11 Public Systems Group

Faculty

Bhat, Ramesh	Jain, Rekha	Pangotra, Prem
Barnhardt, Sharon	Maheshwari, Sunil	Raghuram, G (Area Chair-PSG)
Dholakia, Ravindra H	Mathur, Navdeep	
Dutta, Goutam	Narayanaswami, Sundaravalli	Sahay, Arvind
Garg, Amit		Sarin, Ankur
Huber, Hans	Pandey, Ajay	Turaga, Rama Mohana

Adjunct Professor

Ramani, K V   Shukla, P R

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
- A Study under the Energy and Mass Exchange in Vegetative Systems
- Techno-economic Assessment of CO2 Capture and Storage Potential in India: A Policy Perspective
- Application of Remote Sensing for Integrated Land Use, Water and Energy Management in Rural Areas: Exploring Energy Plantation Opportunities
- Analysis of India's Electronic Waste Management Regulations
- Environmental Impact Assessment in India

- 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
- PPPs in Airport Sector
- PPPs 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
- Pricing in Metro PPPs
- An Agent-Based Approach to Network Competition and Sustainable Growth in Air Transport
- Transportation Operations Modelling and Automation of Transportation Operations
- A Large Scale RCT on Anemia Prevention in Rural Bihar.
- Financing of HIV/AIDS Programme in India
- Risk Perceptions and Communication in the Context of Swine Flu
- Innovation in Health Care
- Action Research on Implementation of the Right to Education
- A Field Experiment to Improve Community Toilet Operations and Management in Slums in Odisha
- Innovations in Social Protection Policies for Children
- Urban Governance Reforms and Public Service Delivery
- Development-Induced Displacement and Rehabilitation
- Developmental Participatory Theatre
- Corporate Social Irresponsibility
- Globalization, Social Movements and Public Participation
- E-Governance for Public Administration and Welfare
- Accountability Mechanisms in Social Policy

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.

The Fellow Programme

A student specializing in the PSG area takes all common FPM core courses together with core and elective courses offered by PSG. A typical set of PSG courses in the FPM is as follows:

First Year Area FPM Core Courses
- Public Policy I

Second Year Area FPM Core Courses
- Public Policy II
- Public Finance
- Public Management

Second Year Area FPM Elective Courses
(This list is indicative and the courses offered may change from year to year)
- Academic Research Documentation
- Economic Development and Growth
- Electric Power Economics and Policy
- Energy and Environment Policy
- Financing and Delivery of Health Care
- Health Insurance
- Health Policy and Planning
- Interpretive Research Methods
- OR Applications in Public Systems
- Public Policy Instruments for Environmental Management
- Seminar on Transport Policy
- Telecom/ICT Policy & Regulation
- Transport Economics
- Using Quantitative Methods for Causal Inference in Social Policy

Third Year
- Comprehensive Examination
- Dissertation

Fourth Year
- Dissertation

Some Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2015	**Ramakrishnan T S**	Modal Shift Estimation and Financial Viability of High Speed Rail in India: The Case Study of Ahmedabad-Mumbai Corridor
2015	**Kalyan Bhaskar** IIM, Lucknow	Solar and Bioenergy Scenarios for India: Modeling & Policy Assessment
2015	**Poojan Paresh Chokshi**	Sustainable Low Carbon Urban Mobility: An Assessment of Future Scenarios and Policies for India

Resources at IIMA

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

Vikram Sarabhai Library

The Vikram Sarabhai Library is committed to providing widest possible access to information and this commitment is reflected in the range of services provided by it. Its website http://www.iima.ac.in/library/ is linked to various online databases that are available from any networked computing device within the library and the institute. VSL has recently launched an android app for accessing its resources. The library spares no efforts to fulfill its mission by selecting, acquiring, organizing, reserving, maintaining and providing access to a collection of materials (both print and non-print) and electronic resources that address the interest and needs of the members.

Resources

Sr. No.	Particulars	No. of items added during the year 2015-16	Items as on 31.03.2016
1	Books	2,755	1,91,875
2	Bound Volumes of Periodicals	991	45,389
3	Working Papers	91	2,541
4	Thesis	14	315
5	Project Reports	88	2,058
6	Educational Video Cassettes	---	128
7	CDs / DVDs	130	2,446
8	Current Subscription to Journals	264	2,363
9	News Papers	---	30
10	Books Withdrawn	---	2000

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:

Database Name

- ACE Knowledge and Research Portal
- ACE Equity
- ACE Mutual Fund
- Bankscope
- Bloomberg
- CAPITALINE,
- CMIE – CapEx
- Commodities
- Compustat – North America Uni.
- Economic Outlook
- Industry Outlook
- India Trade
- Prowess
- Prowess dx & 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
- MICA Indian Marketing Intelligence
- NASSCOM Member Directory
- Thomson Reuters Eikon
- Venture Intelligence Private Equity Deal Database
- M&A Deal Database & Real Estate Deal Database
- WARC Databases

E-Journals Databases:
- ABI/Inform Complete
- EBSCO Academic Search complete
- EconLit
- PsycARTICLES
- IEEE Xplore
- Indian Journals.com
- JSTOR
- Oxford University Press
- Sage Journals
- Taylor and Francis Online
- ACM Digital Library
- Business Source Complete
- Entrepreneurial Studies Source
- Emerald Insight
- IGI Global
- INFORMS Pubsonline
- Springer Link
- Project MUSE
- Science Direct(Elsevier)
- Wiley Online library

E-Books Databases:
- Ebrary
- Business Expert Press E- books
- OECD (Agriculture & Food)
- World Bank e-Library
- OECD iLibrary (Education)
- Taylor & Francis E-Books

Research Support Tools/Databases
- Grammarly
- Web of Science (Citation Index from 1999 to 2006 & 2015)
- Papers Invited
- ProQuest Dissertations & Theses Full Text: The Humanities and Social Sciences collection
- Sage Research Methods Online
- Scival Funding
- Scopus

News Papers & Magazines Databases:
- The Economist (1997 onwards)
- FT.com
- FT Archive (1888-2010)
- New York Times
- India Business Insight
- Press Display
- Wall Street Journal
- Proquest Times of India Archive (from 1888 – 2010)

Legal Databases
- AIR Criminal Law
- AIR High Court
- AIR Privy Council
- AIR Supreme Court
- LexisNexis Academic
- Kluwer Arbitration Law
- Westlaw (Including INDLAW).

Other Databases:
- Global Development Finance
- Global Economic Monitor
- Encyclopedia of Britannica
- IMF Data
- Open Knowledge Repository
- Power Lingo Fx25
- World Bank Data
- World Development Indicators

Data Sets:
- Census of India
- IMS Anti-TB Data
- National Stock Exchange Data
- Surface Data
- CDP Global Dataset
- ASI Unit Level Data
- NSE – CM & F&O
- NSS Data
- India Daily Surface Data for 10 stations

Specialized Search Tools:
- EBSCO Discovery
- EBSCO A-Z
- Remote Login for internal users

Services :
- Circulation
- Reading Facility
- Mail Alert Service
- Reference and Information
- Scanning
- Database Search Service
- Document Delivery
- Inter Library Loan
- Photocopy
- Indexing and Bibliography
- Abstracting
- Orientation Programme
- Information Literacy Programme
- Online Public Access Catalogue
- Current Awareness Service
- Research Assistance

Institutional Repository:
The IIMA Institutional Repository has been created to collect, preserve and distribute the scholarly output of Indian Institute of Management, Ahmedabad. It is an important tool to facilitate scholarly communication and preserve institutional knowledge.

Currently the repository contains more than 16000 items consisting of **faculty publication, thesis and dissertation, student's project, working papers, IIM news etc.**

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

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

It has started NICMAN (National Information Centre for Management) Membership in order to help/facilitate business/management related researchers in their research.

Computing Facilities at IIM Ahmedabad

A Local Area Network (LAN) with more than 2000 nodes connects all the community members of the Institute 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 managed network switches which handle the internal data traffic. The Institute installed a high end Cisco 6506E L3 switch in 2014 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 LAN 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.

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 and another 40 servers using VMware. 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 90 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.

The Institute is now in the process of revamping its entire IT infrastructure. This project will cover the Data Center, the LAN and Wireless LAN, fiber optic backbone, desktop computers, voice communications, audio visual infrastructure, websites, and intranet. The network backbone throughput is expected to be 10/40 Gbps upgradeable to 100 Gbps. Wi-Fi infrastructure would be upgraded to the IEEE 802.11ac standard. The BSNL and TCL Internet leased lines are being upgraded as well and a new tender is being floated to increase the bandwidth to 200 Mbps for each leased line burstable to 500 Mbps.

All the above projects are expected to commence in the latter part of 2016. The upgrade of the WLAN and networking infrastructure will begin in the New Campus and is expected to take one year for completion.

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 2017** and produce the original certificates/mark sheets by **31 December 2017**.

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

Business Policy, Marketing : CAT/GMAT/GRE

Economics: CAT/GRE/GMAT

Finance and Accounting: CAT/GMAT/ GRE

Food & Agribusiness: Common Admission Test (CAT) of the Indian Institutes of Management / UGC JRF (Economics/Development Studies/Development Economics/Business Economics/Environment Science/ Geography/Management)/ICAR-SRF (PGS-merit list for award of SRF)/GRE/GMAT.

Human Resource Management: CAT/GMAT/GRE/ GATE/ UGC-JRF in relevant discipline.

Information Systems: CAT/GMAT/GRE/ GATE.

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

Organizational Behaviour: CAT/GMAT/ GRE/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 **December 04, 2016**, at various centres in India.

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 ₹ 31,200 per month, after clearing the Comprehensive Exam he/she will be eligible for ₹ 33,700 per month and after submission of the TAC approved thesis proposal he/she will be eligible for ₹ 37,400 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 23, 2017**. 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.

Deadlines

January 23 2017
Last date for online application & Payments of fees.

March/April 2017
Interviews for shortlisted candidates.

Last week of April 2017
Offer of admission mailed to selected candidates.

Phase I Courses

FPM I- Year Courses List (2015-16)

Sr No	Area	Course Name
I Term FPM & Area Compulsory Courses		
1	FPM	Mathematics
2	FPM	Statistics
3	FPM	Micro-Economics
4	FPM	Psychology
5	BP(FPM)	Core Course on Strategic Management
6	OB(FPM)	Basics of Micro OB

Non-credit Compulsory workshops:

i) Excel Workshop

ii) R Workshop

S r No	Area	Course Name
II Term FPM & Area Compulsory Courses		
1	FPM	Statistics (contd)
2	FPM	Micro-Economics (contd)
3	FABM (FPM)	Agri Food Value Chain Management & Development
4	IS (FPM)	Data Structures and Programming
5	MKTG (FPM)	Marketing Strategy
6	HRM (FPM)	Foundation Course in HRM
7	P&QM (FPM)	Introduction to Mathematical Programming
8	PSG (FPM)	Public Policy-I
III Term FPM & Area Compulsory Courses		
1	FPM	Socio-Political Contexts for Reserch in Management
2	FPM	Research Methods-I
3	ECO (FPM)	Advanced Microeconomics
4	F&A (FPM)	Asset Pricing
5	IME (FPM)	Education: Theory, Policy, Practice

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

Term 1	Term 2	Term 3
Financial Reporting & Analysis (0.75 credit)	Costing and Control Systems (0.75 credit)	Government Systems & Processes (0.75 credit)
Human Resources Management I (0.5 credit)	Financial Markets (0.5; continued from Term-I)	Corporate Finance (1 credit)
Legal Aspects of Business (1 credit)	Marketing II	Strategy
	Human Resources Management II (0.5 credit)	Marketing III (0.5 credit)
Marketing I (0.75 credit)	Internet Technology and E-commerce for Business (0.75 credit)	Strategic Management (1credit)
Operations Management (0.75 credit)	Marketing II (0.75 credit)	Information Systems Business (0.75 credit)
Understanding People and Organization I (0.75 credit)	Operations Management (0.5 credit)	Written Analysis and Communication II (0.75)
Financial Markets (0.5 credit)	Understanding People and Organizations II (0.75 credit)	
Written Analysis and Communication I (0.75)	Macroeconomics and Economic Policy (1 credit)	
	Decision Making (0.75)	
	Spoken Business Communication (0.25)	

In addition, students can also choose PGP, PGP-FABM, 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 - II (0.5 credit)	Business History (1 credit)
Socio-Political Contexts for Research in Management (1 credit)	
Project Course/Special Topics Course (1.5 credit) (Term 4/5)	

BP Area Courses

Core Course on Strategic Management

This core course is aimed at introducing the field of strategic management to doctoral students at the beginning of their journey. It provides an overview and basic understanding of strategic management to doctoral students in the areas of organizational behavior, marketing, human resource management and industrial organization. The course is designed to help understand the evolution of strategic management as a field of study, and create awareness regarding established and emerging frameworks, concepts, perspectives in strategy formulation and implementation. The course also covers basic methodological issues in validating, critiquing, and creating theory within strategic management field. The students develop the skills in understanding and comprehending strategic management literature, identifying gaps in the literature in order to extend, critique, integrate, and validate existing ideas.

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

Seminar on Entrepreneurship

The elective on Entrepreneurship is designed to familiarize students with the theoretical and empirical perspectives in the field of Entrepreneurship. Specifically, the course enables students to appreciate the different perspectives in entrepreneurship research, develop skills in evaluating this literature, and develop and evaluate research questions in this field.

International Strategic Management

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

Advanced 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.

Economics Area Courses

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.

Advanced Data Analysis

The course is designed to review various advanced analytical tools from econometrics/data analysis which are important and relevant for empirical research across disciplines. By focusing on more advanced topics and recent techniques, this course complements the existing Econometrics course.

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 Area Courses

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.

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.

Seminar in Behavioural Finance

Most of the models in financial economics assume complete rationality of economic agents and assume efficiency of the 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 by assuming that at least of some of the agents are not fully rational. The course offers a survey of the advances in asset pricing, investor and firm behavior, brought about by the behavioral finance theories.

Seminar Course in 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.

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.

Empirical Research in Auditing and Corporate Governance

The purpose of this course is to expose FPM students to the most relevant research being conducted on various topics related to the field of Auditing and Corporate Governance. The course helps the participants to identify possible directions for future research in related fields and also helps them to learn the necessary methodologies that are needed to conduct high quality research in related fields.

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 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

Seminar Course in Accounting and Markets

The purpose of this course is to expose FPM students to the manner in which accounting information is evaluated by corporate investors while determining their trading and investing securities. The course also highlights the fact that investors do not always evaluate accounting information rationally and that their evaluations are

affected by various heuristics and biases affecting human judgment and decision making. The course helps the participants to identify possible directions for future research in related fields and also helps them to learn the necessary methodologies that are needed to conduct high quality research in related fields.

Seminar Course in Accounting and Organization

The purpose of this course is to expose FPM students to the manner in which accounting information impacts organizational behavior of different types of managerial personnel. The course highlights how accounting information could be utilized to develop effective evaluation and incentive schemes and also highlights the interactive impact of accounting information and various heuristics and biases on organizational behavior. The course helps the participants to identify possible directions for future research in related fields and also helps them to learn the necessary methodologies that are needed to conduct high quality research in related fields.

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.

Food and Agribusiness Area Courses

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 apply global and Indian learning in this field to understand and tackle issues of management and development in such chains.

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 and development and institutional economics.

Agricultural Management II

The objective of this course is to familiarize participants with concepts in 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 empirical 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 placed on the role of agriculture in economic development and international trade issues. The course analyzes implications of farm sector reforms and trade policies for businesses, farmers, consumers, and the larger economy.

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.

Advanced Course on Strategic Management of Intellectual Property Rights

This course exposes students to basic concepts of Intellectual Property Rights, 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.

Human Resources Management Area Courses

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 are to enhance appreciation for the potential and relevance of qualitative research methodology; develop insights into the logic of qualitative research enquiry; gain understanding of some major qualitative research approaches like the ethnography, video-ethnography and phenomenology; get exposure to significant qualitative research tools and techniques; and 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.

Information Systems Area Courses

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 will provide an overview of research issues and frameworks in the selection, design, implementation and evaluation of Information Systems in a managerial context. It will provide the participants with the tools and insights for developing, building and evaluating research and research proposals in the area of IS.

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.

IME Area Courses

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. 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, 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. 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.

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.

Change and innovation 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 Area Courses
Behavioural Science Applications in Marketing

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

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

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

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 AREA Courses
Basics of Micro OB

This course introduces students basic concepts relating to individuals and groups in organizations such as personality, attitudes, motivation, perception, attribution, learning and leadership. It provides an insight to the essence of research and research-based writing, initating students into the discipline and exposing to the fundamentals of scholarship, knowledge-generation and theory-building. The teaching pedagogy emphasizes the foundations of research skills through academic readings, discussion critiques and term papers.

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.

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.

Organizational Diagnosis and Change

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 learning of these concepts, techniques and issues is extended and applied to real life organizational situations. 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.

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.

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.

Methods of Qualitative Research: Gathering and Analysing Data

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.

Leadership in Organizations: A Review of Theory and Practice

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.

Advanced Topics in Quantitative Methods

The course builds on the insights and knowledge obtained in first two years of quantitative research methodology courses and provides a hands-on training on advanced methods of empirical research like mediated-moderation, moderated-mediation, multi-level modeling and longitudinal data analysis. The course will blend theory will practice and will introduce the participants to advanced data analyses techniques and 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 and SPSS.

Psychometric Methods

Measurement is fundamental to social sciences research and application. The purpose of this course is to introduce to the participants the central concepts of psychological measurement. The course takes a "nuts and bolts" approach, covering the critical aspects of psychometric

theory including test construction, item analysis, reliability, validity, and measurement error. The course will aim to provide a foundation for designing and using robust measurements to perform empirical research in business areas. The seminar will be structured around a framework of measurement principles and will be based on a combination of theoretical and practice-oriented sessions that will provide working knowledge of concepts using statistical software like R, SPSS and LISREL.

P&QM AREA COURSES

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

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

Seminar in Operations Management I and II

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

Systems Analysis and Simulation

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

Applied Multivariate Analysis

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

Linear Regression Analysis, Variable Selection Problems, Multicollinearlity, Heteroscedasticity, Regression Plots, Regression Diagnostics, Model Specification Tests, Auto correlated and Longitudinal Data Analysis.

Applied Multivariate Analysis for Qualitative Dependent Variable

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

Modelling for Management Decision Making

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

Real Analysis

The course analyses basic concepts in certain areas of mathematics and prepares students to take advanced courses. The topics covered include : structure of the real number system, infinite sequence- convergence and divergence, subsequence – Bolzano-Weierstrass Theorem, Cantor intersection property, Cauchy sequences, infinite series - convergence and divergence, tests for convergence, Metric Spaces - limits, continuity, Compactness – Heine-Borel theorem, connectedness and uniform continuity.

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.

Queing Models

The participants will be able to appreciate the various queuing modelling constructs and solution algorithms as an analytical toolkit. Further, the participant will be able to develop customized models to analyse the performance of a practical system, and obtain design insights. No prior working knowledge of measure theory or stochastic processes is required. However, participants should have a prior course on basic probability theory.

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 the basis for studying Vector Autoregressions (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). We end the course by introducing State Space representations of time series models and Bayesian methods.

Applied Statistical Inference

This course will explore the concepts of statistical inference with applications in management research in mind. This course will start with basic inference but will also cover situations where assumptions about situations being 'nice' do not work, and one needs to go beyond the obvious. Estimation techniques, both theoretical and empirical, will be covered. Asymptotic as well as data-driven estimates will be derived. Examples will be discussed in detail. The theoretical discussions will be backed up by hands-on training to apply the methodology to data sets using R. Both standard packages and non-standard coding will be discussed.

Large Scale Optimization

Real world optimization problems tend to be very large Integer Program/ Mixed Integer Program (IP/MIP) problems, often to an extent that even the best commercial solver fails to solve them. Standard algorithms like the Branch & Bound and Branch and Cut that are used in commercial software are appropriate for solving large realistic IP/MIP problems, but they often fail for very large scale real applications. In this course, students learn how to take advantage of a problem's special structure by decomposing (using Benders Decomposition,Lagrangian Relaxation, Column Generation, Dantzig-Wolfe Decomposition, etc.) it into smaller, yet related, problems, which can be solved efficiently. The course also introduces Outer Approximation and Generalized Benders Decomposition for non-linear IP/MIP problems.

This is an applied course, and hence its focus is more on understanding and applications of the techniques rather than on formal proofs. The course introduces several practical applications from Facility Location, Hub-and-Spoke Network Design, Logistics and Supply Chain, Telecommunication Network Design, etc.

Revenue Management and Dynamic Pricing

Revenue Management and Dynamic Pricing (RMDP) is the method of selling right product to the right customer at the right price at the right time. It is the scientific way of dynamically managing prices, inventories, and capacities of perishable services. Although core of RM is related to OR/Statistics, it has relationship with economics, marketing , information technology, human resources and legal dimension. In this doctoral courses, we plan to discuss those topics that cuts across four disciplines, PQM (OR/OM/Statistics), economics, marketing and information technology. Conceptually the course focuses on two three aspects, economics of pricing, optimization of perishable resources and forecasting of demand of perishable products. We discuss several aspects related to design of revenue management system. At end we discuss emerging research areas on the topic.

Public Systems Group Courses

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. Public Policy I focuses on Rational Choice theories and relating Behavioral research to public policy. Reinforcing the interdisciplinary character of public policy research, Public Policy II draws on a vast international and Indian social science, humanities and philosophy literature to aid critical policy analysis.

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.

Academic Research Documentation

This is a laboratory course on Latex as a tool for academic research writing. This is a 10-sessions course, typically scheduled on 5 days. The course is comprehensive and holistic, as it covers from installation, basic to advanced constructs in multiple types of documents including text books. No pre-requisite is needed.

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.

Financing and Delivery of Health Care

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.

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 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.

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.

OR Applications in Public Systems

Social impact of any decision is huge in managing public systems. Therefore uncertainties due to random incidents are difficult to handle leading to failures. This course deals with Operations Research as a tool for modelling and analysis of issues and challenges in managing public systems.

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.

Seminar on Transport Policy

The course examines issues in transport policy, both in the global and Indian context. 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. Some topics are customized to suit the interest of the students.

Telecom/ICT Policy & Regulation

The course provides an overview of research issues and frameworks for analysis involved in policy design, implementation and evaluation for the telecom sector. Convergence and Internet are developments that have given rise to or created the need for new instruments and institutions. Spectrum management and broadband growth are two areas where developments in policy and regulation are important for national competitiveness. The role of national institutions in standards is gaining importance. The course will examine research issues related to the above.

Transport Economics

Transportation system planning is a public development initiative that requires significant investments and a careful balancing of economic and social utility and public goods considerations. The course provides an overview of the operating context, challenges, strategies and management tools that are used in public and private transportation organizations.

Using Quantitative Methods for Causal Inference in Social Policy

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.

Faculty

Areas of Research Interest
Business Policy

Agarwal, Anurag K
LL.M. (Harvard), LL.D (Lucknow)
Business Dispute Resolution, Contracts and Arbitration, Legal issues in Infrastructure and Intellectual Property, Strategic Management.

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, organizational learning, leadership, strategic thinking, Strategy and organization consulting

Singla, Chitra
Fellow, (IIMB)
Strategic Management, International Business, Corporate Governance, Family Business Firms.

Sud Mukesh
Fellow, IIMB
Corporate Entrepreneurship & Internationalization

Sugathan Anish
Fellow, IIMB
Institutional & Governance Infrastructure of Emerging Economies that fosters sustainable development of private & public stakeholders.

Economics

Basant, Rakesh
Ph.D. (Gujarat)
Technology Strategy and Management, Intellectual Property Rights, Industrial Organization, and Public Policy and Regulation

Chakrabarti, Anindya
Ph.D. (Boston University)
Intersection of Macroeconomics & network theory with particular emphasis on frictions in economic linkages and the resultant macroeconomic volatility

Das, Abhiman
Ph.D. (IIPS, Mumbai)
Monetory Economics, Applied Econometrics & Time Series Analysis, Theory of Firms, Banking Effficiency and Productivity using both Parametric & Nonparametric methods, Survey Data Analysis, National Account Statistics, Measurement of Macro-Economic Indicators, Demography and Quantitative Techniques.

Deodhar, Satish
Ph.D. (Ohio State University)
Microeconomics, Agricultural Trade and Policy, Imperfectly Competitive Market Structures, and Food Safety and Quality Issues

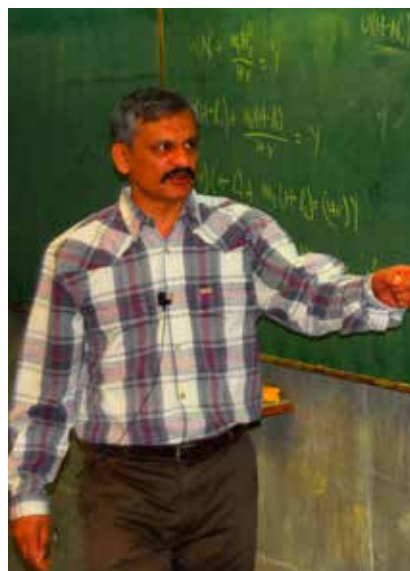**Dev, Pritha**
Ph.D. (New York University)
Microeconomics, Game Theory and Development Economics

Dholakia, Ravindra
Post-Doctoral Fellow (Uni. of Toronto), Ph.D. (M.S. University, Baroda)
Regional Economic Development, Economic Analysis and Policy, Productivity Studies and Labour Economics, Fiscal Policy, International Economics, and Health Economics

D'Souza, Errol
Ph.D. (JNU, Delhi)
Tax Reforms and Fiscal/Monetary Policy, Structure of Corporate Finance, Social Security and Livelihood Issues in the Informal Sector, Personnel Economics, and Governance Issues

Mohapatra Sanket
Ph.D. (Columbia University, NY
International Macroeconomics, private capital flows, sovereign and sub-sovereign credit ratings, financial liberalization, globalization, economic growth, poverty and inequality, and the development implicatinos of migration and remittances

Morris, Sebastian
Fellow (IIMC)
International Trade and Investment, Economic Development, Public Sector, Small Firms,Public Policy Analyses, and Infrastructure Development and Financing

Pingali, Viswanath
PhD (Northwestern University), MS (QE) (ISI Calcutta)
Industrial Organization, Applied Econometrics, Behavioral Economics, Pharmaceutical Economics

Shruti, Sharma
PhD (CaliforniaSC)
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.

Tumbe, Chinmay
Fellow (IIMB)
Business and Economic History, Urban and Public Economics and Migration Studies.

Finance and Accounting

Agarwalla, Sobhesh Kumar
Fellow (IIMA), A.C.A, Grad. C.W.A., C. S. Final
Markets, Corporate finance, Accounting and Corporate laws

Desai Naman
Ph.D., Accounting (Florida State University); Chartered Accountant (Institute of Chartered Accountants of India); M.Acc (University of Alabama)
Primary research interests are in the areas of auditing and corporate governance.

Gandhi, Shailesh
Fellow (IIMA)
Financial restructuring, business systems development, Accounting & costing systems, and Corporate Performance Measurement and Management

Jacob, Joshy
FPM, IIM Lucknow
Volatility Modelling, Market Microstructure, and Portfolio Optimization

Nagar, Neerav
Fellow, IIM Culcutta
Accounting and Earnings Management.

Pandey, Ajay
Fellow (IIMA)
Corporate Governance, Capital Market, and Financial Sector Regulations

Ram Mohan, T T
Ph.D. (NYU)
Banking Sector Reforms, Privatization and Corporate Governance

Sinha, Sidharth
Ph.D. (University of California)
Corporate Finance, Derivatives and Risk Management

Varma, Jayanth R
Fellow (IIMA)
Financial Markets and Pricing Models, Financial Sector, and International Finance

Virmani, Vineet
Fellow, (IIMA)
Model Uncertainty in Economics and Finance, Measurement of Macroeconomic Variables, Term Structure Models, and Estimation of Stochastic Volatility Models.

Food & Agribusiness

Gandhi, Vasant P
Ph.D. (Stanford)
Agribusiness, Marketing of Agricultural Inputs and Food, Economic and Technical Policies in Food and Agriculture, and Investment Behaviour in Agriculture

Gupta, Anil K
Ph.D. (Kurukshetra)
Expansion of Global as Well as Local Space for Grassroots Innovators, Protection of Intellectual Property Rights, Institution Building in Agricultural Research Systems, and Organic Farming

Sharma, Vijay Paul
Ph.D. (NDRI)
Agri-food Policy, International Trade and Development Including the World Trade Organization (WTO), Commodity Markets and Risk Management, Food Retailing, Agribusiness Competitiveness, and Food Safety and Quality Issues

Singh, Sukhpal
Ph.D. (Bangalore)
Agribusiness Management, Vertical Co-ordination, Food and Agricultural Input Marketing

Varma, Poornima
Ph.D. (JNU)
Market Distortions and Indian Agriculture: A Study in the Context of US and EU Agricultural Support Policies.

Human Resource Management

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.

Maheshwari, Sunil
Fellow (IIMA)
Human Resource Management and Corporate Strategy.

Sarrion, Miguel
Ph.D. (Strathclyde Business School, Glasgow, UK)
Employee Engagement, Leadership, Organizational Climates, links between HR practices and Organizational Performance in Service Industries, in particular Tourism and Hospitality.

Singh, Manjari
Fellow (IIMC)
Human Resource Information Systems, Strategic Executive Compensation, Reward Systems, and Human Resource Management in Small and Medium Enterprises

Varkkey, Biju
Fellow (NIBM)
Strategic HRM, Performance Management, Compensation Studies, Organisational Restructuring, Employment Relations, Public Management, and Infrastructure Studies

Information Systems

Aggarwal, Manish
Ph.D. (IIT, Delhi)
Multi Criteria Decision Making (MCDM), Machine Learning Techniques in MCDM, Preference Learning, Fuzzy Optimization, Fuzzy Decision Analysis, Fuzzy Sets and System Analysis, Rough Set Theory, Aggregation Operators, Non-classical Logics, Approximate Reasoning, and Plausible and Analogical Reasoning with Applications to Artificial Intelligence.

Jain, Rekha
Ph.D. (IIT, Delhi)
Telecom policy and regulation in the areas of IT implementation, Rural telecom, ICT strategy and management, spectrum management and local exchange competition.

Krishnamoorthy, Srikumar
Fellow (IIM Lucknow)
Personalization in Electronic Commerce, Social Media and Web Analytics.

Ranganathan, Kavitha
Ph.D. (University of Chicago)
Research interests broadly include distributed computer systems with a focus on resource scheduling and user behavior in large scale Grids and peerto-peer systems. Current research interests also include the use of technologies for emerging markets.

Verma, Sanjay
Fellow (IIMC)
E-Commerce and Knowledge Management Economics

Innovation & Management in Education

Sharma, Rajeev
Ph.D. (Allahabad)
Innovations in Educational Institutions, Using and Developing Innovative Pedagogies in Classroom, Electronic Mass Media its Effect on Children and Educational Outcomes, and Interpersonal Communication in Organizations

Vijaya Sherry Chand

Ph.D. (Education, Gujarat)

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

Marketing

Abhishek

Fellow, (IIMA)

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

Banerjee, Arindam

Ph.D. (SUNY at Buffalo)

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

Jaiswal, Anand Kumar

Fellow (XLRI)

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

Koshy, Abraham

Fellow (IIMA)

Product Strategy, Brand Management, and Strategic Management.

Mukhopadhyay Soumya

Ph. D. (NTU, Singapore)

Quantitative Modeling and Bayesia Statistics in Marketing

Sahay, Arvind

Ph.D. (Texas University, Austin)

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

Sharma, Dheeraj

Ph.D. (LOUISIANA TECH UNIVERSITY)

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

Sinha, Piyush Kumar

Ph.D. (Sardar Patel University)

Services Marketing and Retailing

Tripathi, Sanjeev

FPM (IIM Ahmedabad)

Consumer Behaviour, Pricing, Experimental Methodology

Organizational Behaviour

D'Cruz, Premilla

PhD (Tata Institute of Social Sciences)

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

Gupta, Parvinder

Ph.D. (IIT, Kanpur)

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

Gupta, Vishal
Fellow (IIM Lucknow), B.E. (BITS-Pilani)
Leadership, Creativity and Innovation management, R&D management, Justice, High-Performance HRM, Organizational Citizenship Behavior.

Kandathil, George
Ph.d (Cornell University, USA)
The politics of information systems implementation, particularly in crosscultural contexts. Technology induced institutional change. Politics of sensemaking in the context of organizational 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 Relations in ITES Organizations, Headload Workers of Kerala, and Management of Change in Cochin Port

Vohra, Neharika
Ph.D. (Manitoba)
Cross-Cultural Understanding of Human Behaviour; Commitment; Alienation; Leadership; Women in Organizations; Indigenization and Discipline Development

Production and Quantitative Methods

Bandyopadhyay, Tathagata
Ph.D. (Calcutta University)
Nonparametric Inference, Generalized Linear Models and Measurement Error Models, Categorical Data Analysis, Reliability Theory, Survey sampling and Statistical Genetics, and discrete data modeling

Barua, Samir K
Fellow (IIMA)
Capital Markets and Portfolio Theory, International Finance, Operational Research and Decision Science, Applied Statistics, and Management Information and Control Systems

Bhadra, Dhiman
Ph.D. (University of Florida)
Bayesian Analysis and its Applications, Biostatistics, Longitudinal and Spatial Data Analysis, Small Area Estimation, Environmental and Ecological Statistics.

Dutta, Goutam
Ph.D. (Northwestern University)
Decision Support Systems, Large Scale Optimization in Process Industries, Practice of Management Science, Revenue Management, System Dynamics, Operations Management, and Operational Research in Developing Countries

Ghosh, Diptesh
Fellow (IIMC)
Computational Operations Research, Combinatorial Optimization, Local Search Based Metaheuristics, and Location and Routing Problems

Guha, Apratim
Ph.D. (University of California, Berkeley, US)
Time Series Analysis, Categorical Data Analysis, Information Theory and Medical Statistics.

Jayaswal, Sachin
Ph.D. (University of Waterloo, Canada)
Operations Marketing Interface: pricing, lead-time and capacity decisions; product differentiation; competition in service industries; revenue management; large-scale optimization

Karthik Sriram
FPM(IIMB)
Bayesian Methods, Quantile Regression, Model Mis-specification.

Laha, A K
Ph.D. (ISI)
Statistical Process Control, Change Point Problems, Outlier Problems, Analysis of Directional Data, Analysis of Rank Data, Monte-Carlo Methods, Applications of Statistics to Finance, Marketing, Computer Science, and Medicine

Mukherjee, Saral
Fellow (IIMC)
Inventory Policies, Project Management, Operations Strategy, Process Analysis, Supply Chain redesign, Resource Scheduling, and Sequencing and Metaheuristics

Roy, Debjit
Ph.D. (University of Wisconsin-Madison)
Logistics and distribution systems, container terminal operations, humanitarian and non-profit supply chains, manufacturing systems and supply chain operations, continuous improvement strategies (Lean, Six Sigma, Quick Response Manufacturing), Stochastic processes, Queuing theory, Simulation modeling

Sinha Ankur
Ph.D. (Aalto University, Finland)

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 Policymaking Institutions, Affirmative Action, and Urban Human Displacements and Rehabilitation

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 Urban Economics

Raghuram, G
Ph.D. (Northwestern)
Railways, Ports, and Shipping, Roads, Service Organizations and Issues in Logistics, and Supply Chain Management

Sarin, Ankur
Ph.D (University of Chicago)
Evaluation of Social Policies, and Social Entrepreneurship

Turaga, Rama Mohana
Ph.D. (Georgia Institute of Technology)
Environmental Policy and Management, Public Policy Analysis, Environmental Risk Assessment and Communication, Quantitative Research Methods, Environmentally Responsible Behavior

Communications

Kaul, Asha
Ph.D. (IITK)
Communication Patterns in Ordinary and Theater Talk, and 'Genderlect'

Kulkarni, Vaibhavi
Ph.D. (Rutgers)
Discourse of institutional change within organizational fields.

Sharma, Meenakshi (VF)
Ph.D. (Queensland)
Ethical Communication, Communication and Organizational Change, Communication and Corporate Culture, English in India, Postcolonialism,Indian Writing in English

*on leave

Feedback

Ankur Kapoor
FPM- 3rd Yr, Marketing

If you think you are a thinking types with a curious mind, an FPM (PhD) can be among the best things that can happen to you. This is that duration in life when you can explore the world of knowledge and research without any inhibitions, and can groom yourself as a thinker, researcher and thoughtful member of society. After leaving a plush job for this program, I haven't regretted my decision once; because an FPM program provides you the right environment and resources to pursue your research interests under the guidance of competent researchers (faculties); something that makes you happy. IIM-A provides one of the best support in terms of facilities, academic resources, research environment and network of national and international academicians. The program requires good amount of diligence, commitment and shear hard work, but if you are the right type- this effort becomes joy in itself..

Ananya Syal
FPM-1st Yr, Organizational Behaviour

As a first-year FPM student, I have been exposed to an enriching environment at IIM Ahmedabad, that has stimulated my mind and opened horizons that would otherwise have remained undiscovered. The course structure is such that it helps in building a strong theoretical and conceptual understanding and equips one with the knowledge of tools and methods that can be of use to a researcher. The par-excellent faculty, great infrastructural facilities, and a world-class library, further help you in this journey of sharpening your skills. In this journey towards fulfilling your research dreams, one has to have utmost determination, perseverance, and dedication. I personally was overwhelmed by the culture, where one is received with open arms (Faculty mentors and seniors). I would highly recommend this programme to those who are willing to dive into this ocean and gather the pearls of knowledge.

Biswajita Parida
FPM- 5th yr, Marketing

The FPM programme at IIM Ahmedabad is conducive to turn one's passion into obsession. The rich blend of faculties, the world-class library, and motivated peer group makes the FPM journey extremely gratifying. There are student forums available to discuss research work and receive constructive feedback for further improvement. The opportunity to assist professors allows FPMs to understand the classroom setting, student management, teaching, and evaluation process better. Exposure to a variety of research seminars, speaker sessions, and conferences through the years, irrespective of one's area of interest, aids a holistic understanding of different fields of research. Frequent interactions with distinguished professors from prominent universities and well-known industry experts help students remain updated on knowledge front and develop an international perspective. Furthermore, the programme leaves the choice to the FPMs to decide their career path.

Chitranshu Mathur,
FPM- 3rd Yr, Public Systems Group

The doctoral programme at IIMA is probably the best in India. Being a PGP alumnus from here, IIMA was a natural choice for me to consider when I started looking at doctoral programmes a few years ago. I already knew that the faculty, the library and other facilities and opportunities available at the institute were world-class, but in addition to that, the new structure of the programme introduced from our batch onwards made the decision even easier. It not only provides a strong theoretical foundation across several disciplines essential for research in management and the social sciences, but also gives us a lot of flexibility in choosing our courses and research interests. Finally, the collegial and friendly atmosphere among peers here even in the presence of extreme competition is a huge bonus.

Balagopal Gopalakrishnan
FPM-2nd Yr, Finance & Accounting

My experience in IIMA has been excellent. I joined the program in 2015 and the Institute has ensured that the best resources are provided to facilitate in academics as well as research. In the first two years, we are put through a rigorous academic course plan, which comprise of Finance & Accounting specific subjects as well as methodology courses, to lay the foundation for the research topic that we will be pursuing. During this period, we are encouraged to do projects in guidance with professors to explore areas of interest. Professors are supportive, and provide critical feedback on the project proposals or ideas, which I feel is very necessary. I moved in to IIMA with my family and the infrastructure that is in place is ideal for family.

Pearl Malhotra
FPM- 5th Yr, Human Resource Management

The FPM programme at IIM-A has been an intellectually stimulating journey for me. The course curriculum in the first two years helps us build on the concepts and methods in our core areas which are useful while working on our thesis and help us build an orientation towards research. The institute and the exceptional faculty encourage doctoral scholars to pursue high standards of research which helps us showcase our work at international forums. The course is designed to prepare students for a career in academics and research as well as exposes us to opportunities in the industry. For me the enriching discussions with the faculty, my fellow FPM colleagues and external researchers have introduced me to multiple facets of knowledge and helped me grow as a person. In the future, I will always remember my experience at IIM-A with fondness and gratitude.

Joel Xavier
PGP(IIMA – class of 2007) FPM- 2nd Yr, Innovation and Management in Education

As an alumnus of IIMA, I thought I had the distinct advantage of knowing exactly what to expect before joining the course, but I was pleasantly surprised. With the new FPM Programme in effect since 2014, the whole approach is significantly different. It is more in line with PhD programs of reputed institutions worldwide and I think it prepares us better for life after FPM. The focus is on learning the craft of doing research in social sciences and building expertise in your area of interest. This is reflected in everything, from the way the course-work is handled to the way the research process is supported. The level of engagement is deep and intense. Hardly a day passes where I do not dig deep into, or explore a topic that excites me. Needless to say, there aren't many institutes in India which offer the kind of resources that you get at IIMA, but I think that is just the foundation on which the rest of the course is built, with you at the center.

Harit Joshi
FPM- 3rd Yr, Production & Quantitative Method

Hectic yet fun filled, life at IIMA is filled with paradoxes. In the first two years of the course-work despite the grilling class schedule, assignments, submissions and exams we had the luxury of a post-meal nap, weekday movie break, and fun weekend getaways.

IIMA provides an intellectually stimulating environment through its distinguished faculty members and teaching pedagogies encouraging peer learning. A vibrant campus life which is action packed with activities throughout the year makes every moment worth cherishing. Personally, IIMA has rejuvenated my passion for sports and music. All in all, it's great to be back to school !!

Vidhee Avashia
4th year, Public Systems Group

The FPM programme at IIMA is a complete package for anyone passionate towards research in the management discipline. The academic rigor, highly knowledgeable and distinguished faculty members and state of the art infrastructure provide an excellent learning and research environment. Continuous exposure to the cutting-edge global research provided by the vast library resources and numerous research seminars assist the learning and development of doctoral students beyond the coursework. IIMA provides flexibility and support to the doctoral students to choose one's area of interest. This gives FPM programme at IIMA a vibrant inter-disciplinary flavour and prepare the participants to excel at any career path they decide to pursue thereafter.

J S Vijayapiriya
In-charge, FPM Office

FPM programme seeks highly motivated individuals with outstanding academic backgrounds, to research and advance the frontiers of management knowledge. The rigorous process involved in shortlisting, interviewing and selecting the best of candidates is becoming more intricate. The programme provides diverse set of opportunities for interdisciplinary education and research. The programme is strongly committed to preparing thought leaders both for the academic and corporate world. Over the years, our students have been contributing immensely in the field of academics and in the corporate sector.

Contact Details

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In-charge, FPM Office

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Indian Institute of Management
Vastrapur
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