion, International Trade and International Financial Flows, Economic Development, Sustainable Development, Development Strategies, Economics of households and applications of Social Informatics, Time Series Econometrics, Micro econometrics and Financial Econometrics, Regulation, and Strategic Management.

Faculty Members

- Anindya Sen, Ph.D University of Southern California.
- Anup Kumar Sinha, Ph.D University of Southern California
- Arijit Sen, Ph.D Princeton University
- Manisha Chakrabarty, Ph.D Indian Statistical Institute
- Mritiunjoy Mohanty, Ph.D Jawaharlal Nehru University
- Partha Ray, Ph.D University of Mumbai
- Parthapratim Pal, Ph.D Jawaharlal Nehru University
- Runa Sarkar, Fellow of Indian Institute of Management Calcutta
- Soumyendranath Sikdar, Ph.D University of Minnesota
- Sudip Chaudhuri, Ph.D Jawaharlal Nehru University
- Sushil Khanna, Fellow of Indian Institute of Management Calcutta

Finance & Control

The Finance and Control Group has faculty members in the areas of accounting and finance. Accounting area's research interests include impact of a firm's financial reporting decisions on capital markets and the role of management control systems on improving cost efficiencies. Other research areas include corporate finance, mergers, public offerings of debt and equity, mutual fund performance, and lending behaviour of banks during recessions. In addition, interdisciplinary areas related to corporate governance and corporate social responsibility are also actively researched. Research methodologies used are quite diverse, ranging from empirical data analysis of archived data to running controlled experiments.

Faculty Members

- Arpita Ghosh, Fellow of Indian Institute of Management Calcutta
- Ashok Banerjee, Ph.D Rajasthan University, Chartered Accountant
- Dipankar Mitra, Master of Business Administration, University of Pittsburgh, Bachelor of Laws, University of Calcutta; Master of Science, University of Calcutta
- Manju Jaiswall, Fellow of Indian Institute of Management Bangalore
- Purusottam Sen, Fellow of Indian Institute of Management Calcutta
- Rama Seth, Ph.D Columbia University
- Vivek Rajvanshi, Fellow of Indian Institute of Management Calcutta

Human Resource Management

The Human Resource Management group focuses on the study of critical issues in managing human resources at various levels of analysis - at the micro employee-employer level, at the firm/organisational level and at the macro labour market level. Some focus areas of research include strategic HRM, strategic and operational role of HRM flexibility, employee performance management, HRM in services, role of HRM in IT project management, compensation and benefit management, and comparative industrial relations.

Faculty Members

- Amit Dhiman, Fellow of Indian Institute of Management Ahmedabad
- Debashish Bhattacharjee, Ph.D University of Illinois
- Dharma Raju Bathini, Fellow of Indian Institute of Management Ahmedabad
- Pulak Das, Ph.D Indian Institute of Science Bangalore
- Renuka Hodigere, Ph.D Case Western Reserve University

Management Information Systems

The research interests of this group include information systems, technology management and interdisciplinary areas. The topics encompass both micro and macro areas in the interface of systems, technology and management. It also comprises information technology oriented basic research with functional applications in management including areas such as machine learning, information security, combinatorial optimisation, neural networks and fuzzy systems, business analytics, business workflows and enterprise systems. Emerging information technologies focussing on business and management challenges thrown up by the widespread use of the internet and Web 2.0 technologies are also actively researched. Research in this group also spans in ubiquitous information system, social media analytics, crisis informatics, and big data analytics.

Faculty Members

- Ambujaksha Mahanti, D.Sc. University of Calcutta
- Anup K Sen, Ph.D University of Calcutta
- Asim K Pal, Ph.D University of Calcutta
- Debashis Saha, Ph.D Indian Institute of Technology Kharagpur
- Indranil Bose, Ph.D Purdue University
- Parthasarathi Dasgupta, Ph.D University of Calcutta
- Priya Seetharaman, Fellow of Indian Institute of Management Calcutta
- Rahul Roy, Ph.D Indian Institute of Technology Kharagpur
- Sanjiv Damodar Vaidya, Fellow of Indian Institute of Management Calcutta
- Somprakash Bandyopadhyay, Ph.D Jadavpur University, Kolkata
- Subir Bhattacharya, Ph.D, University of Calcutta
- Uttam K Sarkar, Ph.D Indian Institute of Technology Kharagpur

Marketing

The research interests of this group include consumer behaviour, consumer culture theory, critical marketing, relationship marketing, retailing, sales and distribution management, marketing at the bottom of the pyramid, B2B marketing, and product and brand management. Its faculty members work within several methodological traditions, such as analytical modelling, structural equation modelling, experimental methods, and qualitative methods and critical thinking. Faculty members have published in several top journals that include Journal of Consumer Research, Journal of Retailing, Journal of Public Policy and Marketing, Industrial Marketing Management, Journal of Information Technology, and Journal of Business Ethics.

Faculty Members

- Ashish Kumar Banerjee, Ph.D University of Calcutta
- Koushiki Choudhury, Fellow of Indian Institute of Management Calcutta
- Krishanu Rakshit, Fellow of Indian Institute of Management Bangalore
- Prafulla Y. Agnihotri, Ph.D University of Mumbai
- Prashant Mishra, Ph.D Devi Ahilya University, Indore
- Ramanuj Majumdar, Fellow of Indian Institute of Management Calcutta

Operations Management

- Ramendra Singh, Fellow of Indian Institute of Management Ahmedabad
- Ritu Mehta, Ph.D Indian Institute of Technology Kanpur
- Rohit Varman, Ph.D University of Utah
- Suren Sista, Fellow of Indian Institute of Management Bangalore

The Operations Management group focuses on design, planning, control and improvement of operations in manufacturing and service, private and public sectors. A sample of current research interests of the Operations Management faculty members includes supply chain management, inventory management, reverse logistics, revenue management, dynamic pricing, risk management, manufacturing excellence, operations strategy, capacity and production planning, control of processing networks, stochastic modelling, optimisation, vehicle routing problem, mathematical and statistical techniques and contracting, and incentive mechanism design.

Faculty Members

- Ashis K Chatterjee, Fellow of Indian Institute of Management Ahmedabad
- Balram Avittathur, Fellow of Indian Institute of Management Bangalore
- Bodhibrata Nag, Fellow of Indian Institute of Management Calcutta
- Debabrata Ghosh, Fellow of Indian Institute of Management Bangalore
- Megha Sharma, Fellow of Indian Institute of Management Ahmedabad
- Partha Priya Datta, Ph.D Cranfield University
- Peeyush Mehta, Fellow of Indian Institute of Management Ahmedabad
- Preetam Basu, Ph.D University of Connecticut
- Rahul Mukherjee, Ph.D University of Calcutta
- Sahadeb Sarkar, Ph.D Iowa State University
- Saibal Chattopadhyay, Ph.D University of Connecticut
- Sanjeet Singh, Ph.D University of Delhi
- Subrata Mitra, Fellow of Indian Institute of Management Calcutta
- Sumanta Basu, Fellow of Indian Institute of Management Ahmedabad

Public Policy and Management

The Public Policy and Management group is a multidisciplinary group of active researchers and teachers from diverse social science backgrounds. The group addresses issues related to the challenges of policy innovation, governance for public service delivery, relationship between the government and the industry, and legal and regulatory aspects. Specific research areas include the social and political context of development in India, business solutions for poverty alleviation, international geopolitics, international trade and intellectual property rights, citizen engagement and the emerging models of shared governance.

Faculty Members

- Annapurna Shaw, Ph.D University of Illinois
- Arnab Roy Chowdhury, Ph.D National University of Singapore
- Bhaskar Chakrabarti, Ph.D University of British Columbia
- Biju Paul Abraham, Ph.D Kings' College, University of London
- Kalyan Sankar Mandal, Ph.D Indian Institute of Technology Bombay
- Manish K Thakur, Ph.D Goa University
- R Rajesh Babu, Ph.D Jawaharlal Nehru University
- Rajesh Bhattacharya, Ph.D University of Massachusetts
- V K Unni, Ph.D NALSAR University of Law

Strategic Management

The Strategic Management group houses faculty with diverse research interests that include internationalisation of emerging economy firms, business groups, sustainability, critical management studies, strategy as practice, political economy of growth and industrialisation, varieties of capitalism, and management of the public sector.

Faculty Members

- Anirvan Pant, Fellow of Indian Institute of Management Bangalore
- Biswatosh Saha, Fellow of Indian Institute of Management Calcutta
- Kaushik Roy, Fellow of Indian Institute of Management Ahmedabad
- Ramya Tarakad Venkateswaran, Fellow of Indian Institute of Management Bangalore
- Saptarshi Purkayastha, Ph.D ICAI University
- Shekhar Chaudhuri, Fellow of Indian Institute of Management Ahmedabad
- Sougata Ray, Fellow of Indian Institute of Management Ahmedabad
- Sushil Khanna, Fellow of Indian Institute of Management Calcutta





COURSE STRUCTURE & CURRICULUM

After joining the programme students have to go through a course work phase for the first two years. They complete at least 90 credits before being inducted into the research phase after successfully passing their Comprehensive Qualifying Examination (CQE).

The academic group that a student joins is treated as the major area, while a student will be required to choose another academic group as a minor area of specialisation.

During the first year, students have to take up at least 15 compulsory 3-credit courses as decided by their academic groups. Students in most of the academic groups also need to take the compulsory non-credit course in Qualifying Mathematics.

During the second year, students have to take the following course load:

- 8 courses in the major area (out of which at least 6 should be doctoral-level advanced courses; if a student has already taken any doctoral-level course in the first year, s/he needs to take the remaining number of doctoral-level advanced courses in the second year)
- 3 courses (3 credit each) from the student's designated minor area
- 2 compulsory doctoral level courses on research methods (qualitative and quantitative)

During the summer vacation at the end of the first year, students undertake project/research work (under the guidance of faculty members) which is treated as equivalent to a 6 credit course.

The qualifying CGPA for the first year is 5.5, while that for the whole period of coursework is 6.0. Students failing to meet the cut-off CGPA will be required to withdraw from the programme.

After a successful completion of coursework, a student takes the written and oral parts of Comprehensive Qualifying Examination (CQE). After a successful completion of CQE, a student moves into the thesis or dissertation phase.

Graduates of the other IIMs who have a CGPA of 6.00/9.00 and above (or its equivalent) are eligible for direct admission to the second year of the Fellow Programme. For others, waiver of all first year courses or for a specific course is provided by the FPR Committee on a case-by-case basis.

FELLOW PROGRAMME in Management

Fellow scholars are required to select a few of the following Post Graduate Programme (PGP) courses based on individual group requirements in their first year of study:

Finance & Control

- Corporate Financial Reporting & Analysis
- Cost Management
- Corporate Finance

Economics

- Microeconomics
- Macroeconomics
- India and the World Economy

Human Resource Management

- Human Resource Management

Behavioural Sciences

- Behavioural Sciences I
- Behavioural Sciences II

Management Information System

- Information Technology and Systems

Marketing

- Marketing Management I
- Marketing Management II

Operations Management

- Statistics for Management
- Operations Research
- Risk Management
- Production & Operations Management

Strategic Management

- Strategic Management

Public Policy and Management

- Indian Economic & Political History
- Indian Legal System
- Indian Social Structure

Following is the representative list of compulsory and elective doctoral courses:

Compulsory Courses

- Quantitative Research Methods
- Qualitative Research Methods

Behavioural Sciences

- Organization Development
- Advanced Behavioral Sciences II
- Group Dynamics
- Organization Theory
- Research Methods in Behavioural Sciences II
- Applied Behavioral Sciences III - Organization Development
- Advances in Research on Negotiation and Decision Making Research
- Basic Concepts in Personality and Change

Economics

- Management of the Economy
- Environmental Economics: Applications to Corporate Sustainability
- Topics in Advanced Econometrics
- Topics in Public Economics
- Sustainable Development - Concepts and Measurement

Finance and Control

- Quantitative Application in Finance
- Seminar Course in Financial Institutions & Markets
- Empirical Accounting Research
- Seminar in Corporate Finance
- Topics in Advanced Econometrics
- Empirical Finance

Human Resource Management

- Organization Theory

Management Information Systems

- Foundations of Information Technology
- Foundations of Information Systems
- Introduction to IS Research
- DSS: Philosophy, Concepts and Practice
- Readings in Combinatorial Auctions
- Empirical Research in Information Security, Privacy and Trust in Digital Commerce
- Foundations of Internet Commerce & Web Business
- Information Architectures: Design and Implementation
- Seminar in Information System Research
- Readings in Business Process Management and Social Networking
- E-Governance
- Models for Optimization – Theory and Reality
- Graph Theory and Algorithms
- Readings in System Dynamics
- Strategic IT Architectures for Extended Enterprises in Digital Era
- Machine Learning – Big Data Analytics
- Information Risk – Modelling, Metrics and Applications
- Machine Learning Concepts: Selected Topics

Marketing

- Advance Seminar in Retailing
- Advanced Marketing Research Methodology
- Advanced Seminar in Consumer Behaviour
- Advance Seminar in Services Marketing

Operations Management

- Advanced Mathematics
- Operations Research-I
- Project Management
- Quantitative Application in Finance
- Production and Inventory Control
- Operations Research in Finance
- Operations Research-II
- Nonlinear Programming
- Seminar Course on Supply Chain Management
- Models for Optimization – Theory and Reality

Public Policy and Management

- Theories of Public Policy
- Social and Political Theory
- Law and Public Policy
- Public Systems Management
- Legal Framework of Corporate Transactions
- Economy and Society in Post-colonial India
- Seminar on Public Administration in India
- Rural Development and Policy
- Contemporary Indian Political Economy
- Urban Management: Issues and Strategies

Strategic Management

- Evolution of Strategic Management – I
- Evolution of Strategic Management - II
- Mergers, Acquisitions & Divestments
- Methodological Issues and Directions in Strategy Research
- Strategy as Practice
- Theoretical Foundations of Strategic Management

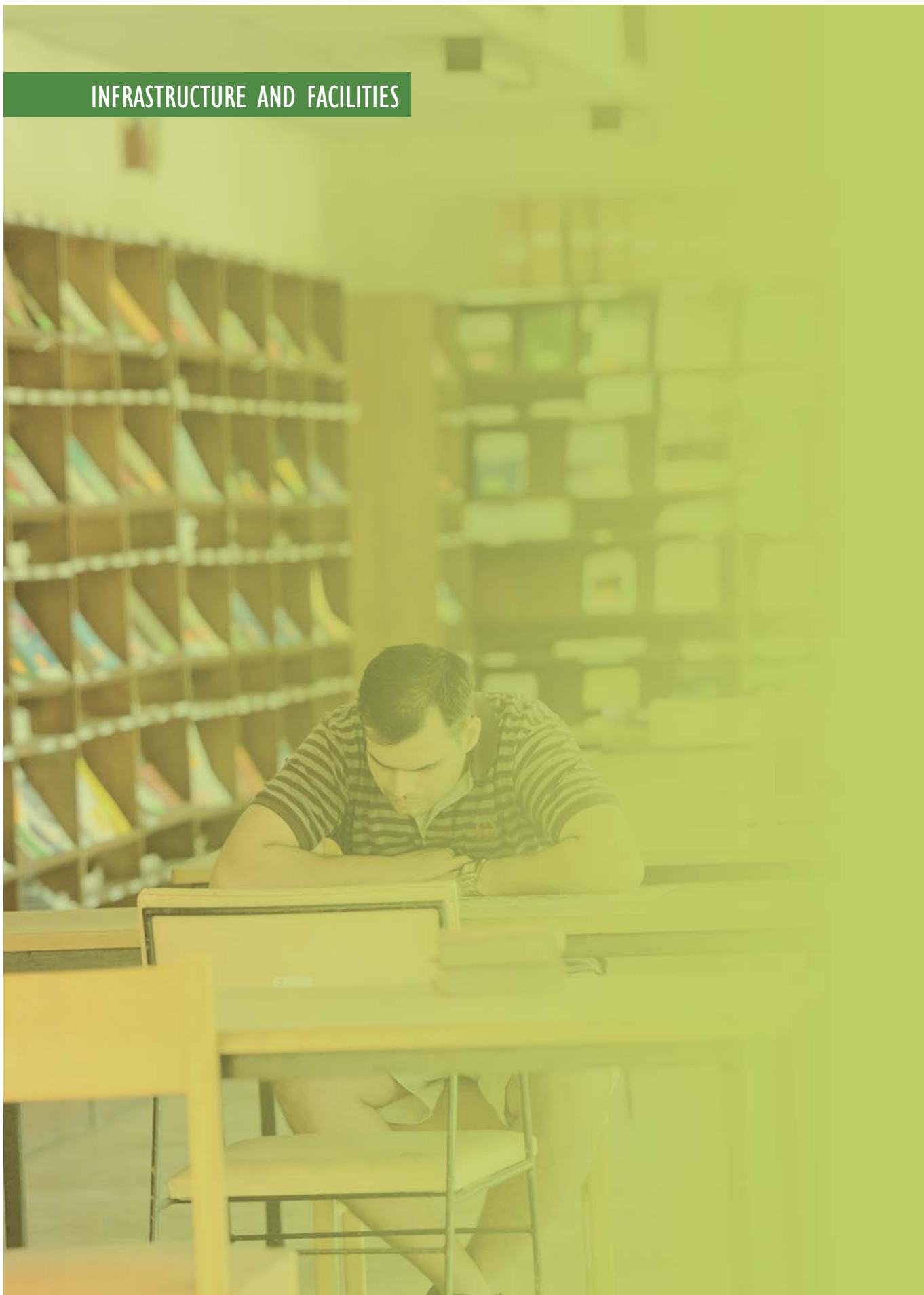


DISSERTATION WORK

A student undertakes her/his dissertation work under the guidance of a Thesis Advisory Committee (TAC) chaired by a Thesis Supervisor. We encourage inter-institutional collaborations by enabling academic participation of academicians outside IIM Calcutta in TACs. A dissertation is evaluated by a panel of two external experts from outside IIM Calcutta and an internal expert from within the Institute. A student also has to defend her/his thesis in a public defence in the presence of a panel of examiners.



INFRASTRUCTURE AND FACILITIES



Exclusive Computer Labs

Fellow Programme students are provided state of the art infrastructure and facilities to enable them to conduct high quality research work. There are four air conditioned computer labs in the Institute exclusively for FP students where each student is provided an individual desktop after a successful completion of CQE.

Computer Centre

Apart from the computer labs, there is a computer centre with state of the art workstations that are available to all students across all programmes. The computer centre is the repository of all the hardware and software computing requirements of FP students. The computer centre hosts statistical software like STATA, SPSS, and SAS, computing software like MATLAB, LINGO, and qualitative analytical tools like NVIVO over its network for all our students. 24x7 high-speed wireless broadband is available to all students providing freedom and flexibility of location. Apart from the wireless network, all hostel rooms are equipped with high speed LAN infrastructure as well. The labs also have printer and scanner facilities. Along with the computer centre and the FP computer labs, students can also avail of a one-time grant at the time of joining the course to purchase hardware and software tools customised to their individual research requirements.

Library Facility and Databases

The B.C. Roy Memorial Library at IIM Calcutta is regarded as one of the most contemporary libraries in the country. The library has access to almost all the major journals in the world, including electronic access to journals, e-books, and remote access facility for FP students. In the library, the FP students are provided separate areas where they can sit and read in their own cubicles. The library also provides access to databases like Prowess, ACE, Lexis Nexis, Capitalline, CRISIL among others to cater to the research requirements of students across disciplines.





Finance Lab

The Financial Research and Trading Laboratory (Finance Lab) in IIM Calcutta is a state-of-the-art facility that focuses on the integration of theory and research with practice. The Lab has 78 flat panel stations equipped with a trading simulator software and real-time data feeds. Currently, there are 12 dual-screen Bloomberg terminals in the lab. In addition, the Lab has a growing stock of high frequency data of major markets like NSE- Cash and F&O, CDS, BSE-Cash, NCDEX, MCX. Research databases include Bank Regulatory, Compustat, ECRSP, ExecuComp, Thomson One Investment Banking, WRDS, Prime Database and ACE Equity. The unique facilities at Finance Lab help doctoral students in their research by way of easy access to rich database. For details visit <http://financelab.iimcal.ac.in/>

Seminars & Workshops

The FP courses emphasise on sound methodological knowledge. Seminars by eminent scholars are organised all through the year. Training on tools and databases is provided by vendors like IBM and CMIE as well as subject matter experts. During the summer term, research methods workshops are organised in which professors from within and outside the institute are invited to deliver lectures. Students from within the institute and from other institutions participate in these workshops. Students are also encouraged to attend similar workshops offered at other reputed management schools.

Case Research Centre

In March 2014, an MoU was signed between IIMC and Ivey Business School for the establishment of the IIMC Case Research Centre. The MoU is about joint development of case studies and co-branding of case studies between the two institutions. The Case Research Centre has already released cases in association with organisations like Microsoft. Students are also encouraged to participate in case writing workshops and competitions conducted annually by prestigious institutes across the globe.

Video Conferencing

IIMC provides further support to the FP students in the form of video conferencing facilities, dedicated classrooms, and discussion rooms. The Institute also supports students with audio and video recording facilities for any research requirement.



INSTITUTIONAL SUPPORT

Financial Support

The Institute provides substantial financial support to FP students. No tuition fee is charged.

Currently, each student is given a stipend that starts at Rs. 27,000/- per month and goes up to Rs. 30,000/- per month. In addition, a contingency grant of Rs. 25,000/- per year with an additional computer grant of Rs.40,000 is also provided in the first year. These grants can be used to buy books, conduct field research, and to attend academic conferences. The stipend and contingency grants are given for four years, and can be extended for up to one more year on demonstration of satisfactory progress in dissertation work.

Additional financial support is available in the form of extra funds of up to Rs. 50,000/- for field research. Moreover, students can take up teaching assistantships as and when available, that pay up to Rs. 11,000/- per month (in addition to the stipend).

The Institute also provides full financial support to students to attend up to three international conferences. Students can also participate in one international workshop in lieu of a conference.

Hostel Facility & Accommodation

Fellowship students are expected to reside on campus during the course of their programme. The Institute provides single-room accommodation to all students, and has limited family accommodation for married students.

The cost of living on campus includes a rent deduction which is Rs 750 per month for hostel accommodation. The rents for one room studio apartment and two bedroom apartment are Rs. 1200 and Rs 2000 per month respectively. If a student chooses to join a mess then basic charges is around Rs. 3500-4500 per month which varies from hostel to hostel and also depends on food preferences.¹



¹ The charges mentioned are subject to revision