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Fellow Programme in Management

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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 field. The Fellow Program of the Indian Institute of Management Calcutta was started in 1971. On successful completion of the Program, a student is awarded the title of a Fellow of the Indian Institute of Management Calcutta in his/her area of specialization. The title is recognized by the Association of Indian Universities and by the Ministry of Human Resource Development, Government of India, as being equivalent to a Ph.D. degree of an accredited university.

Research is at the heart of our intellectual activities. It helps us to create and update our intellectual capital. The field of management is undergoing a very rapid rate of change. There is hardly another field of education that has to cope with a comparable level of change as does the field of management. The Fellow Programme offers an unique opportunity to engage in high quality research.

At IIM Calcutta, we facilitate collaborative efforts and create opportunities for doing research in the frontiers of knowledge in the field of management. To sustain all our endeavors in a fundamental way, we stress the creation and generation of indigenous knowledge through cutting edge research in management and related disciplines. We create new knowledge with a practical orientation by encouraging inter-academic group research with an eclectic approach to the choice of research methods. 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 encourage strong linkage with industry and other sectors of the economy in generating contextually relevant knowledge through eclectic approach to the choice of research methods with emphasis on case and field-study based research.

We at IIM Calcutta are very proud of the products of our doctoral programme. Many of our doctoral programme alumni are currently working with top management institutes in the country as well as known universities abroad. Some are working in well-known firms in positions that require advanced management education. Some have even become a part of the IIM Faculty fraternity and they are working in IIM Ahmedabad, IIM Bangalore, IIM Lucknow, IIM Kozhikode, IIM Indore, IIM Trichy. Apart from these other organizations where many of our doctoral programme alumni are currently working are XLRI, Westpac, Tata Research Development and Design Centre, Opti Risk, Great Lakes Institute of Management Chennai, R. C. Bose Center for Cryptology and Security- ISI, Calcutta.

We aim to provide our students the best possible academic environment in order to help them produce academically sound, analytically rigorous and innovative research that would be managerially relevant. Over the years the Fellow Programme has dynamically evolved to its present status as one of the top doctoral programmes in management and related disciplines 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 Fellow Programme.

Saibal Chattopadhyay

Director, IIM Calcutta



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 inter disciplinary 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

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.
- 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

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
- 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
- Renuka Hodigere, Ph.D Case Western Reserve University

Management Information Systems

The research interests of this group include information systems, technology management and inter disciplinary 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

- Ambuj 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
- Priya Seetharaman, Fellow of Indian Institute of Management Calcutta
- Rahul Roy, Ph.D Indian Institute of Technology Kharagpur
- Sanjiv D. 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
- Kumar Rakesh Ranjan, 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
- 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
- Saravana Jaikumar, Fellow of Indian Institute of Management Ahmedabad
- Suren Sista, Fellow of Indian Institute of Management Bangalore

Operations Management

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, Servitization of manufacturing, operations strategy, case based methodology, grounded theory, agent based simulation, empirical industry based research.

Faculty Members

- 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 Mukerjee, 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

Organizational Behaviour

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 behavioral decision making, conflict management and negotiation theory and applications, diversity management, cross cultural management, Indian management styles, entrepreneurship, alternate forms of organising, transaction cost theory, institutional theory, 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 Jammalamadaka, 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

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
- Bhaskar Chakrabarti, Ph.D University of British Columbia
- Biju Paul Abraham, Ph.D Kings' College, University of London
- 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 evolving global economy presents managers with a variety of opportunities and challenges. Top management teams must engage with the overall direction of the enterprise, the pursuit of opportunities, the co-ordination of resources, the development of competencies, and the conduct of competitive action. The Strategic Management Group at IIM Calcutta is interested in understanding the roots of differential firm performance and the dynamics of choice and change for enterprises. The eclectic research and teaching interests of the group faculty and doctoral students cover diverse areas including corporate strategy, international business, business strategy, entrepreneurship, management of public sector enterprises, organization theory, sustainability, strategy-as-practice, and strategy execution.

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
- Palash Deb, Ph.D Martin J Whitman School of Management, Syracuse University
- Ramya Tarakad Venkateswaran, Fellow of Indian Institute of Management Bangalore
- Saptarshi Purkayastha, Ph.D ICFAI University
- Sougata Ray, Fellow of Indian Institute of Management Ahmedabad





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 also need to take the compulsory non-credit course.

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)
- 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 course work is 6.0. Students failing to meet the cut-off CGPA will be required to withdraw from the programme. After a successful completion of course work, 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 PGP equivalent programmes of the other IIMs applying for the Fellow Programme in Management (FPM) who have a CGPA of 6.00/9.00 and above (or its equivalent) who are selected to the programme are eligible to apply for direct admission to the second year of the Fellow Programme.

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 <ul style="list-style-type: none"> • Corporate Financial Reporting & Analysis • Cost Management • Corporate Finance 	Economics <ul style="list-style-type: none"> • Microeconomics • Macroeconomics • India and the World Economy 	Human Resource Management <ul style="list-style-type: none"> • Human Resource Management
Organizational Behaviour <ul style="list-style-type: none"> • Behavioural Sciences I • Behavioural Sciences II 	Management Information System <ul style="list-style-type: none"> • Information Technology and Systems 	Operations Management <ul style="list-style-type: none"> • Statistics for Management • Operations Research • Risk Management
Marketing <ul style="list-style-type: none"> • Marketing Management I • Marketing Management II 	Strategic Management <ul style="list-style-type: none"> • Strategic Management 	Productions & Operations Management <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Quantitative Research Methods • Qualitative Research Methods
Economics	<ul style="list-style-type: none"> • Management of the Economy • Environmental Economics: Applications to Corporate Sustainability • Topics in Advanced Econometrics • Applied Economics • Game Theory • Topics in Public Economics • Sustainable Development- Concepts and Measurement • Approaches to Development • Advances in Microeconomic Theory • Environmental Economics: Applications to Corporate Sustainability • Behavioural Economics

Finance & Control

- Quantitative Application in Finance
- Seminar Course in Financial Institutions & Markets
- Empirical Accounting Research
- Seminar in Corporate Finance
- Topics in Advanced Econometrics
- Empirical Finance
- Accounting Theory
- Asset Pricing
- Seminar in Banking
- Experimental Finance

Human Resource Management

- Organization Theory
- Management Control and Resistance
- Networks in Management
- Seminar Course on Research in Human Resource Management
- Labour Economics

Management Information Systems

- Foundations of Information Technology
- Foundations of Information Systems
- Introduction to Information Systems 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
- Information Security and Multiparty Computation
- Algorithmic Game Theory and Mechanism Design and Applications
- Readings in Algorithmic Game Theory

Marketing

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

Operations Management

- Advanced Mathematics
- Operations Research-I
- Operations Research-II
- Project Management
- Quantitative Application in Finance
- Production and Inventory Control
- Operations Research in Finance
- Nonlinear Programming
- Seminar Course on Supply Chain Management
- Models for Optimization – Theory and Reality
- Advanced Graph Theory
- Simulation
- Advanced Data Envelopment Analysis (ADEA)
- Stochastic Programming

Organizational Behaviour

- 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
- Interpersonal Dynamics and Group Development
- Power : Discourses and Debates
- Concept specification and measurement in Organizational Behavior

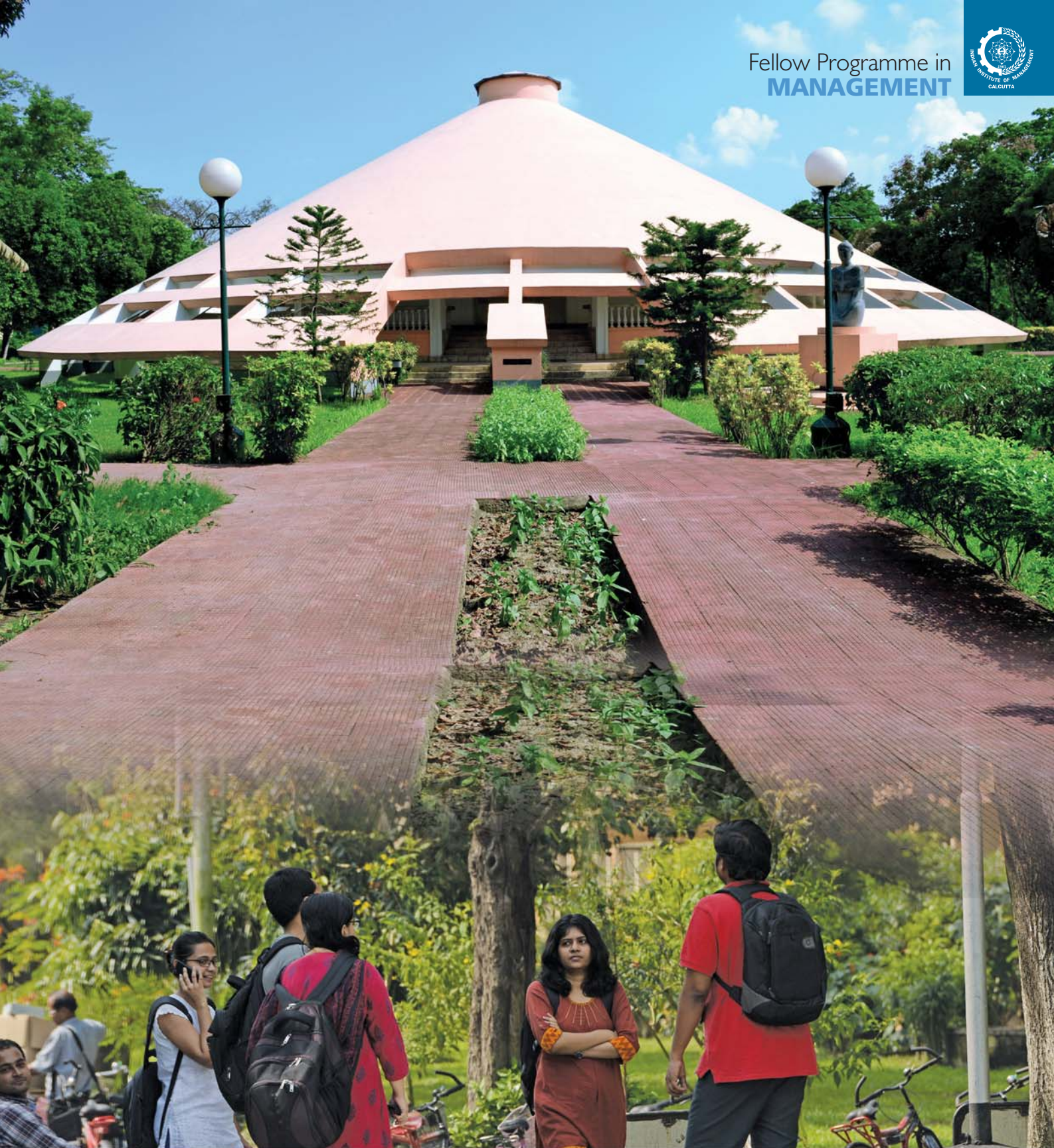
Public Policy and Management

- Theories of Public Policy
- Social and Political Theory
- Law and Public Policy
- Introduction to RD
- 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

- Doctoral Seminar on Evolution of Strategic Management-I
- Doctoral Seminar on Evolution of Strategic Management-II
- Doctoral Seminar on Mergers, Acquisitions & Divestments
- Methodological Issues and Directions in Strategy Research
- Strategy as Practice
- Doctoral Seminar on 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.