IIM AHMEDABAD

विद्याविनियोगाद्विकासः

Ph.D.
PROGRAMME IN
MANAGEMENT
2022

CONTENTS

DIRECTOR'S MESSAGE

Prof. Errol D'Souza
Director, IIMA

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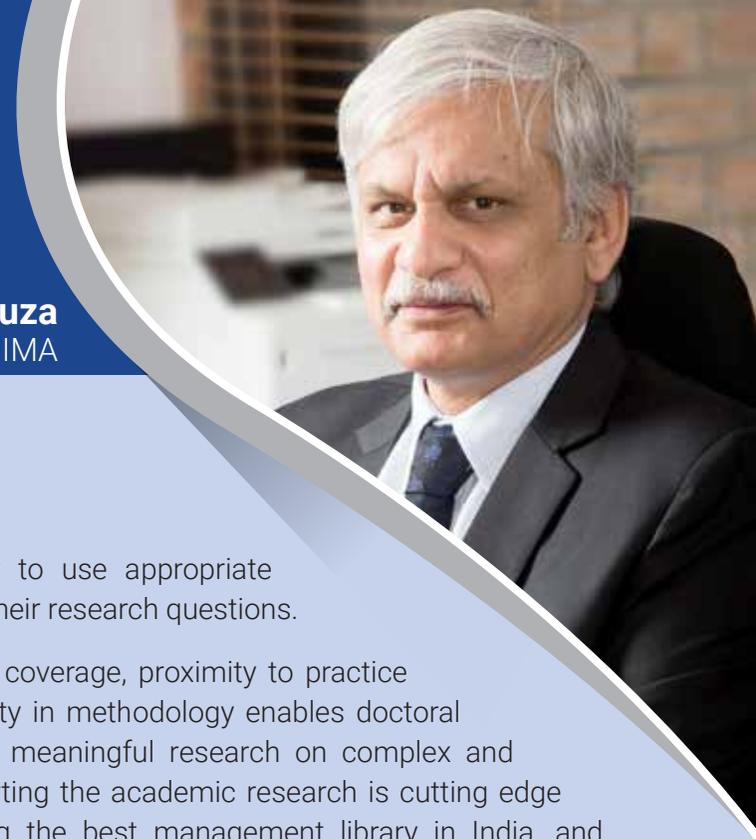
IIM Ahmedabad is India's premier management school, world renowned for its excellence in research and education. IIMA's doctoral programme contributes to the Institute's mission by supporting the pursuit of cutting edge research.

The doctoral programme prepares qualified and capable scholars who will shape thought in academic institutions and management organizations. We recruit highly motivated individuals with outstanding academic backgrounds. The doctoral programme provides participants exposure to a broad variety of research interests and faculty deeply engaged with practice and policy. We encourage women, non-Indian nationals, persons with disabilities, and those belonging to Scheduled Castes, Scheduled Tribes, and Other Backward Classes to apply to the programme.

Students develop strong theoretical foundations through coursework in particular areas and receive training in highly specialized research methods. At the dissertation stage, they have an opportunity to engage actively and deeply with academics, practitioners, and policymakers as they conduct interdisciplinary research. The programme affords doctoral students the flexibility to use appropriate research methods for their research questions.

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

The doctoral programme enrolled its first student in 1971 and graduated its first student in 1974. Since then, 422 doctoral students have been conferred with the doctoral title, and have gone on to contribute significantly to management academies and other institutions.

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

"

CHAIRPERSON'S MESSAGE

Prof. Diptesh Ghosh
Chairperson,
Ph.D. Programme

"The Ph.D. Programme in Management at IIM Ahmedabad (IIMA), one of the country's first doctoral programmes in management, remains the first choice for students interested in pursuing a career in management in India.

IIMA aspires to be a leading school in management research. To that end, we seek researchers with the potential to become global knowledge creators and research leaders in methodology and practice. The emphasis is on knowledge creation and knowledge expansion. Our Ph.D. students are expected to demonstrate independent research thinking by publishing in prestigious academic journals and giving scholarly presentations on their work. We encourage and support collaborative research with faculty from other universities. We encourage students to join academic, research, and professional networks as early in their careers as possible.

The IIMA Ph.D. programme offers specializations in Agriculture, Economics, Finance and Accounting, Human Resource Management, Information Systems, Innovation and Management in Education, Marketing, Organizational Behaviour, Production and Quantitative Methods, Public Systems, and Strategy. We strongly encourage multidisciplinary research.

We have excellent research facilities, including a library with an impressive collection of management literature, journals, and databases. We provide high-performance computing capability, subject-specific research centres, fellowships, and financial assistance for research and conference attendance.

If this excites you, we invite you to apply to the Ph.D. Program and become a member of the IIMA community."

ABOUT IIMA

PROGRAMMES OFFERED BY US

Ph.D.
Ph.D. Programme in Management

MBA
Post Graduate Programme in Management

MBA-FABM
Post Graduate Programme in Food & Agri-business Management

MBA-PGPX
One year Full Time Post Graduate Programme in Management for Executives

FDP
Faculty Development Programme

EEP
Executive Education Programme

ePGD- ABA
ePost Graduate Diploma in Advanced Business Analytics

The Indian Institute of Management Ahmedabad (IIMA) has over fifty years of leadership in management education. It was established in 1961 as an autonomous Institution by the active collaboration of the government of India, government of Gujarat, and industry. Today, it is not only a leader in applied management education in Asia, but also one of the finest institutions of management education in the world.

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

To this aim, IIMA has established various research centres over the years, name it Centre for Innovation Incubation & Entrepreneurship, India Gold Policy Centre (IGPC), Centre for Management of Health Services (CMHS), Gender Centre, Misra Centre for Financial markets and Economy (MCFME), NSE Centre for Behavioral Science in Finance, Economics and Marketing, Centre for Transportation and Logistics, Centre for Digital Transformation, Ashank Desai Centre on Leadership and Organisational Development, Brij Disa Centre for Data Science and Artificial Intelligence, JSW School of Public Policy is also being established at IIMA.

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

Ph.D. PROGRAMME AT IIMA

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

- Agriculture
- Economics
- Finance & Accounting
- Human Resource Management
- Information Systems
- Innovation & Management in Education
- Marketing
- Organizational Behaviour
- Production & Quantitative Methods
- Public Systems
- Strategy

The objective of the Ph.D. Programme in Management is to provide students with skills to identify and research complex issues in the field of management. The Programme seeks candidates with outstanding academic background, intellectual curiosity, and discipline needed to make scholarly contribution.

Ph.D. is a research programme. To the selected students, IIMA provides an excellent environment for carrying out advanced research, thus creating highly committed researchers trained in the most recent methodologies and engaged in producing original research work.

The programme provides a diverse set of opportunities for interdisciplinary education and research. The small entering class ensures close interaction between the faculty and Ph.D. students. The faculty-student ratio for the Ph.D. programme is almost 1:1. After completing the two years of coursework and upon successful completion of comprehensive examination, students have the freedom to select their area/topic of research as well as their thesis advisory committee members.

Cross disciplinary and cross functional research is encouraged at the institute.

Students join the Ph.D. programme as a part of one of the eleven functional/sectoral groups. The students generally spend a little over four years in the program including two years of rigorous course work. While the advanced doctoral level courses from other areas to enhance the breadth of their knowledge and explore cross-functional perspectives.

Some recommended PGP courses provide a general management overview and develop basic skills from a practitioner's perspective. During these two years, close interaction with the faculty members provide intellectual stimulation and help develop students' own research interests and professional goals. The doctoral dissertation provides them with an opportunity to make original contributions to an area of management or to one of its source disciplines.

PROGRAMME HIGHLIGHTS

1. Faculty Student Ratio is Almost 1:1,
2. Freedom to Select Research Area /Topic,
3. Cross Disciplinary and Cross Functional,

4. Research is Encouraged,
5. Renowned Faculty,
6. Stimulating Intellectual Climate,
7. Generous Financial Support,
8. Housing on Campus,
9. Excellent Work-Life Balance.,
10. Publication Incentives.

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

IIMA attracts reasonable research funding every year from multiple external agencies in additional to the institute's internal fund. The Ph.D. students can jointly work on a research project with faculty members when research interests align. This provides Ph.D. students with an additional avenue to get research exposure and opportunities to publish their work.

ACADEMIC STANDARDS

IIMA expects its doctoral students to achieve high levels of academic scholarship and integrity.

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

ACADEMIC ADVISOR

A member of the faculty from the student's area in consultation with the Area Chairperson acts as an Academic Advisor to the Ph.D. students during the first year of the programme. The academic advisory process operates as follows:

The Academic Advisor helps students identify courses in their areas of interest, monitors their performance, and guides student during Phases I and II of the programme. Students seeking summer projects with the faculty may seek the help of the Academic Advisor.

Students are advised to closely interact with the Academic Advisor of their area from the time they enter the programme. This responsibility, however, is taken over by the Thesis Advisor once the student completes his/her comprehensive examination and starts working on his/her thesis proposal.

FACULTY SEMINARS AND WORKSHOPS

Faculty seminars and research workshops are regularly organized at the Institute. Doctoral students are active members of the community that regularly attends and participates in these activities which provide great exposure and networking opportunities.

PROGRAMME OVERVIEW

PHASE I
(First Year Course Work)

- First Year Ph.D. Compulsory Courses
- First Year Area Ph.D. Courses
- Courses from other Areas and other Post Graduate Programmes (PGP, PGP-FABM, PGPX) and Ph.D. Elective Courses

PHASE II
(Second Year Course Work)

- Second Year Ph.D. Compulsory Courses
- Second Year Area Ph.D. Courses

- Courses from other Areas and other Post Graduate Programmes (PGP, PGP- FABM, PGPX)
- Preparation and Completion of Area Comprehensive Examination

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

COURSE WORK

The coursework is spread across a minimum of six terms and an Induction term at the beginning of the programme. Each academic year begins in May/June and ends in March/April and has three terms. All Ph.D. students, irrespective of their areas of specialization, take a set of compulsory courses in their field of specialization and other interest areas. All students are also required to take program-wide compulsory courses specially designed to provide breadth of knowledge in the field of management and also teaching and research skills.

The course work requirements have to be completed in two years, including an Induction term. The Induction term (which is common to all students), starting last week of May/first week of June with duration of about 3 weeks, has a flexibility to take exams during the fourth week. Ph.D. Core courses Mathematics (Math - 0.75 credits) and Socio-Political Contexts for Research in Management-I (SocPol-I – 0.75 credits) will be taught to all Ph.D. students during this term.

COURSE WORK: REQUIREMENTS AND STRUCTURE

Total Course Work Credits:	30. 5 Credits
Ph.D. Core Courses	8.5 Credits)
Area Courses*	16.0 Credits (Minimum) / 20.0 Credits (Maximum
PGP Courses	6.0 Credits (Maximum)/ 2.0 Credits (Minimum)

*Area Core Courses are limited to 6 credits

During summer, at the end of the first year of coursework, students are required to do a research project either with a faculty member at the Institute or in any other organization. First year course work end with successful completion of all the courses with a minimum prescribed proficiency. While students need

to meet certain academic requirements across all courses, a higher performance is required in certain Area Specified Courses.

AREA COMPREHENSIVE EXAMINATION

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

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

ACADEMIC ASSISTANCE

All Ph.D. students, after the successful completion of their comprehensive exam, must independently assist three credits equivalent of unique courses (60 standard sessions). Students can assist the courses from Ph.D. [(Core)administered by Ph.D. office]/PGP/FABM/PGPX/ePGP/ePGD-ABA programmes of the Institute.

DOCTORAL DISSERTATION

The dissertation or thesis provides the student with an opportunity to undertake original research in the area of interest. The dissertation should be a scholarly contribution to the knowledge pertinent to the understanding and resolution of management problems. Research is an essential part of the doctoral student's training at IIMA. Throughout the programme, starting as early as Phase I, students are encouraged to be actively involved in research activities at the Institute and with faculty members.

Phase III begins with the formation of the Thesis Advisory Committee in the initial part of the third year. Students are encouraged to meet faculty members with whom they share research interests and seek their assistance in identifying a dissertation topic as early as possible. In addition to the close working relationship during the course work, this interaction helps the student find a thesis advisor and form the thesis advisory committee. The thesis advisor advises the student on his/her dissertation and chairs the thesis advisory committee comprising at least two other members.

The student develops a written proposal and with the agreement of the thesis advisor gives a seminar on the thesis proposal. The proposal has to be approved by the thesis advisory committee. From then onwards, the student works closely with his/her thesis advisory committee on the dissertation. When the candidate's advisor judges that the dissertation is complete, the student gives a seminar on the dissertation work and subsequently defends orally the dissertation before a thesis examination committee. The Ph.D. Prog. Chairperson appoints the thesis examination committee comprising of two members from the thesis advisory committee and two other members. While the course work formally gets over with the completion of Phase II, doctoral students are encouraged to continue taking advanced courses of interest even during this last stage of study.

1

AGRICULTURE

Faculty

- Ghosh, Ranjan Kumar (Chairperson)
- Jaiswal, Anand K.
- Nagarajan, Hari K.
- Sharma, Rajat
- Sharma, Vijay Paul
- Singh, Sukhpal
- Turaga, Rama Mohana
- Varma, Poornima
- Vemireddy, Vidya

Ghosh, Ranjan Kumar

The Centre for Management in Agriculture (CMA) is an interdisciplinary group of primary and secondary faculty members who are actively engaged in applied, policy and problem-solving research on issues related to the management of the food & agriculture sector. The goal of CMA is to help in the management of the agriculture, food, and natural resources of the economy by the application of cogent management principles and science. By doing so, CMA envisages to create a synergy between research, teaching and advisory roles and make it relevant to practitioners, policymakers, and the society at large.

The Centre faculty actively contribute to teaching and development of Food and Agribusiness Management programme (PGP-FABM) of the IIMA. The research insights and practical experience in the field at multiple levels of association help the faculty in contributing to a sector which is vital for poverty reduction. Thus, equipping the students with skills and knowledge to address several managerial issues that the food and agribusiness sector is facing today, for example, lack of value addition, poor farmer incomes, post-harvest losses, efficient and sustainable use of scarce resources such as water, energy, land, etc. Food and agribusiness is a sum total of all operations from production,

distribution, processing, and its logistics and supply chain management and the importance of all these is growing day by day. CMA faculty have been instrumental in helping many institutions like MANAGE and NIAM and even some agricultural universities set up their agribusiness programmes.

THRUST AREAS OF RESEARCH

- Agribusiness management and development
- Value chains
- Natural resource management
- Sustainable food transformation and healthy diets.
- Food and nutrition security
- Adoption of agricultural technologies and sustainable practices
- Land and land market dynamics
- Gender issues in food and agricultural sector
- Green governance and climate mitigation strategies

- Price formation in agricultural markets
- Agricultural market reforms
- WTO and agricultural support policies
- Innovations in agricultural finance
- Small holder market access
- Small producer organisations and collectivities
- Producer companies and agribusiness policy
- Contract farming

CMA continues to have a close association with the Ministry of Agriculture & Farmers Welfare (MoA&FW), Government of India and continuously undertakes research studies for the Ministry on various facets of agricultural and allied sector development and management and provides policy analysis and advice to the government.

SOME OF THE MAJOR ONGOING AND RECENTLY COMPLETED RESEARCH PROJECTS ARE:

Ongoing Projects:

- Determinants of Farmer's Participation within Paramparagat Krishi Vikas Yojana (PKVY), Including Zero Budget Natural Farming (ZBNF)
- Mechanization and Labour Saving Technologies for Women in Agriculture
- Assessing Skill Gap in Micro Irrigation across India
- Self Sufficiency in Pulses Production in India': An Analysis- Based on Successful Performance of Pulse Production and its Export from Myanmar

Completed Projects:

- Assessing the Impact of the e-NAM Initiative

Linking APMC Markets: Evidence from Villages

- Improving Water Use & its Efficiency in India's Agriculture: The Impact of Pradhan Mantri Krishi Sichai Yojana (PMKSY) - Per Drop More Crop
- Understanding Performance and Impact of Producer Companies – Case Studies Across States and Promoters in India
- Production, Markets and Trade: A Detailed Analysis of Factors Affecting Pulse Production in India
- Performance Evaluation of Pradhan Mantri Fasal Bima Yojana (PMFBY)
- Decision-Oriented Information Systems for Farmers: A Study of Kisan Call Centres (KCC), Kisan Knowledge Management System (KKMS), Farmers Portal, and M-Kisan Portal (All India Coordinated Study)
- Decision-Oriented Information Systems for Farmers: A Study of Kisan Call Centres (KCC), Kisan Knowledge Management System (KKMS), Farmers Portal, and M-Kisan Portal in Gujarat
- Enhancing Rice Productivity and Food Security: A Study of the Adoption of the System of Rice Intensification (SRI) in Selected States of India

- Farmers' Participation in India's Futures Markets: Exploring Direct and Indirect Benefits
- Innovative Agricultural Input Marketing Models in India: Performance and Potential

This doctoral programme with specialization in Agriculture aims at developing graduates for academic careers in leading management educational institutions, which need faculty members who can address managerial issues related to food and agri-business, rural, and allied sectors, as well as research and training organizations. Requirements for admission to the doctoral programme in Agriculture are mentioned in the section on "Admission requirements". Applicants to this area must have an aptitude for research and inclination to work in food, agribusiness, rural or related sectors.

THE PROGRAMME

A candidate in the Agriculture area takes a wide range of courses including those in the area of specialization. The Area specialization courses are listed below (this list is indicative and courses offered may differ):

First Year Course

- Agro-Food Value Chain Management and Development

Second Year Courses

- Agricultural Management I
- Agricultural Management II
- Agricultural Development Policy
- Foundations of New Institutional Economics (Elective)
- Applied Microeconomics for Food and Agriculture (Elective)
- Agricultural Risks and Risk Management Strategies (Elective)
- Development Economics *(Offering through Economics Area)*

Third Year

- Comprehensive Examination
- Developing Research Proposal

Fourth Year

- Dissertation

Some Recent Thesis Titles and Placement of students

Year	Name Placement/Current Organization	Thesis
2022	**Gurpreet Singh** Field Operations Manager, The Nature Conservancy	Challenges of Saving Water: The Adoption and Impact of Micro-Irrigation Technology in Agriculture
2018	**Aashish Argade** Assistant Professor, Institute of Rural Management Anand (IRMA)	Choice Determinants and Comparative Evaluation of Agri-output Marketing Channels – A Farmers' Perspective
2016	**Kanish Debnath** FLAME University	The Role of Community Health Insurance in Perfecting Financial Inclusion
2014	**Dinesh Jain**	Institutional Interaction and Participative Decision-Making in Development Programmes: A Study of Their Importance in Effective Natural Resource Management

2

ECONOMICS

Faculty

- Chakrabarti, Anindya
- Das, Abhiman
- Dev, Pritha
- Deodhar, Satish
- D'Souza, Errol

- Ghosh, Ranjan Kumar
- Jain, Tarun (Chairperson)
- Mohapatra, Sanket
- Mohaghegh, Mohsen
- Nagarajan, Hari

- Pingali, Viswanath
- Rampal, Jeevant
- Sarin, Ankur
- Tumbe, Chinmay

Jain, Tarun

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

- Competition policy in India
- Economics of regulation
- Pharmaceutical economics
- Experimental economics
- Mechanism Design

- Industrial Organization Theory
- Behavioral Game Theory
- Applied game theory
- The cooperative theory of matching problems
- Measurement of inflation expectation
- Measurement of efficiency and productivity
- Monetary policy transmission
- Aggregate supply and growth – inflation trade-off
- New Keynesian DSGE models: dynamics of inflation
- Network structure of the international trade network
- Emergence of Zipf's law in size distributions of economic quantities
- Endogenous business cycle models
- Applications of evolutionary game theory to macroeconomics
- Networks

- Migration networks
- Business, Economic and Demographic History
- Urban Economics
- Economics of food quality
- Hedonic pricing
- National agricultural policy
- Inter-sectoral terms of trade and supply response in agriculture
- Social security and personnel economics
- Role of IT in firm-level productivity and organizational change
- Role of technology in wage and employment trends in India
- Industrial corridors and economic development
- Impact of access to foreign markets on unskilled labour
- Role of industrial clusters in economic growth
- Technology capacity building within firms
- Impact of FDI on labour
- Trade, imported intermediate inputs and skills in India
- Sustainability of fiscal debt of states in India
- Regional dimension of economic growth in India
- Finance and infrastructure development
- Reform of state owned enterprises in India
- Salary fixation for public and government sector employees
- Programme evaluation and impact assessment
- Centre-State relations, fiscal development & role of Finance Commission
- Issues in fiscal responsibility and budget management

- Global capital flows
- Sovereign credit ratings and sub-sovereign (corporate) ratings
- Unconventional monetary policy spillovers for emerging economies
- Financial liberalization and inequality
- Capital market: efficiency and pricing models
- Evaluation of mid-day meal scheme
- CSR and the government mandate
- Make in India theme and lessons from corporate world
- Primary healthcare and policies
- Energy pricing and policies
- Missing markets in international business
- Labour market regulation

- Sexual Harassment
- Economics and Gender

The programme has an explicit objective of training students in the tools of modern economic analysis to make them competent researchers and teachers. Most students have taken up teaching and research careers in leading academic institutions or research and consultancy positions in business and government. The environment at IIMA provides many opportunities to develop their skills by working closely with faculty and attending workshops and seminars.

THE PROGRAMME

A doctoral student in the area takes a wide range of courses, including those in the area of

specialization. A typical course set in the programme is as follows.

First Year Area FPM (Compulsory) Course

- Mathematics for Economics
- Microeconomics – I
- Microeconomics – II
- Macroeconomics – I
- Macroeconomics – II
- Econometrics-I

Second Year Area Elective Courses:

- Organizational Economics
- Time Series Analysis
- Data Envelopment Analysis
- Econometrics II
- Industrial Organization Theory - (NEW)
- Applied Financial Economics – (NEW)

- Foundations of New Institutional Economics (with CMA)
- Decentralization and Public Policy
- Economics Of Strategy
- Global Business & Economic History
- Applied Game Theory
- Computational Economics
- Economics of Development

Third Year

- Comprehensive Examination
- Dissertation

Fourth Year

- Dissertation

Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2020	**Mitul Surana** Assistant Professor, IIM Indore	Essays on Electoral Democracy and Development
2020	**Pavneet Singh** Assistant Professor, IIM Amritsar	Governance and Economic Growth in the Indian States
2018	**Deepak Bisht** Associate, JP Morgan, Mumbai	Explorations in Modeling and Forecast Assessment of Energy Derivatives
2018	**P K V Kishan** Assistant Professor, Institute of Rural Management Anand (IRMA)	An Empirical Exploration of Education and Inequality – Three Essays
2017	**Siddhartha Bhasker,** O P Jindal Global University	Evolutionof new Freight Structure in India over the Long Run: A Policy Assessment

FINANCE AND ACCOUNTING

3

Virmani, Vineet

Faculty
- Agarwalla, Sobhesh
- Banerjee, Anirban
- Das, Prashant
- Desai, Naman
- Gopalkrishnan, Balagopal
- Jacob, Joshy

- Kariya, Ankit
- Laha, Arnab
- Mohapatra, Sanket
- Nagar, Neerav
- Pandey, Ajay
- Singh, Pranav Pratap

- Varma, Jayanth Rama
- Vasudevan, Ellapulli
- Venkateshan, Prahalad
- Virmani, Vineet (Chairperson)

The teaching and research interests of the Finance and Accounting Area spans a broad range of issues such as, earnings and cash flow manipulation, corporate disclosure, management control, corporate finance, corporate governance, asset pricing, market microstructure, management of financial institutions, risk management, financial regulation and empirical methods in finance. The faculty members are vigorously engaged in both academic and applied research. The Area faculty members serve on several government committees and corporate boards.

Some of the ongoing research projects undertaken by faculty in the Area include:

- Behavioral finance, with a focus on retail investor behavior and the financial products sold to them
- Big data in finance, with a focus on market microstructure and consumer finance
  - Block trading and market microstructure issues
  - Do firms dynamically adjust compensation over business cycles?

- Impact of amenable operations on trade credit
- Impact of auditor expertise on earnings quality
- Impact of COVID-19-induced real-side factors on bond and loan financing
- Impact of ESG on debt financing obtained by firms during uncertainty
- Impact of the introduction of call auction on price discovery
- Impact of shareholder dissent on corporate governance and earnings quality
- Influence of sentiment in market-wide pricing of assets
- Liquidity and bid-ask spread behavior in the Indian market
- Modeling volatility smile in derivatives markets
- Opportunistic mergers and acquisitions during times of distress
- Systematic risk factors in the Indian stock market

As the primary emphasis of the programme is to prepare students to engage in high quality research, candidates must possess a strong aptitude for abstract thinking and quantitative analysis. Requirements for admission to PhD in Finance and Accounting are mentioned in the Admission Requirements section later.

THE PROGRAMME

The programme has a two-year coursework phase followed a dissertation phase, which usually takes about two years. The coursework takes the students through a range of courses, intended to familiarize the participants with the core theoretical foundations, empirical methods, and stylized empirical realities of modern accounting and finance. A student specializing in the Finance & Accounting Area takes wide range of courses including those in the area of his or her specific specialization (Accounting or Finance). A typical course set in the programme is as follows.

First Year Area PhD Core Course

▸ Asset Pricing
▸ Empirical Accounting Research
▸ Foundations of Finance
▸ Seminar Course in Corporate Finance
▸ Empirical Research in Auditing and Corporate Governance

Second Year

(This list is indicative and courses offered may differ)
▸ Banking and Financial Intermediation (Elective)
▸ Seminar Course in Behavioral Finance (Elective)
▸ Seminar Course on Derivatives Pricing (Elective)
▸ Empirical Asset Pricing (Core)
▸ Empirical Accounting Research
▸ Seminar Course in Accounting and Markets (Elective)
▸ Seminar Course in Accounting and Organization (Elective)
▸ Mathematical Finance (Elective)
▸ Corporate Finance in Emerging Markets (Elective)

Third Year

▸ Comprehensive Examination
▸ Dissertation

Fourth Year

▸ Dissertation (continued from third year)

Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2021	**Avijit Bansal** Assistant Professor, IIM Calcutta	Essays on Behavioural Finance
2020	**Balagopal Gopalakrishnan** Assistant Professor, IIM Kozhikode	Essays on Financial Intermediation
2020	**Sudarshan Kumar** Assistant Professor, IIM Kozhikode	Three Essays on Interest Rate Modeling
2019	**Qambar Abidi** IIM Kozhikode	Regulatory Reforms and State Supervised Corporate Bankruptcy Reorganization
2019	**Sakina H. Poonawala**	Essays on Audit Committee and Board Composition
2019	**Sonali Jain** NTPC School of Business, Noida	Studies in Indian Equity Derivatives Markets

HUMAN RESOURCE MANAGEMENT

Chandwani, Rajesh

Faculty
- Agarwal, Promila
- Chandwani, Rajesh (Chairperson)
- Maheshwari, Sunil
- Moses, Aditya
- Sharma, Rajat
- Singh, Manjari
- Tripathi, Neha
- Varkkey, Biju

The Human Resource Management area comprises faculty members having interest in HRM, employee/Industrial relations, governance and human behavior.

Current research interests of the faculty include: Philosophical foundation of HRM, high-performance management, strategic human resource management, future of work, international and cross cultural HRM, performance management, career management, work culture and climates, compensation and rewards, employee engagement, psychology of leadership, Neuro-science of decision making, talent management and leadership development, negotiation and alternate dispute resolution, HR technology, public personnel management, people management in services, management of healthcare systems and hospitals, employment relations, business turnaround, transformation and change, HR function effectiveness, ethics in business, counterproductive work behaviors and risk, corporate social responsibility and employer branding.

The admission requirements for the area are given in the section on Admission Requirements.

THE PROGRAMME

A student specializing in the HRM area takes a wide range of courses, including specific courses designed in the area of specialization. A typical course set in the programme is as follows:

First Year Area Ph.D. Course
- Foundation Course in HRM

Second Year Courses
- Foundations of Research in HRM I
- Foundations of Research in ERM I
- Foundations of Research in HRM II
- Foundations of Research in ERM II
- International Human Resource Management
- Qualitative Methods in HRM

- ‣ Quantitative Techniques in HRM
- ‣ Theoretical Underpinning in HRM
- ‣ Knowledge, Organizational Learning and Innovation
- ‣ Future of Work and Implications of HRM and ER
- ‣ Organizations, High-Performance Work Systems, and Wellbeing: A Theoretical Perspective
- ‣ Ethics and Human Resources Management
- ‣ Research Method – Multilevel Modeling (Using Mplus)

Third Year

- ‣ Comprehensive Examination and Research Proposal

Fourth and Fifth Year

- ‣ Dissertation

Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2021	**Prantika Ray,** Assistant Professor, IIM Kozhikode	In the Pursuit of International Assignment Success: Role of Cultural Intelligence
2021	**Tanvi Mankodi,** Faculty, S P Jain Institute of Management and Research	Workplace Incivility Antecedents and Outcomes: Implications on HR Practices
2017	**Shrihari S Sohani,** Assistant Professor, IIM Indore	Linkages between Human Resource Flexibility, Ambidexterity and Successful Outcomes in the Context of Information Technology Firms
2017	**Jatin Pandey,** Assistant Professor, IIM Kozhikode	Job Performance of Women at Work in Rural India: Job Demands-Resources (JD-R) Perspective
2017	**Jatinder Kumar,** Assistant Professor, XLRI, Jamshedpur	Institutionalization of Ethics at Workplace: Study of Contributory Role of HR & Line Functionaries

5

INFORMATION SYSTEMS

Krishnamoorthy, Srikumar

Faculty
▸ Bose, Indranil
▸ Deodhar, Swanand
▸ Gupta, Samrat

▸ Kandathil, George
▸ Krishnamoorthy, Srikumar (Chairperson)
▸ Majumdar, Adrija

▸ Ranganathan, Kavitha
▸ Setia, Pankaj
▸ Verma, Sanjay

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

The thrust of the area is to stay at the cutting edge of management computing and facilitate development of digitally driven decision-making and organizational capabilities for socio-economic development. Research in decision support systems, expert systems, computer aided instruction, management information systems, algorithm design, developmental informatics, software export, etc. has been an important tool in achieving this objective. Recent research has been in digital strategy, business value of IT, mobile ad-hoc networks, e-Governance, ICT for development, decision support systems, text analytics, social networks, multi-criteria decision analysis, and crowd-based platforms. Some recent research projects are;

▸ Designing and managing enterprise wide digital infrastructure
▸ Design and analysis of algorithms for project management
▸ Object oriented frameworks for parallelized nonlinear optimization
▸ Modeling of supply chain management problems
▸ Frameworks for evaluation of e-Government Projects
▸ Data mining, machines learning and big data analytics
▸ Mining of complex networks and social network analysis
▸ Investigating the dynamics of spread of misinformation and polarization on social media
▸ Frameworks and methodologies for IS teaching and curriculum development
▸ Effectiveness of data visualization constructs
▸ Knowledge management in software and other industries
▸ Open innovation
▸ Internet Governance
▸ Community radio service using mobile ad-hoc networks

- Peer-to-peer data sharing in mobile ad-hoc networks
- Crowd-based and organizational platforms
- Strategic and economic impacts of IT
- IT governance and IT architectures
- Open source software communities

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

A thesis in information systems could be conceptual and a researcher could build on existing literature or develop case studies. While the dissertation need not necessarily use sophisticated technical tools, the topic should be necessarily concerned with information systems. It is essential that a doctoral student should have a good insight into and appreciation for the role of information technology in management and skills for model building and analysis to understand the impact of decisions involved in this area.

In the past, doctoral students have worked in areas like: Multi-mode multiple resource constraints in project scheduling and machine scheduling problems, Study of Indian telecom startup firms in the context of new firm formations, Developing e-Government impact assessment framework, Collaboration in Internet enabled supply chains, Developing and optimizing the distribution model for electronic supply chain management systems in the Indian context, Alliances and partnerships in electronic businesses, Studying the behaviour of buyers and sellers in an e-commerce context, and Developing a framework for evaluating open innovation projects.

THE PROGRAMME

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

First Year
- Networks and Distributed Systems
- Data Structures and Programming
- Database Management Systems
- Systems Analysis and Design

Second Year Courses
(This list is indicative and courses offered may differ)
- Framework for Information Systems
- Organizational Impacts of Information Technologies
- Exploratory Data Visualization
- Data Mining Algorithms and Applications
- Seminar in Online Text and Analysis
- Advances in Network Theoretic Modelling of Complex Systems

Third Year
- Comprehensive Examination
- Dissertation

Fourth Year
- Dissertation

Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2022	**Harshit Kumar Singh** Faculty, IIM Kashipur	Designing for Digital: An insight into the Technological Evolution of Work-from-home in the Contemporary Workplace
2022	**Sharad Sharma** General Manager, RCIL	Factors Influencing the Performance of IS Megaproject in an Emerging Economy: The Freight Operations Information System of the Indian Railways

INNOVATION AND MANAGEMENT IN EDUCATION

Faculty
- Amblee, Naveen
- Chakraverty, Devasmita
- Chand, Vijaya Sherry
- Dongre, Ambrish
- Gupta, Vishal
- Ranganathan, Kavitha
- Sarin, Ankur
- Shukla, Kathan (Chairperson)
- Vohra, Neharika

Shukla, Kathan

The 'Innovation and Management in Education' (IME) stream of IIMA's doctoral programme was launched in 2014, and is offered through the Ravi J. Matthai Centre for Educational Innovation (RJMCEI). The RJMCEI was established in 1991 with an initial mandate to work on institution building and higher education. The RJMCEI now has a robust research agenda built around innovations in education, especially in the public schooling system.

WHAT DOES IME AIM AT?

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

RECENT DOCTORAL WORK IN IME

Doctoral students of the IME programme have worked on some interesting topics in educational innovation. The six completed dissertations are:

- **Dr. Samvet Kuril**: Change in Leadership Behaviour Through Online Professional Development Programs – Contextualizing "Community" based on Identity, Cohesion, and Intentionality

- **Dr. Deepak Maun**: Collaborative Learning in Virtual Space and Learning in the Physical Workplace: The Case of In-service Public School Teachers in India

- **Dr. Prateek Shah**: Media, Cognition and Assemblage Perspectives on ICT in Education: A Three-Part Study in an Early-Adopter Indian School

- **Dr. Ketan Deshmukh**: Determining Effects of Online and Offline Activities on Teacher Self-Efficacy Beliefs in a Web-based Professional Development Programme

- **Dr. Joel Xavier**: Developmentally Effective Experiences in a Graduate Business School and their Role in Self-authorship among Students

- **Dr. Karan Babbar**: Development and Validation of Menstrual Health and Hygiene Scale (MHHS) for Adolescent Girls and their teachers and its association with School Engagement

Ongoing dissertations include:

- **Ankit Saraf**: Peer Mentoring and the Development of Instructional Expertise
- **Anurag Shukla**: Investigating the 'Private' in the Educational Technology Field: Imaginaries and Precarity in Educational Provisioning in India
- **Atima Singh**: Examining the Effects of Gamified Instructional Practice on Students' Academic Outcomes, Learning Motivation and Engagement in India
- **Rubaina Shrivastava**: An Integrated Pedagogical and Curricular Framework for the Foundational Stage: Insights from Enactment of Child-centred Early Childhood Education Policies
- **Shreya Sharma**: The Victimized Teacher: Examining Teacher Victimization in India

For further details please visit: https://www.iima.ac.in/web/areas-and-centres/areas-and-groups/rjmcei/

ADMISSION REQUIREMENTS

The requirements for admission to the doctoral programme in 'Innovation and Management in Education' are mentioned here: https://www.iima.ac.in/phd/admissions. Applicants must have an aptitude for research and inclination to work in education or related sectors.

THE PROGRAMME

Students specializing in Innovation and Management in Education will take a wide range of courses including those in the area of their specialization. Some of the courses offered by the RJMCEI during the first two years of the programme include the following:

- Analyzing and Evaluating Educational Policy
- Applied Quantitative Techniques for Educational Research
- Change and Innovation in Education
- Economics of Education: Empirical Approach
- Education: Theory, Policy and Practice
- Educational Survey Development and Implementation
- How to Motivate Students for Learning?
- Organizational Development and Change in Educational Institutions
- Qualitative Research Methods in Education
- Structural Equation Modeling
- Mixed Methods Research in Education
- Higher Education in India

Third Year
- Comprehensive Examination
- Dissertation

Fourth Year
- Dissertation

Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2021	**Joel Maria Xavier** Faculty, GITAM University	Developmentally Effective Experiences in a Graduate Business School and their Role in Self-Authorship among Students
2021	**Ketan Satish Deshmukh** Project Lead, Husys Consulting Ltd.	Determining Effects of a Web-Based Teachers' Professional Development Programme on Teaching Self-Efficacy Beliefs and Classroom Practice
2020	**Prateek Shah** FLAME University, Assistant Professor	Media, Cognition and Assemblage Perspectives on ICT in Education: A Three-Part Study in an Early-Adopter Indian School

7

MARKETING

Faculty

▸ Amblee, Naveen
▸ Banerjee, Arindam
▸ Borah, Sourav
▸ Chandwani, Rajesh
▸ Deodhar, Swanand
▸ Jaiswal, Anand Kumar

▸ Kapoor, Anuj
▸ Kwak, Hyokjin
▸ Mukherjee, Saral
▸ Mukhopadhyay, Soumya
▸ Roy, Subhadip (Chairperson)
▸ Sahay, Arvind

▸ Sharma, Rajat
▸ Sreekumar, Arun
▸ Subramaniam, Ramanathan
▸ Verma, Sanjay
▸ Vijayalakshmi, Akshaya

Roy, Subhadip

The marketing area at IIMA is a vibrant area and has flourished in all dimensions in the recent years. The faculty in the marketing area has wide range of interests in research and are also active in case writing. The research interests include core marketing topics such as Behavioral Pricing, Brand Management, Neuroscience and Consumer Behavior, Marketing strategy, Market entry strategies, Matching the organization to the market, Pricing and Public Policy, Marketing effectiveness metrics, e-commerce/digital marketing, Marketing Analytics, Relationship between service quality, Behavioral intentions and firms' performance, Understanding and Response to ads, Luxury Marketing, Celebrity Endorsements, and Economics of Consumer Information Search. The faculty are also interested in various cross disciplinary topics such as, Data-mining of Customer response data in Financial Services, Bottom of the pyramid (BOP) Markets, Healthcare Management and Innovation in healthcare, Higher Education, Impact of violence on marketplace interactions, Bayesian Inferences, International Marketing, Network Theory, Food waste management, Game Theory, Discrete Choice Models, Economics of AI and Digitization. Some recent research projects by the area faculty include (but not exhaustive):

▸ Examining Service Profit Chain for Online Retail Store Using Individual Level Data

▸ Shopping Behaviour: A Cross-Country Study

▸ New Product Development Initiatives in India

▸ Examining Service Profit Chain for Online Retail Store Using Individual Level Data

▸ Store Cues and Shopper Values: A Means-End Chain Approach

▸ Place of Origin Effects in Service Quality Perceptions among Indian Consumers

▸ Legal and Ethical Issues in Advertising: A review of Indian Advertisements

▸ Interaction effects between consumers' cognitive load and promotion framing for strong and weak brands

▸ Liberating yet stressful: the paradoxical implications of the use of Mobile Communication Devices by professionals

▸ Managing Emotions: Emotional Labor or Emotional Enrichment

- Use of social media for promotion related messages by Indian Brands
- Impact of bundle forms on change in consumers' Reference Price (IRP) of bundle components
- The effect of counting direction of time on hedonic / utilitarian preferences
- Impact of interaction of primes on consumer behavior
- Comparison of blind and sighted individuals on parameters of memory, preference prediction on detection
- Identifying the Enablers of Reverse Innovation in Emerging Markets
- In depth study of Analytics process development in Indian Organizations - a few cases
- Brand Adoption by Retailers that Serve Customers at the Base of Pyramid
- Turning Around the Business as Well Creating Sustainability
- Legal and Ethical Issues in Indian Advertisements
- Advertising and Promotions in Mobile Platform
- Ordering effect in alphanumeric brand names
- Impact of price framing on quality perceptions
- Impact of Price Regulation on Availability of Pharmaceuticals in India
- Impact of Price Discounts on a Bundle on Reference Price and Purchase of Components
- Building, Sustaining and Managing Brand Relationships
- Pricing Theory: A Neuroscience Perspective
- Cross-Cultural Content Analysis Studies in Advertising
- Parental LOC as an antecedent to parental style

IIMA are the pioneer of case based teaching in India. The legacy has been aptly carried on by the marketing area faculty members. Significant contributions in case research span business and non-business enterprises and encompass almost all areas of marketing management in the Indian context. In the last three years, the marketing area faculty have written more than 35 new cases based on field data. The business contexts covered include information technology, manufacturing, automobiles, e-commerce, retailing, financial services, other services, online recruitment, and media. The decision areas covered by the case studies cover all areas of marketing: consumer behavior, segmentation and targeting, positioning, product, brand, price, advertising, sales promotion, distribution, retail, media, sales management, organization design, and strategy and strategic marketing. Some of the recent case studies published by the Area Faculty include:

- Dealing with the Corona Virus: The Case of the Pharma Industry
- Nestle and Maggi in India: Recovering from a Brand Disaster
- Vardhman Special Steels Limited (VSSL): Growth and Pricing for a Tier 2 Supplier
- Shemaroo: On/Off Where to Draw the Line?
- Case Development on "Paradigm Shift of Apollo Tyres Ltd."
- Samsung Electronics in India: Challenges of Multi-Channel Retailing
- Airtel Zero: Data Pricing, Two Sided Markets Led Business Models and Net Neutrality
- Hippo on Twitter: Tracking Product Stock-outs in Retail Stores:
- The Quest for Gold: Communications Challenge
- GE in India: Changing Healthcare
- Fruitzone India Limited (A) to (D): Consumer Research
- Q-Connect: Reaching Rural Customers with Assam Mobile Theatre
- Selling Sketches (A)-(B)
- ABC Films: Marketing Research on Product Placement (A) to (C)
- Snapdeal: Business Models, Price Discounting and Consumer Behavior in a Nascent Online Market
- UrbanClap: Market Place for On-Demand Services (A)-(B)
- ThatsPersonal: Privacy Delivered
- HSBC: Facilitating Trade Finance using Blockchain
- BART: Sales force and Pricing in B2B markets
- Shivam Finance – Using Fintech to Consolidate and Grow?
- Sterlite Technologies Limited (STL): From Cables to Solution Selling
- Tanishq: Pricing, Retail Selling and Inventory Management of Jewellery
- The Tashkent Files: Disruption by an Indie Film Defying the Film Trade
- Competition in Hyper-Local E-Grocery Space: Tokri.com

As mentioned earlier, the marketing area faculty are actively involved in

research ranging from mainstream marketing to cross-disciplinary research. In the last three years, the area has churned a significant number of papers that feature in FT50 and UTD journals. Some of the recent publications from the area members are listed below:

- Vijayalakshmi, A., Dev, P., & Kulkarni, V. (2022). Domestic workers and sexual harassment in India: Examining preferred response strategies. *World Development*, *155*, 105875. https://doi.org/10.1016/j.worlddev.2022.105875

- Rathi, S., Mohapatra, S., & Sahay, A. (2022). Central bank gold reserves and sovereign credit risk. *Finance Research Letters*, 45. https://doi.org/10.2139/ssrn.3808521

- Sharma, D. P., Pandey, S. K., Gupta, A. K., & Sharma, R. (2022). Prioritizing Servqual Dimensions to Improve Trade Show Performance. *Event Management*, *26*(2), 319–334. https://doi.org/10.3727/152599521x16106577965116

- Mukhopadhyay, S., Kumar, V., Sharma, A., & Chung, T. S. (2022). Impact of review narrativity on sales in a competitive environment. *Production and Operations Management*. https://doi.org/10.1111/poms.13698

- Borah, S. B., Mallapragada, G., Bommaraju, R., Venkatesan, R., & Thongpapanl, N. (2022). Interfirm collaboration and exchange relationships: An agenda for future research. *International Journal of Research in Marketing*, *39*(2), 603–618. https://doi.org/10.1016/j.ijresmar.2021.09.012

- Sharma, A., Soni, M., Borah, S. B., & Haque, T. (2022). From silos to synergies: A systematic review of luxury in marketing research. *Journal of Business Research*, *139*, 893–907. https://doi.org/10.1016/j.jbusres.2021.09.007

- Sharma, A., Kumar, V., Borah, S. B., & Adhikary, A. (2022). Complexity in a multinational enterprise's global supply chain and its international business performance: A bane or a boon? *Journal of International Business Studies*. https://doi.org/10.1057/s41267-021-00497-0

- Mandal, S., Sahay, A., Terron, A., & Mahto, K. (2021). How implicit self-theories and dual-brand personalities enhance word-of-mouth. *European Journal of Marketing*, *55*(5), 1489–1515. https://doi.org/10.1108/ejm-07-2019-0591

- Ali, S., Mathur, A. N., & Jaiswal, A. K. (2021). Antecedents to firm performance during re-internationalization. *Australian Journal of Management*, 031289622110401. https://doi.org/10.1177/03128962211040134

- Viswanathan, M., Umashankar, N., Sreekumar, A., & Goreczny, A. (2021). Marketplace Literacy as a Pathway to a Better World: Evidence from Field Experiments in Low-Access Subsistence Marketplaces. *Journal of Marketing*, *85*(3), 113–129. https://doi.org/10.1177/0022242921998385

- Viswanathan, M., & Sreekumar, A. (2021). How Global Marketing Can Be More Global and More Marketing: A Bottom-Up Perspective from Subsistence Marketplaces. *Journal of Global Marketing*, *34*(4), 282–291. https://doi.org/10.1080/08911762.2021.1890866

- Puzakova, M., & Kwak, H. (2021). Two's Company, Three's a Crowd: The Interplay between Collective versus Solo Anthropomorphic Brand Appeals and Gender. *Journal of Advertising*, 1–21. https://doi.org/10.1080/00913367.2021.1988774

- Talwar, S., Kaur, P., Yadav, R., Sharma, R., & Dhir, A. (2021). Food waste and out-of-home-dining: antecedents and consequents of the decision to take away leftovers after dining at restaurants. *Journal of Sustainable Tourism*, 1–26. https://doi.org/10.1080/09669582.2021.1953512

- Kiran, B. S., & Sharma, R. (2021). Designing and Driving Crowdsourcing Contests in Large Public Service Organizations. *Research-Technology Management*, *64*(3), 48–57. https://doi.org/10.1080/08956308.2021.1891821

- Sharma, R. (2021). Reinventing the Universal Structure of Human Values: Development of a New Holistic Values Scale to Measure Indian Values. *Journal of Human Values*, *27*(2), 175–196. https://doi.org/10.1177/0971685821993945

- Sharma, R., Dhir, A., Talwar, S., & Kaur, P. (2021). Over-ordering and food waste: The use of food delivery apps during a pandemic. *International Journal of Hospitality Management*, *96*, 102977. https://doi.org/10.1016/j.ijhm.2021.102977

ADMISSION CRITERIA

The requirements for admission into the doctoral programme in marketing are the same as the ones mentioned in the Admission Requirement section. While it is not mandatory, prior academic and/or experiential exposure to marketing and related areas would be of some help for aspiring applicants. Successful applicants should show potential for developing abilities to (a) understand and crystallize important and interesting marketing problems, (b) conceptualize

a research plan, (c) implement the research plan, and (d) make original and substantial contribution to the knowledge pool in the domain of their inquiry.

THE PROGRAMME

Student will undertake doctoral level courses from various domains in first year. Students in the marketing area gain a basic understanding of management through undergoing a few courses in the first year with PGP students. In the second year, students build a strong background through taking three different types of courses. Required marketing area courses in the second year provide participants an opportunity to build strong background in quantitative models in marketing, marketing strategy, applications of behavioural sciences in marketing, marketing theory, and marketing management. They are expected to take courses in research methodology such as econometrics, experimental analysis, statistical analysis, and mathematical and applied game theory models in marketing. Participants can gain a broad perspective in the field of marketing management through taking a package of graduate level marketing elective courses in brand management, sales and distribution management, marketing strategy, advertising and sales promotion, retailing, logistics, internet marketing and e-commerce, strategic marketing, and customer based business strategies. In order to complete their requisite credits, a student, in consultation with the faculty, can design the second year course package from the three types of courses.

The broad course designs in marketing in the first year are listed below. (This list is indicative and courses offered may differ.) A typical course work in the second year also is given below.

First Year Area Specified Course
▸ Marketing Strategy

Second Year
(This list is indicative and courses offered may differ.)

▸ Behavioural Science Applications in Marketing
▸ Game Theory and Strategic Behaviour (jointly offered with Economics area)
▸ Qualitative Method
▸ Seminar on Quantitative Models in Marketing
▸ Business Strategies for BOP
▸ Reading Seminar in Marketing Management
▸ Marketing Theories and Contemporary Issues
▸ Neuroscience, Behavioural Theories and Marketing Applications
▸ Learning by Doing Experiments
▸ Seminar on BOP
▸ Seminar on Choice Models in Marketing and Economics

Third Year
▸ Comprehensive Examination
▸ Dissertation

Fourth Year
▸ Dissertation

Some Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2022	**Amogh Kumbargeri** Faculty, IIM Udaipur	Novel Cognitive Consequences of Product Anthropomorphism on Consumer Judgment and Decision Making
2022	**Atul Kumar** Faculty, Ahmedabad University	Individual Choice Decisions for Joint Consumption in Close Relationships: The Roles of Attachment Security and Relationship Power
2022	**Rashmi Kumari** IIM Amritsar	Essays on Consumers' Responses to Retail Promotions
2021	**Arpita Pandey** Assistant Professor, IIM Bangalore	All for a Good Cause: A Study of Placement of Cause Marketing Advertisements in Consumer Online Decision Journey

⑧ ORGANIZATIONAL BEHAVIOUR

Noronha, Ernesto

Faculty
- D'Cruz, Premilla
- Gopakumar, K.V.
- Gupta, Parvinder
- Gupta, Vishal

- Kandathil, George
- Khokle, Pradyumana
- Nandkeolyar, Amit K.
- Noronha, Ernesto (Chairperson)

- Sharda, Kirti
- Vohra, Neharika

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

- Alternative ways of organizing
- Cross-cultural issues
- Diversity and inclusion at the workplace
- Leadership
- Organization citizenship behaviour

- Organizational commitment and psychological well-being
- Organizational sense making
- Team work
- Technology, power, and work
- Transformation of organization and industry
- Work-family issues

If students have an interest to apply their knowledge in their basic discipline such as psychology sociology, economics or political science to the organizational context, research in OB will allow them to do so. It is not necessary for candidates to have an MBA degree, or a degree in psychology or sociology, to do a Ph.D. in the area. Rather, students from diverse disciplines are encouraged to apply for the doctoral programme in OB.

THE PROGRAMME

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

First Year Courses
- Micro OB I
- Organizational Structure and Processes

Second Year Courses
(This list is indicative and courses offered may differ)

- Micro OB II
- Organization Theory and its Social Context
- Structural Equation Modeling

- Methods of Qualitative Research: Gathering and Analysing Data
- Research Approaches within Organizational Behaviour
- Crafting and Publishing of Research
- Advanced Topics in Quantitative Social Science Research

Third Year
- Comprehensive examination
- Dissertation

Fourth Year
- Dissertation

Some Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2021	**Muneeb Ul Lateef Banday** Faculty, Goa Institute of Management	Governing Subjectivities: Investigating Employment Relations in the Indian Information Technology (IT) Sector
2021	**Rajeshwari Chennangodu** Assistant Professor, IIM Kozhikode	Performing Eating Out: Organizing Food-Spaces and 'New' Forms of Working
2021	**Saikat Chakraborty**	Redefining Dignity in the Context of Precarity: Indian Security Guards' Interface with their Clients, Suppliers and Unions
2021	**Vedant Dev** Faculty, Ahmedabad University	Incentive Effects of Pay for Performance on Employee Motivation, Performance and Well-Being: A Self-Determination Perspective
2019	**Nidhi Mishra** Assistant Professor, IIM Bodh Gaya	The Trajectory of Forgiveness in Workplace Bullying: A Hermeneutic Phenomenological Study of Target Coping
2019	**Shiva Kakkar** Assistant Professor, Goa Institute of Management	The Influence of Perception of Performance Management System and Regulatory Focus on Work Engagement

9

PRODUCTION AND QUANTITATIVE METHODS

Sriram, Karthik

Faculty

- Bhadra, Dhiman
- Ganesh, Maya
- Ghosh, Diptesh
- Jayaswal, Sachin

- Laha, Arnab K
- Mukherjee, Saral
- Roy, Debjit
- Sankaranarayanan, Sriram

- Sinha, Ankur
- Soman, Chetan A
- Sriram, Karthik (Chairperson)
- Venkateshan, Prahalad

The Production and Quantitative Methods (P&QM) area offers courses on Operations management, Operations research, and Statistics. Doctoral students in the area are required to be proficient in all the three areas while developing advanced level skills in at least one of the three. The area offers doctoral level courses in mathematical programming, statistics, stochastic processes, operations management, technology management, modelling and contemporary manufacturing methods and techniques.

Faculty research interests in Operations management are on strategic or operational issues related to manufacturing and service planning, supply chain coordination, shop floor scheduling and improving productivity of plant operations, design of operations, technological change and innovation, R&D capabilities, economics of flexible operations and process planning. In operations research, faculty interests include linear and integer programming, large scale optimization, combinatorial optimization, revenue management and network optimization. Interest in this area is both in modeling as well as in development of algorithms and heuristics for such problems. Typical application areas for research include finance, logistics, and the process industry. Faculty research interests in statistics are modeling discrete and

financial data, survey sampling, finite population inference, biostatistics, longitudinal and survival analysis, Bayesian inference, reliability analysis, time series analysis, statistical genetics, directional statistics, functional data analysis and stochastic processes.

THE PROGRAMME

First and Second Years

During the two-year coursework phase, students take a wide range of courses, including those in their area of specialization and other management areas.

Area students are required to take course work of 5.5 credits of core courses in the first two years. In addition to this, 8.5 credits of Ph.D. core courses, 10.5 credits worth of Area courses (Area Elective + Project Course/Special Topic Course + Other Area Core/Elective + Ph.D. Electives) and 6 credits of PGP Courses are required over entire course work.

An indicative list of electives that students can choose from is given in the next section.

Third Year and later

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

First Year & Second Year Area Ph.D. Core Course

▶ Linear Algebra
▶ Operations Research
▶ Advanced Probability for Management
▶ Classical Operations Management

Second Year Elective Courses

(This list is indicative and courses offered may differ)
▶ Algorithms on Graphs and Networks
▶ Applied Multivariate Analysis
▶ Applied Regression Analysis
▶ Applied Statistical Inference
▶ Approximate Methods in Solving Real World Complexities
▶ Auctions, coalitions, and competition – a computational perspective
▶ Bayesian Methodology for Business Research

▶ Convexity & Optimization
▶ Game Theory for Operations Management
▶ Graph Theory
▶ Large Scale Optimization
▶ Mathematical Modelling for Integer Program & Theory of Valid Inequalities
▶ Non-linear Optimization
▶ Problem Solving With Heuristics
▶ Queuing Models
▶ Revenue Management and Dynamic Pricing
▶ Real Analysis
▶ Readings in Computational Game Theory
▶ Statistics II
▶ Stochastic Processes
▶ Systems Analysis and Simulation
▶ Survey of Statistical Methods Used in Management Research
▶ Time Series Analysis

Third Year

▶ Comprehensive examination
▶ Dissertation

Fourth Year

▶ Dissertation

Some Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2022	**Shikha Verma** Data Scientist, PayPal	Real-Time Analytics for Intelligent Systems
2022	**Suyog Nigudkar** Research Assistant, IIM Ahmedabad	Exact Methods for Solving Linear and Nonlinear Max-Min Problems
2022	**Vishal Bansal** Assistant Professor, IIM Calcutta	Stochastic Models for Omnichannel Retail Order Fulfillment
2021	**Richa Tiwari** Research Scientist II, Amazon	Competitive Hub Location Problem
2020	**Arulanantha Prabu P M** IIM Ranchi, Assistant Professor.	Decision Models for E-hailing Taxi Platforms

10

PUBLIC SYSTEMS GROUP

Chakrabarti, Sandip

Faculty
- Chakrabarti, Sandip (Chairperson)
- Chandwani, Rajesh
- Dongre, Ambrish
- Garg, Amit
- Maheshwari, Sunil
- Mathur, Navdeep
- Narayanaswami, Sundaravalli
- Pandey, Ajay
- Rai, Rajnish
- Sahay, Arvind
- Sarin, Ankur
- Sugathan, Anish
- Turaga, Rama Mohana R

The Public Systems Group (PSG) at IIMA is the oldest academic group in the country dedicated to working on public policy and governance systems. The group undertakes cutting edge research, offers contemporary courses, conducts training modules, and provides expert advisory and consultancy on public policy, strategic management, governance, and administration.

The focus of the group is to promote research backed by strong theoretical foundation to gain scholarly understanding of social and political processes that underpin policymaking and to develop impactful solutions for addressing issues on planning, operations and management of public systems that are fundamental to the society. The group is multi-disciplinary in nature with expertise in public policy and administration, management science, social and behavioral science, and humanities.

Current research interests of the faculty include energy and climate change, environmental studies, corporate sustainability, social policy, urban planning and management, public finance, education policy, transportation planning and policy, ICT in transport systems and infrastructure, smart cities, community development, marketing of public services, impact assessments, hospital and health systems, telecommunications policy, public management, and democratic governance.

Current and recent faculty research projects cover the following themes:

ENERGY AND THE ENVIRONMENT:

- Peer to Peer Power Trading using Block Chain
- Grid Responsive Buildings
- Energy and Mass Exchange in Vegetative Systems
- Assessment of CO_2 Capture and Storage Potential
- Electronic Waste Management
- Environmental Impact Assessment
- Natural Resource Access and Equity
- Thermal Power Policy

SOCIAL POLICY, ENTREPRENEURSHIP AND INNOVATION, AND URBAN DEVELOPMENT:

▸ Social Entrepreneurship
▸ Corporate Social Responsibility and Irresponsibility
▸ Innovation in Small and Medium Industries
▸ Innovations in Higher Education
▸ Right to Education
▸ Gender and Social Justice
▸ Social Protection Policies for Children
▸ Developmental Participatory Theatre
▸ Globalization, Social Movements and Public Participation
▸ Accountability Mechanisms in Social Policy
▸ Remote Sensing for Integrated Land Use, Water and Energy Management
▸ Development-Induced Displacement and Rehabilitation
▸ Housing Policy, Transit-Oriented Development

TRANSPORTATION AND TELECOMMUNICATIONS:

▸ PPPs in Infrastructure and Transportation
▸ Urban Transportation Planning, Management and Policy
▸ High Speed Rail Development
▸ Trucking Policy, Urban Freight
▸ Pricing in Urban Transport Systems
▸ Agent Based Transport Modeling and Analysis
▸ Transportation Operations Modelling

▸ Automation of Transportation Operations
▸ Electric Vehicles
▸ Impact Evaluation of Transport Investments and Policies
▸ Travel Behavior Analysis
▸ Travel and Traffic Surveys
▸ Intelligent Transportation Systems
▸ Public Transport and Non-Motorized Transportation Planning

HEALTHCARE MANAGEMENT:

▸ Hospital Management
▸ Frontline Work in Healthcare
▸ IT and Digital Innovation in Healthcare
▸ Hospital Disaster Management
▸ Service Quality in Healthcare
▸ Healthcare for Marginalized Communities
▸ Health Behaviours

Research work of faculty members is published in highly-acclaimed international and national journals based on high quality collaborative research projects between academics and practicing managers/policy makers; our course material is drawn from original case studies from 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.

THE PROGRAMME

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

First Year Area Ph.D. Core Courses

▸ Public Policy
▸ Methods for Policy Analysis and Research

Second Year Area Ph.D. Core Courses

▸ Public Finance
▸ Public Management

Ph.D. Elective Courses

(This list is indicative and the courses offered may change from year to year)

▸ Energy and Environment Policy
▸ Interpretive Research Methods
▸ OR Applications in Public Systems
▸ Public Policy Instruments for Environmental Management
▸ Public Policy and Economics of the Transport Sector
▸ Quantitative Methods for Causal Inference in Social Policy
▸ The Indian State, Citizenship, Quests for Solidarity Justice: An Institutional and Organizational Theory Perspective

Third Year

▸ Comprehensive Examination
▸ Dissertation

Fourth Year

▸ Dissertation

Some Recent Thesis Titles and Placement of Students

Year	Name Placement/Current Organization	Thesis
2022	**Advaita Rajendra** Assistant Professor, O.P. Jindal University, Sonipat	Governing by (in)visibilising: A Case of Waste Materials, Infrastructure and Work
2022	**Anukriti Dixit** Postdoctoral Scholar, University of Bern	Governing through Problems: Public Policies as Discursive Practices
2022	**Omkar S Patange** Research Scholar, International Institute of Applied Systems Analysis (IIASA), Austria	Mitigation Strategies for Transitioning towards 'Net-Zero' Emissions from Energy Systems
2021	**Vanita Singh** Consultant, Digital Health Policy, The George Institute for Global Health India Office, New Delhi	Implications of Delivering Healthcare through Strategic Partnerships under Publicly Funded Health Insurance Schemes: Analysis of Equity in Access, Demand for Health Services and Quality of Care in Indian Context
2020	**Arpit Shah** Assistant Professor, IIM Bangalore	Urban Land Use and the Heat Island Effect
2020	**Dipti Gupta** Visiting Assistant Professor, IIM Lucknow	Aligning Decarbonization of Energy Systems and Sustainable Development in India: Synergies and Tradeoffs
2020	**Harsh Mittal**	Spatial Topology of Urban Policy Assemblage: A Post-Structuralist Analysis of making of India's Smart Cities

STRATEGY
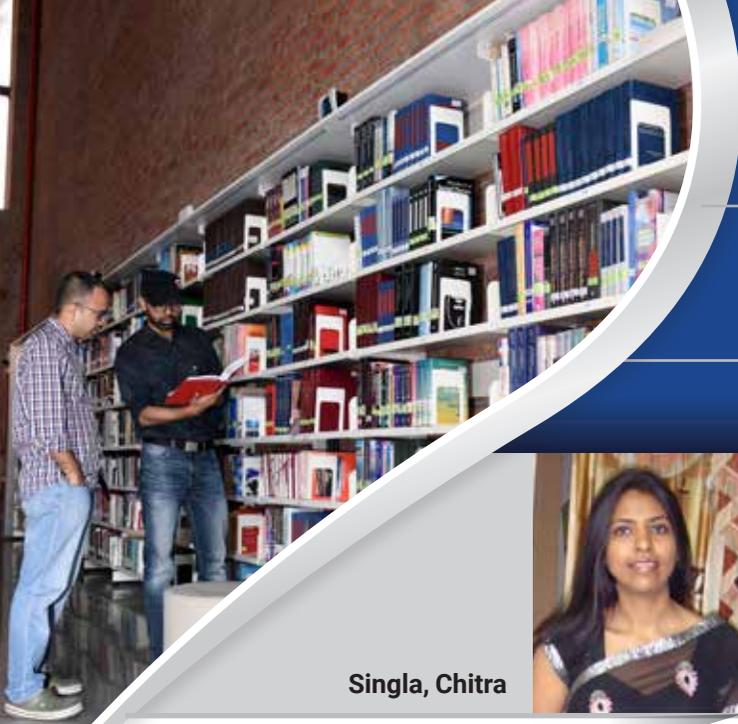
Faculties

- Agarwal, Anurag K.
- Agarwal, Promila
- Fuad, Mohammad
- Karna, Amit
- Kaul, Asha
- Maheshwari, Sunil
- Pathak, Akhileshwar
- Pingali, Viswanath
- Ram Mohan, M.P.
- Setia, Pankaj
- Sharma, Sunil
- Singla, Chitra (Chairperson)
- Sud, Mukesh
- Sugathan, Anish
- Varshney, Mayank

Singla, Chitra

The focus of research, teaching and advisory services of the Strategy area lies in issues of corporate and competitive strategy, entrepreneurship, innovation, international business, and legal aspects of business. The area faculty have investigated organizational response to changes in the economic environment of business, management and analysis of competitive forces, business growth and diversification, mergers and acquisitions, turnaround strategies, innovations and technology management, design of cross-border value chains and constellations, governance, competitiveness and international economic relations, issues in intellectual property and contract management. The context for area's activities spans large public and private enterprises, startups, small and medium enterprises and family owned organizations.

Some of the recent research projects have been:

- Co-evolution of capabilities in cross-border collaborations
- Management of Innovations and Technology
- Commercialization of Traditional Knowledge based Technologies by Small Entrepreneurs: An Exploration of Strategic and Policy Options

- Corporate Governance for Shareholder Value
- The Business Logic of Dotcom Businesses
- Strategies of Family Owned Companies
- Strategic and Organizational Contexts for Innovations in the Software Sector
- Taking Charge and Reshaping Corporations
- Governance of institutions
- Issues at the Strategic Leadership Interfaces
- Understanding Dynamic Capabilities
- Understanding Power structure of Top Management Team
- Drivers of Cross-Border M&As
- ESG performance of Indian firms

The Doctoral programme of the area develops knowledge, skills and attitudes in students that would enable them to pursue rewarding academic careers in strategic management, international business, and corporate governance. Although the requirements for admission to the programme are same as

mentioned in the Admission Requirements section, candidates entering this area would benefit from work experience in an organization for at least two years.

THE PROGRAMME

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

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

First and Second Year Area PhD Courses

Compulsory courses
▸ Foundations of International Strategic Management
▸ Research Methods in Strategy
▸ Strategic Management-I and II

▸ Strategy and Innovation

Elective courses
(This list is indicative and courses offered may differ)

▸ Advanced Strategy & Innovation
▸ Corporate Governance
▸ Economics of Strategy
▸ Institutions and Firm Strategy
▸ Mergers & Acquisitions
▸ Seminar on Entrepreneurship
▸ Strategic Alliances
▸ Strategic Management and Psychology

Third Year
▸ Comprehensive Examination
▸ Dissertation

Fourth and Fifth Year
▸ Dissertation

Some Recent Thesis Titles and Placement of students

Year	Name Placement/Current Organization	Thesis
2022	**Mayank Aggarwal** Faculty, Ahmedabad University	Markets, Home Country Ecosystem Partners & Value Creation: A Study of Indian Pharmaceutical Industry
2022	**Punyashlok Dwibedy** Assistant Professor, IIM Indore	Unbundling Innovation Strategies: Firms' Technological Choices and Complementarities-in-performance of Innovation Inputs and Outputs across Developing Countries
2021	**Saikat Banerjee** Faculty, Institute of Management Technology Hyderabad	Examining Entrepreneurial Orientation from the Lens of CEO Characteristics
2021	**Saneesh Edacherian** Assistant Professor, IIM Amritsar	Three Essays on Diversity in Multiple Levels of Strategic Leadership
2020	**Nycil George** Assistant Professor, IIM Kozhikode	Firm Aspirations, Resource Orchestration and Performance: A Study of Indian Firms

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 https://library.iima.ac.in/ is linked to various online databases that are available from any networked computing device within the library and the institute. VSL has also developed an android app for accessing its resources through mobiles. The library spares no efforts to fulfill its mission by selecting, acquiring, organizing, retrieving, 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 2021-22	Items as on 31.03.2022
1	Books	1205	204932
2	Bound Volumes of Periodicals	321	47918
3	Working Papers	58	2602
4	Thesis	29	421
5	Project Reports	525	2693
6	CDs / DVDs	24	2595
7	Current Subscription to Journals	30337 (e-journals) and 142 (print journals)	
8	News Papers subscribed	14	

e-Resources

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

Company & Industry:

ACE Equity (Standalone), ACE Knowledge & Research Portal (Online), ACE Mutual Fund (Standalone), AdAge, Audit+Compliance, Bloomberg Lab, Capitaline AWS, CMIE First Source, CMIE Industry Outlook, CMIE PACE, CMIE Prowess dx, CMIE ProwessIQ, Compustat Executive Compensation (Execucomp), Compustat North America, Corporate Social Responsibility, CRISIL Research, CRSP Mutual Funds, CRSP Stock/Security, Dion INSIGHT, EMIS (Professional), Euromonitor Passport, Factset Revere - Relationship Data, Frost & Sullivan Growth Partnership Services, IiAS Adrian, Indian Boards, Infraline - Coal Sector, Infraline - Oil & Gas Sector, Infraline - Power Sector, Institutional Shareholder Services (ISS), MarketLine Advantage, NASSCOM, Refinitiv Eikon

(Standalone), Refinitiv Institutional (13F) Holdings, Refinitiv LoanConnector (LPC), Refinitiv SDC - Joint Venture (Standalone), S&P Global Database (MI Platform) - FIG & Real Estate, SeekEdgar, Statista, TRACE - Corporate Bond Transaction Data, UCLA-LoPucki Bankruptcy Research Database, Venture Intelligence (M & A Deal Database), Venture Intelligence (Private Equity Deal Database), Venture Intelligence (Real Estate Deal Database), WARC (World Advertising Research Center), WRDS.

Economics & Statistics:

CEIC database, CMIE CapEx, CMIE CapEx dx, CMIE Commodities, CMIE Consumer Pyramids dx, CMIE Economic Outlook, CMIE Industry Outlook, CMIE States of India, CMIE Trade dx, Country Data Online (CDO), Datastream - Incorporating WorldScope (Standalone), District Metrics, DSI Data Service & Information, EPWRF India Time Series, IndiaStat.com, Institute for Studies in Industrial Development (ISID), MICA Indian Marketing Intelligence, Nielsen and Nielsen IQ Marketing Data, OECD & IEA Statistics

Datasets:

Administrative boundary database, ASI Unit level data (1974-2016), CDP Global Dataset, Census of India (1991, 2001 & 2011), CounterPoint Mobile Handset Data (India & Bangladesh) (India from January 2017 to May 2018 & Bangladesh from January 2016 to March 2018), Daily Rainfall Data (1975 - 2006 & 2012), Daily Surface Data (2004 - 2011), DGCIS monthly time series data (January 2002 to August 2017), District GDP of India (2001-2002 to 2015-2016), District GVA of India (2011-2022 to 2019-2020), District Wise Monthly Rainfall Data (1901-2010), IEA dataset (CO2 Emissions from Fuel Combustion) 1994, 2000, 2005 to 2007, 2009 to 2014, IMS AntiTB Molecule data (Mar 2010 Feb 2014), India Administrative Districts maps with PCA attribute data (Census 1991, 2001, 2011), IQVIA Medical Audit database (2003-2017), Meteorological Data (Ahmedabad & Gandhinagar 2014-2016), Monthly Surface Data (1961-2014), National Stock Exchange Data (NSE) - CM & FAO (1999 - May 2021), NSS Data (Round No 51-73) (1994-2016).

Legal:

AIR (All India Reporter) (Standalone), Derwent Innovation, HeinOnline (SCC Online), Kluwer Arbitration Law, LexisNexis Academic, SCC Online, Westlaw (Including INDLAW).

Research Support Tools/Databases:

Avoiding Plagiarism (Online Course), EBSCO American Doctoral Dissertations, 1933 - 1955, EBSCO Research Starters - Business, Emerald eCases, Grammarly, Oxford Bibliographies, ProQuest Dissertations & Theses, Sage Research Methods Online, The New Palgrave Dictionary of Economics, Web of Science, WRDS - Python (JupyterHub), WRDS - R Studio, WRDS - SAS Studio.

News Papers & Magazines:

Business Standard Newspaper (1997 onwards), EBSCO Newswires, EBSCO Regional Business News, Economic and Political Weekly, ET Prime, FT.com, India Business Insight Database (IBID), Magzter, New York Times/ NYTimes.com, Pressreader.com, ProQuest ABI/INFORM, Science Online, Scientific American, The Caravan Magazine, The Economist (1997 onwards), Wall Street Journal.

Archival Collection:

CLOCKSS, FT Archive (1888-2016), Making of the Modern World, ProQuest Times of India Archive (from 1838 - 2010), South Asia Archive, The Economist - Historical Archive 1843-2015.

eBooks:

Business Expert Press eBooks (2009-2018), EBSCO eBooks collection, Emerald eBooks, IMF eLibrary, OECD iLibrary (Books, Papers & Statistics), Other eBooks, OUP eBooks Oxford Handbooks (Economics and Finance - Online), ProQuest eBook Central (ebrary: Academic Complete), Risk. Net eBooks, Sage eBooks, Taylor & Francis eBook, World Bank eLibrary, World eBook Library.

e-Journals:

Academic Search Premier, ACM Digital Library, American Economic Association(AEA), Annual Review, ASCE (American Society of Civil Engineers), Association for Information System (AIS), Business Source Ultimate, Cambridge University Press, Coronavirus Research Database, Emerald Insight, Expert Insights Article, IEEE Xplore (ASPP + POP), IGI Global, IndianJournals.com, INFORMS PubsOnline, Journal of Derivatives, JSTOR, Nature: International Weekly Journal of Science, Neuroleadership Journal, Oxford University Press, Project MUSE, ProQuest ABI/INFORM, ProQuest EconLit, ProQuest PsycARTICLES, Risk.Net (Premium), SAGE Journals, Science Direct (Elsevier), Springer, Taylor and Francis, University of Chicago Press Journals, Wiley online (Including HSS collection).

Others:

Encyclopaedia Britannica, Films on Demand, Finshots (Free for IIMA), Indian Economy & Business Analysis, Power Lingo Fx25 (Standalone), Sprinklr (Free Research Tool for IIMA), The KEN., The Morning Context.

Specialized Search Tools:

EBSCO Discovery, EBSCO A to Z and RemoteXs 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
- E-Book Reader Lending Service
- Book Drop Box Facility
- 3D Printer Facility
- Topical Book Display
- Online Chat Facility

- JAWS Talking Software and SARA CE Book Scanner for Visually impaired
- KIBO Software for Visually Impaired
- Library VR Application
- KIOSK for Self-Issue/ Return/ Renew of Books

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 21,000 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.

Faculty and students can access a large number of online journals and digital resources through the digital library maintained and subscribed by the IIMA.

COMPUTER CENTRE @ IIMA

IT services and projects at IIMA are managed through Computer Centre. The Computer Centre is governed by governed by Computer Services Committee and headed by General Manager – ICT.

TEAM

CSC	Computer Services Committee
WA	Web App Team
AS	Application Support Team (including Moodle)
NW	Networking Team Including IT Security
DC	Data Center Team
SAP	SAP S/4 HANA
CCS	Computer Center Support (IT Help Desk Team)
AV	Audio Visual Team
TC	Telecom Support – IP Telephone System
ITO	IT Office Administration
MS	Media Services - for Virtual / On-Line classes
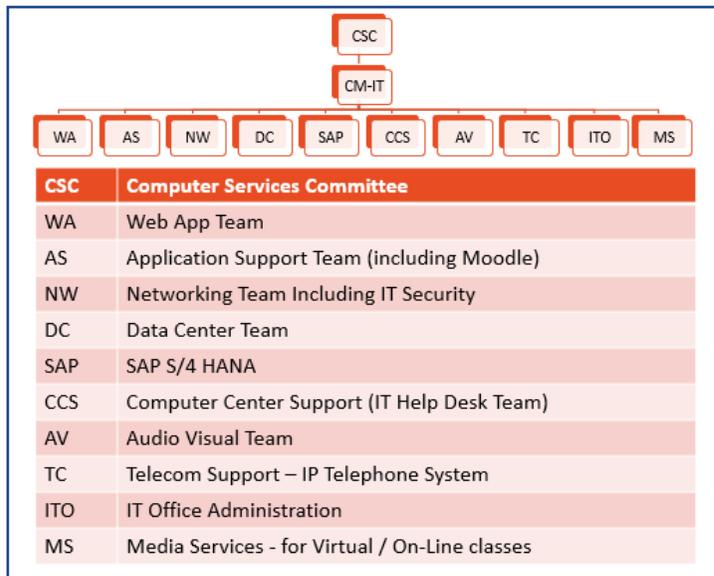
Computer Services Committee also defines the IT policies and procedures and update them periodically.

INFRASTRUCTURE

Computer Centre has well built up infrastructure and continue to upgrade it with focus on high availability, scalability, mobility, security, performance, automation, lower TCO and ease of management. The goal is to create digitally smart campus where applications/information can be run/accessed securely 24 x7 from anywhere and from any device at an acceptable speed and where all campus resources can be used optimally with use of latest tools & technologies.

IIMA has the state-of-the-art tier-2 Data enter facility from APC Schneider where computing, networking and telecom infrastructure is hosted along with associated administrative & academic applications ranging from ERP (SAP) to LMS (Moodle).

Instead of going for traditional three-tier architecture which is expensive to build, complex to operate, and difficult to scale, Computer Centre has opted for Hyper Converged Infrastructure to decrease data center complexity and increase scalability. This is built on using VMWare's VSAN technology on HP Servers with Veeam software as a backup platform.

All buildings, including the hostels, faculty blocks, academic blocks, computer center and library at IIMA are connected through a Gigabit Ethernet-Switched network. Computer Centre has recently upgraded network backbone to 10Gbps/40Gbps by laying single mode fiber.

The local area network (LAN) is built using 3-layer architecture – Access layer, Distribution layer and Core Layer. LAN security is enhanced using virtual LAN methodology. Both Wired and Wi Fi infrastructure across the campus is upgraded very recently by deploying 115+ SDN ready Cisco network switches and 1150+ 802.11ac Wi Fi access points from Cisco to ensure high throughput and maximum coverage. All critical network (Wired and Wi Fi) components are in High Availability (HA) setup.

The Wired & Wi Fi Devices authentication (AAA), guest portal and end user devices security compliance is managed using Cisco ISE. Entire network is monitored & managed through single window using network management software - Cisco Prime. Perimeter level security is managed through next generation firewall from Fortinet. The endpoints and servers are further secured by deploying antivirus software/updates, windows updates and security patches as per defined automated process. Computer Centre has also ensured to have standard environment across the campus (example: Win 10 as OS on all end user devices) for ease of management. Computer Centre also shares Do's and Don'ts to take care of IT security.

IIMA has total internet backbone of 1 Gbps through different ISPs. In addition to this IIMA also has 1 Gbps link from NKN (National Knowledge Network).

Computer Centre has setup very recently HPC Lab to carry out research & academic activities. The lab is built using HP high-end servers, storage & InfiniBand Network along with required software components as IIMA's private cloud infrastructure. SAND BOX Server facilities are available in this private HPC cloud for research students on exclusive basis, to do data experiments.

Computer Centre has identified SAP S/4 HANA as ERP application platform and decided to go for On-Premise option after evaluating of both Cloud and On-Premise options. IIMA has put up TDI based SAP infrastructure. The solution components are HP servers, SAN Switches, SAN storage, Veeam as a backup platform, VMWare as a virtualization platform & SUSE Enterprise Linux as an Operating system. The total solution is configured considering "High Availability".

In a first phase of implementation, SAP modules namely FICO, MM, HCM, CRM (Incidence Management), TRM, BPC and PS have been implemented. The SLCM, REM and CRM modules will be part of the second phase and in progress.

SAP implementation will help IIMA to do process automation and move towards "less paper" office along with resource optimization and productivity improvements

Computer Centre upgraded analog telephony infrastructure with state-of-the-art technology in Unified Communications from Avaya. Vodafone will provide the SIP Trunk services. The new technology has brought in the integration of all communication channels like chat, voice, video, web, etc., and keeps them in one place. This means instead of choosing different tools, institute users can only use one medium for different communication needs though single user interface saving a considerable amount of time and resources. This technology has opened new channels of collaboration to IIMA community members.

Many departments, who does promotional and marketing activities, use bulk Mail Solution deployed by Computer Centre.

SOFTWARE FACILITIES
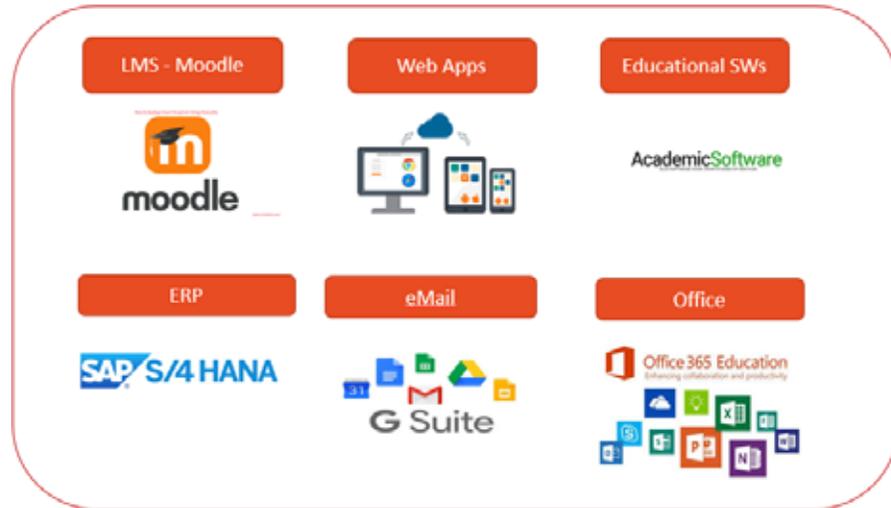
Computer Centre has taken approach to have hybrid model while hosting applications. IIMA has put up some applications like email (Google Suite), Institute Web Site and few other institute apps on cloud. IIMA may put up SAP DR Site on cloud in near future.

All classrooms are networked and equipped with a projector, a PC, and a DVD player. Some of the classrooms are equipped with video conferencing facility as well. A fully equipped computer classroom is also available in the computer center where on-line computer based training can be imparted. Video Conferencing facility is also provided in placement offices so that companies can screen students remotely.

The Learning Management System used at IIMA is Moodle. Moodle is used for sharing study material by faculties, online submission of assignments, online Quiz/exams, discussion forums (Course Specific)) and assessment Integrated with Anti- Plagiarism software.

IIMA also imparts education through Distance Learning and E Learning modes. IIMA has set up high-definition video-conferencing systems through partners for lecture recording, archiving, and web streaming.

Computer Centre has developed many academic and administrative applications in house preferably on LAMP platform while some through software vendors.

IIMA provides software to faculty members for their academic and research work.

SUPPORT SERVICES

Computer Centre has centralized helpdesk where end users can log IT related incidents/requests over phone or email or through web interface to get technical support. Helps desk then assigns call to right engineer if not resolved at Helpdesk itself, track it till its closure and then update user accordingly. Entire process is based on ITIL Methodology.

Computer Centre has hybrid IT services model. IIMA has outsourced some of the non-critical services, while managing critical support functions directly through internal team. However, Computer Centre has SLA driven support contracts with respective OEMs and service providers in all cases.

LIFE ON CAMPUS

The main campus houses the academic complex including the doctoral programme office, most of the faculty housing facilities, eighteen student dormitories, the library, and a sports complex.

The new campus has seventeen additional dormitories for students, family accommodation for married students, and a classroom complex.

A new state-of-the-art sports complex is also coming up in the new campus.

LIFE ON CAMPUS

Decision to join a long-duration program and to live in a campus might be a challenging task for the family. However, the IIMA campus ecosystem and the cooperation from the Ph.D. community will make the transition less taxing.

ACCOMMODATION

All Ph.D. students are provided with free accommodation on campus during the first part of the programme, i.e. the first three years or till the end of the comprehensive examination (whichever is earlier). Unmarried Ph.D. students stay in one of the new dormitories with spacious rooms, an attached bathroom, and ample storage space. The married students are provided a spacious 1-BHK accommodation (based on availability) complete with all furniture including beds, table, chairs, study table, cupboards, and a dining table. The kitchen comes equipped with piped gas supply and a gas stove. Campus has 24X7 electricity and water supply and a high speed WiFi connection. A bank and post office are also located within the campus premises.

HEALTHCARE

IIMA values the health of its community members. All Ph.D. students are covered under institute's group insurance facility. The institute has a dispensary with full-time residential doctors and an ambulance is parked 24*7 at the old campus. Referrals to specialists at leading hospitals are also made available as and when needed. A medical store is also located inside the campus. Both heritage and new campuses have well-equipped gyms, which can be used by the family members.

CHILDCARE

The campus has reputed schools in its vicinity, where admission has to be sought individually. It also has a professionally-maintained crèche, the benefits of which can be availed by residents of campus at a nominal rate. The safe and secure campus houses well maintained indoor and outdoor sports facilities which can be availed by children of Ph.D. students at a nominal rate.

PROFESSIONAL OPPORTUNITIES

Ahmedabad is a fast growing city that offers interesting career opportunities. It is a hub of industrial activity in Western India and is home to several renowned institutions of higher education. The city provides opportunities for spouses of students to work. Additionally, the family members can explore opportunities within the campus in various centres and administrative departments.

ACTIVITIES AND AMENITIES

The campus has a diverse population from all states of India and several festivals are celebrated with fervor round the year. The student body organizes various events including cultural festivals, plays, dance and singing events, movie screening, food festival etc. There are more than 45 clubs run by students that organize a wide range of events round the year. The research seminars, Annul lectures and informal debates enrich the academic environment. Several activities, except those specifically related to courses, are open to the entire Ph.D. community including family members. The family members also get access to the huge library collection and all the sports facilities. There are more than 5 food joints within campus with facility for room delivery and many of them stay open till 4AM. The Ph.D. community also conducts and encourages initiatives such as family dinners and get-togethers that promote healthy interaction among the members of Ph.D. community.

ADMISSION & FINANCIAL AID

The IIMA Ph.D. Program welcomes individuals with a solid academic foundation, a high level of motivation, and the intellectual curiosity to do innovative research. The curriculum prepares students for careers in academia and industrial research.

Candidates may submit applications for the following areas of high levels of specialization: (1) Agriculture (2) Economics (3) Finance & Accounting (4) Human Resource Management (5) Information Systems (6) Innovation and Management in Education (7) Marketing (8) Organizational Behavior (9) Production and Quantitative Methods (10) Public Systems and (11) Strategy.

Students spend an average of four to five years in the programme, which includes two years of intensive coursework. Beginning with the first term, students take advanced Ph.D. level courses in their area of high levels of specialization, as well as some suggested Post Graduate Programme (PGP) courses that provide a comprehensive management overview and develop fundamental skills for analysing managerial issues. After completing the coursework, students must pass an Area Comprehensive Examination to demonstrate that they have attained a high level of expertise in their area of high levels of specialization. Students then work on their doctoral dissertations. It is intended that these dissertations will make original contributions to an area of management or one of management's parent disciplines.

Students admitted to the programme get a comprehensive fellowship that covers all expenses and provides for living expenses. IIMA has excellent computing facilities, library, and faculty resources. IIMA faculty members actively publish in scholarly journals and advise with businesses and governments in and out of the country. Case writing and related research are actively pursued by the faculty and students.

The Ph.D. Programme places its graduates in teaching, research, and consulting roles with world class organizations. A total of 422 doctoral students have graduated from IIMA so far.

BASIC ELIGIBILITY CRITERIA:

Candidates must possess-

A Master's Degree or Two-year Post Graduate Diploma (obtained after completing a bachelor's degree with 55% marks or equivalent) or a 5-year Integrated Master's Degree (obtained after completing higher secondary school in the 10+2 pattern) in any field with 55% marks or equivalent.

(OR)

Professional qualification - CA, CS, CMA (with a minimum of 50% marks) in addition to a bachelor's degree (with at least 55% marks).

(OR)

A four-year / eight-semester Bachelor's degree with a minimum CGPA of 6.5/10 or comparable grades.

Note that the Bachelor's/ Master's degree or equivalent qualification should be from 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 be recognized by the Ministry of HRD, Government of India; or possess an equivalent qualification from an institution approved by AICTE.

Candidates in their last year of a Master's/ Bachelor's programme that would qualify them to apply may also apply.

Such candidates, if selected, will only be allowed to join the programme provisionally if they submit a certificate latest by May 31, 2023 from the Principal/Head of the Department/Registrar or Director of the university/ institute (issued on or before May 31, 2023) stating that they have appeared for the examinations (including practical examinations) in all the subjects required for obtaining the Master's/Bachelor's degree/equivalent qualification.

Their admission will be confirmed when they submit mark sheets and a certificate of having completed the Master's/Bachelor's degree/equivalent qualification referred in the certificate issued by the Principal/Registrar of their college/institution. The deadline for the submission of Marksheet and the Certificate is December 31, 2023.

Please note that those candidates who have applied on the basis of their master's degree will have to meet the 55% marks stipulation, and those who have applied on the basis of their bachelor's degree will have to meet the 6.5 CGPA (or equivalent) marks stipulation. Non-fulfilment of these conditions will automatically result in the cancellation of the provisional admission.

SELECTION PROCESS

Candidates applying to the Ph.D. Programme are required to take the Common Admission Test (CAT) or a standard test in lieu of CAT. For NRIs and Foreign students this standard test is the Graduate Management Aptitude Test (GMAT).

Different Areas of high levels of specialization of IIMA have specified different standard tests that candidates applying to the Ph.D. Programme in their Areas can take in lieu of CAT. These standard tests are given in the following table:

Area of high levels of specialization	Standard Test in lieu of CAT *
Agriculture	GRE/GMAT/ UGC-JRF (Economics/ Development Studies/Development Economics/ Business Economics/ Management) ICAR-SRF (PGS – merit list for award of SRF)
Economics	GRE/GMAT/GATE/UGC-JRF in relevant discipline
Finance & Accounting	GRE/GMAT

Area of high levels of specialization	Standard Test in lieu of CAT *
Human Resource Management	GRE/GMAT/GATE
Information Systems	GRE/GMAT/GATE
Innovation and Management in Education	GRE/GMAT/GATE/UGC-JRF in relevant discipline
Marketing	GRE/GMAT
Organizational Behaviour	GRE/GMAT/UGC-JRF in relevant discipline
Production and Quantitative Methods	GRE/GMAT/GATE/UGC- NET JRF in Mathematical Sciences
Public Systems	GRE/GMAT/GATE/UGC-JRF (in relevant discipline)
Strategy	GRE/GMAT

The validity of the CAT and the other standard test scores are given in the following table. Note that the scores should be valid on the deadline for submission of the application form.

CAT	5 years
GRE#	5 years
GMAT#	5 years
GATE	3 years
JRF	3 years
SRF	1 year

 # Online GMAT/GRE (Take home) exam scores are not valid. Only test center-based GMAT/GRE scores are valid.

Alumni of all IIMs should also meet the standard test score requirements as mentioned above.

Candidates will be short listed on the basis of their performance in CAT or the standard test in lieu of CAT, academic background, and experience. The Ph.D. admission interviews will be held during March-April 2023. ***IIMA may conduct online or face-to-face interviews depending upon the health advisory issued by the authorities at that time.***

FELLOWSHIP AND EXPENSES

IIMA provides a comprehensive fellowship that covers all academic expenses including tuition, computer, library, medical insurance, placement and alumni fees, and in addition includes a monthly subsistence allowance.

The details of monthly subsistence allowance are as follows:

Slab I: For first and second years	Rs.37,700/-
Slab II: After successful completion of Area Comprehensive Examination	Rs.40,700/-
Slab III: After submitting the TAC approved thesis proposal	Rs.45,200/-

All students have access to a contingency allowance of Rs. 25,000 per year (for five years) to cover research fees, book costs, photocopying, etc. Students are eligible to receive up to Rs. 1,75,000/- for attending an international conference/workshop/summer school during the first five years of their Ph.D. Programme tenure. (Additional information is provided in the Ph.D. Programme Brochure.)
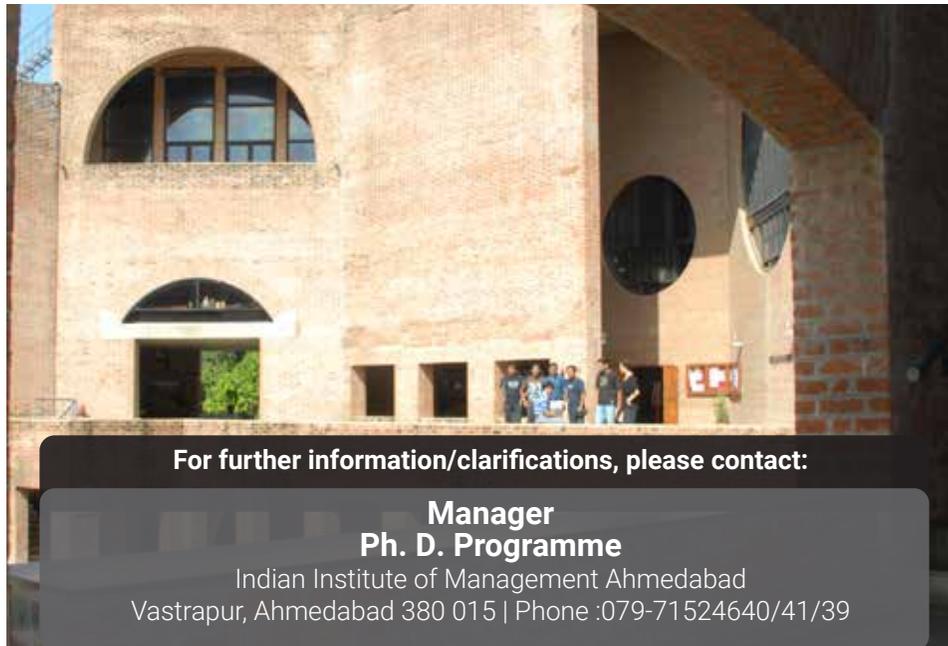
The Ph.D. is a full-time programme that requires significant on-campus/local living. On-campus accommodations for single students for the initial part of their tenure, and limited housing on campus for married students are available.

HOW TO APPLY

Online Application Form and Brochure will be made available on the institute website. Candidates may submit applications for a maximum of two areas of high levels of specialization using the online application form. An application fee of Rs.500/- can be paid through IIMA's payment gateway. The last date for submitting the application will be **January 17, 2023.**

Please also refer to the IIMA's Ph.D. Programme advertisement that appeared in leading newspapers during **September 2022**.

For further information/clarifications, please contact:

Manager
Ph. D. Programme
Indian Institute of Management Ahmedabad
Vastrapur, Ahmedabad 380 015 | Phone :079-71524640/41/39

IMPORTANT DATES TO NOTE

**01** Link open for Online Application:
September 26, 2022

02 Last date for submitting Online Application
January 17, 2023

03 Interviews (Tentative)
March / April, 2023

COURSE WORK STRUCTURE
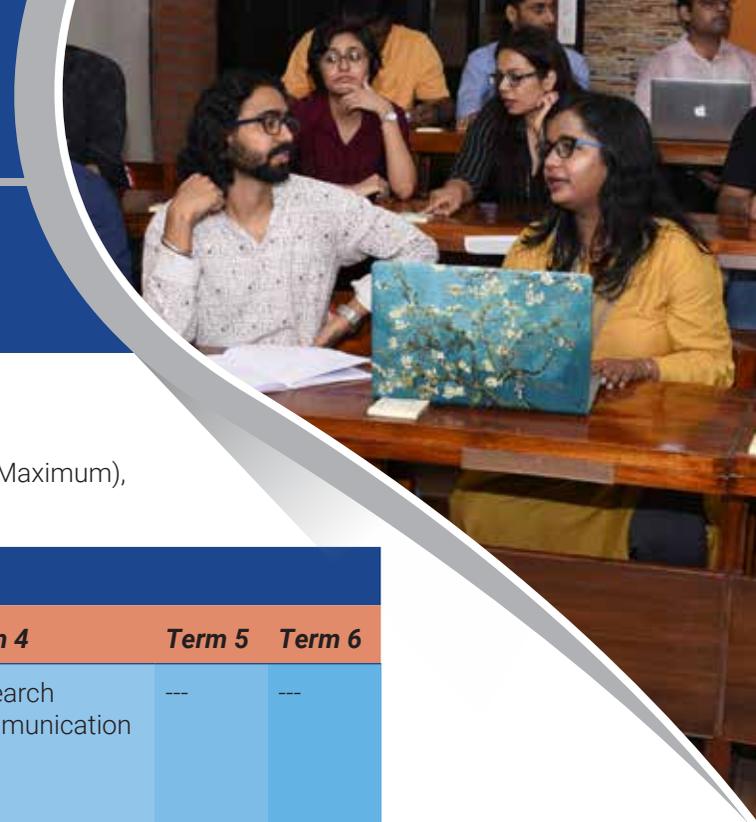
Total Credits: 30.5 (Ph.D. Core Courses: 8.5 Credits, Area Courses#: 16.0 Credits (Minimum) / 20.0 Credits (Maximum), and PGP Courses*: 06.0 Credits (Maximum)/ 02.0 Credits (Minimum)

Ph.D. CORE/COMPULSORY COURSES (with credits)						
Induction Term	*Term 1*	*Term 2*	*Term 3*	*Term 4*	*Term 5*	*Term 6*
Mathematics (0.75) SocPol-I (0.75) Excel Workshop (Compulsory but Non-credit) R Workshop (Compulsory but Non-credit)	Psychology-I (0.5) PGP – QM-1a (0.5) PGP – QM-1b (0.75) PGP – Microeconomics (1.25)	RM-I (1.0)	CMAT (0.5) RM-II (1.5)	Research Communication (1.0)	---	---
Ph.D. ELECTIVE COURSES						
		Statistics-II (1.0) Psychology-II (0.5)	Global Business & Economic History (1.0)			

#Area Courses (Area Core/Elective + Project Course/Special Topics Course + Other Area Core/Elective + Ph.D. Electives).
The Project Course/Special Topics Course (1.5 credits) is a compulsory requirement. It is to be noted that Area Core Courses are limited to 6 credits.

* required PGP credits over entire course work [PGP (core/electives)/PGPX (core/electives)]

AREA COURSES

CENTRE FOR MANAGEMENT IN AGRICULTURE, SPECIALIZATION-AGRICULTURE

Agro-Food Value Chain Management and Development

Major objectives of the course are to familiarize the participants with the concept and the theory behind the 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 and networks.

Agricultural Management I

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

Agricultural Management II

The objective of this course is to familiarize 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.

Foundations of New Institutional Economics (Elective)

This course aims to equip participants with tools and frameworks to identify institutions and institutional change in the policy process. In the pursuit of

understanding institutions – laws, rules, customs, and norms – that govern real economic systems, new institutional economics adopts a methodology that is not restricted to model driven deduction. This course begins by laying down the necessary ground-rules for understanding institutional evolution and design, such as: agency and contracts; incentives and transaction costs; property rights and firm behavior; collective action and human nature. It then works through the scripts to understand real economic systems through empirical examples and cases, with a focus on agrifood systems and natural resources. This will involve, amongst other things, problem identification, literature review and abstract writing exercises. Overall, class discussions and presentations will aim to cultivate institutional thinking among the participants which will help add layers of richer arguments to their own individual research programmes.

Applied Microeconomics for Food and Agriculture (Elective)

The course focuses on advanced microeconomic theory and applications within the domain of food and agriculture. It aims to develop the understanding of the core concepts in consumer and producer theory and applications. Topics such as estimating demand and production function, welfare analysis, interdisciplinary applications etc. are discussed through a mix of lectures, empirical exercises and presentations. Students are exposed to current topics in the literature and equipped with tools to analyse (experimental, quasi-experimental, panel data methods, etc.) complex empirical problems across different contexts. This course is an advanced level course and designed for students from second year onwards with a background in microeconomics and econometrics.

Agricultural Risks and Risk Management Strategies (Elective)

Agricultural producers face a wide range of risks, while agri-food business companies find sourcing of raw materials/commodities increasingly challenging business. Several risk management tools/strategies can be used to mitigate, transfer or cope with these risks. Therefore, there is a need to understand agribusiness risks and their sources, and risk management policies and strategies.

The objectives of the course are to (i) develop an understanding in agricultural risk analysis, management, and decision-making, (ii) equip students with various risk management strategies/ techniques including on-farm management, insurance, forward contracts, price policy, subsidies, trade policy, and futures and options markets, and (iii) develop a risk management plan for agricultural producers and agribusiness firms.

Development Economics: Micro Foundations (Elective)

Development economics has often been introduced and taught as a problem of making allocations to solve problems of poverty, inequality and achieving growth. As a result, debates related to development outcomes such as literacy, health, sanitation, agricultural output; to name a few, have often been related to budgetary outlays and bureaucratic action. Poverty reduction has been the focus of development economists for several decades. The debates and strategies surrounding poverty reduction have been about increasing the supply of welfare programs and/ or targeting of such programs. Growth theory has supplanted traditional development economics. With Schumpeterian moorings this literature has focused itself on problems related to capital accumulation. Both approaches to solving problems of development have been fixated on allocation s and processes. In this course the focus is on households. We will begin by introducing problems of development economics and quickly shift focus to problems related to access to public goods, technology, and welfare maximization by households. We will posit that much of the problems of development are result adverse selection and moral hazard. Hence, we focus on problems of governance and incentivizing access to households. The course will introduce problems related to land, gender and women's empowerment, technology and its access, and public goods.

ECONOMICS AREA COURSES

Mathematics for Economics

Mathematical rigor has become an integral part of economics literature, and this course serves as an introduction to such rigorous thinking. The course aims to provide in-depth treatment to various mathematical concepts used in subsequent advanced coursework in economics: microeconomics, macroeconomics, econometrics, game theory, etc.

Microeconomics I & II

The microeconomics courses build the foundations for understanding of the

decision of rational individual decision makers. We first understand individual decision making by consumers and producers. The next part of the two courses looks at how these consumers and producers interact in markets, the different forms of markets as well as market failures.

Macroeconomics I & II

This are courses on macroeconomic modeling. We will work through a sequence of standard models to understand the dynamics and comovements of aggregate variables like consumption, output, inflation etc. We will use dynamic programming as the basic tool and hence, will develop the necessary methods during the course. The goal of these courses are to introduce the course-participants to the basic tools used in modern macroeconomics. We will also use computer programs to simulate the models and test their implications on data.

Econometrics I

The course acquaints the students with the idea of econometrics, use of regression techniques in a research context, and understanding of various issues and solutions to those issues. The first module provides an introduction

and deals primarily with cross sectional models. The second module introduces the participants to the basic ideas and tools of time series econometrics. The third module provides a comprehensive approach to panel data techniques.

Organizational Economics

This is a course on personnel economics, a field of labor economics concerned with employee motivation, performance and productivity within organizations. During the course, we will examine canonical models of selecting, motivating and retaining agents and the empirical evidence in support of these models. While many papers frame the research question within the firm, the lessons have wide application outside the firm as well – in government, in nonprofit and volunteer organizations, in education and health, and many other settings. In recent years, Nobel Prizes to Oliver Hart, Bengt Holmstrom, Oliver Williamson and Jean Tirole have directly referenced their contributions to organizational economics. The course will consider both theoretical models as well as empirical evidence presented in support of various models. We will critically discuss gaps in the literature and possible research topics, and then begin work on closing those gaps.

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.

Data Envelopment Analysis

This course provides the students with conceptual foundations of productivity and efficiency from the perspective of production economic theory, Operations Research (OR) and also to show how one can use real life data to measure and compare performance of different decision-making units. This is an advanced doctoral level course in DEA. The emphasis of this course is both on understanding the production theory and OR applications using mathematical programming.

Econometrics II

The course is designed to review various advanced analytical tools from econometrics/data analysis which are important and relevant for empirical research across disciplines. The objectives are to understand the advanced analytical tools which are developed in recent times and are commonly used in the applied research today, learn how these new methods are getting used in today's empirical research methods and published papers, expose to a number of examples and new data, and provide with software tool kits that will enable students apply these methods to real data. This course complements Econometrics I.

Foundations of New Institutional Economics

This course aims to equip participants with tools and frameworks to identify institutions and institutional change in the policy process. This course begins by laying down the necessary ground-rules for understanding institutional evolution and design, such as: agency and contracts; incentives and transaction costs; property rights and firm behavior; collective action and human nature. The major works of important institutionalists such as Ronald Coase, Douglass North, John R. Commons, Oliver Williamson, Mancur Olson, Elinor Ostrom and Daniel Bromley, amongst others are covered. It then works through the transcripts to understand real economic systems through empirical examples and cases. Subsequently, the course engages with participants in identifying institutional aspects in their individual research programs.

Decentralization And Public Policy

The purpose of this course is to illustrate the role of decentralization in enabling the formulation of effective public policies. In these lectures, we will show that decentralization is at best a necessary condition for effective public policy. Democratization, however, is a sufficient condition, since it enables households to participate in the process of design, provision and management of public goods and services. The first half of the course will focus on explaining some of the theory related to decentralization and democratization. In the second half specific problems that could be addressed by policy will be discussed. The design of this course is such that the theory will be discussed first followed by presentation of empirical results.

Economics of Strategy

Organizational economics encompasses various levels of analysis at the same time. OE literature (broadly defined to include both the neo-classical and non-neoclassical strands) is perhaps the only strand of economic literature which simultaneously provides insights at the firm, industry and the economy levels. The course exposes students to the theory, concepts and tools of organization economics that may help them understand firm strategy, and the economic roots of many concepts they learn in various courses on strategy, marketing etc.

Global Business and Economic History

"Business History" is important to understand the evolution of firms, markets and societies over time. It imparts a historical sensibility to contemporary issues, provides lessons from the past and broadens the horizon of the management scholar. The course introduces key concepts, events and business practices that mark the evolution of modern business at both a global and Indian scale.

Applied Game Theory

Game theory deals with analyzing all strategic situations. As such, applications of game theory are ubiquitous in the social sciences (among other disciplines). This course covers the leading theoretical applications of game theory in the economics literature, i.e. 'the greatest hits' of applied game theory. These applications of game theory have been extended to all management disciplines, but also far beyond. This course will provide a semi-formal analysis of the game-theoretic aspects of the path-defining paper in each area. These old/recent classic papers provide insights into the workings of the theory of many different research and real-life applications, and as such are of importance to anyone working in these applications.

Computational Economics

This course is designed for PhD students with an interest in doing research in macroeconomics, labor economics, finance, international economics, and operations management. The primary goal of the course is to provide students with the numerical methods necessary to solve quantitative dynamic general equilibrium models with both representative and heterogeneous agents. Doing so will be through in-class lectures that will cover the needed computational

problems related to capital accumulation. Both approaches to solving problems of development have been fixated on allocation s and processes.

FINANCE AND ACCOUNTING AREA COURSES:

Asset Pricing

Asset Pricing is the first F&A area FPM course for finance-track candidates. The objective of this course is to introduce the basic principles of financial economics. Beginning with a recap of essentials from PGP-I Financial Markets, the first half of the course would cover the theory of choice under uncertainty and the classical mean variance approach to CAPM. The second half of the course would cover the modern stochastic discount factor approach to asset pricing in incomplete markets using the geometry of state-space diagrams. The course ends with a review of stylized facts about asset returns and empirical performance of asset pricing models.

Banking and Financial Intermediation

The objective of the course is to provide a basic theoretical background and further understanding of the empirical literature in financial intermediation. For the purpose of the course, financial intermediation will not be restricted to onward lending but also include a few other forms of financial products and intermediaries that have become increasingly important (securitization, credit rating agencies, private equity, etc.). However, a detailed discussion of insurance and mutual funds would be avoided in the interest of time. The course will start with a revision of the corporate finance (demand side) view of capital structure and introduce the perspective of the financial intermediary (supply side). The classes will usually start with a brief discussion led by the instructor. The instructor may use additional empirical and theoretical papers to introduce the topic (see the "References" section below) and summarize the papers to be presented that day. Following that, students will present the chosen (mostly) empirical papers and lead the discussion. In the first session, the instructor shall lead the entire discussion including all the papers – students need not present. The first half of the course will focus on understanding why and how of financial intermediation with a focus on banking. The later sessions will cover the broader spectrum of financial intermediation.

tools, and a series of out-of-class activities that will help students apply these methods to economic models. Modern economic research is rapidly shifting towards models that allow for nonlinear global maximization techniques for non-identical economic decision makers.

Economics of Development

Development economics has often been introduced taught as a problem of making allocations to solve problems. As a result, debates related to development outcomes such as literacy, health, sanitation, agricultural output; to name a few, have often been related to budgetary outcomes and bureaucratic action. Poverty reduction has been the focus of development economists for several decades. The debates and strategies surrounding poverty reduction have been about increasing the supply of welfare programs and/ or targeting of such programs. Growth theory has supplanted traditional development economics. With Schumpeterian moorings this literature has focused itself on

Corporate Finance in Emerging Markets

This seminar course focuses on research in emerging economy context in the domain of corporate finance. This course provides an overview of research in corporate finance issues in emerging economies. It attempts to aid students in their pursuit of research in the domain of corporate finance in the emerging economies by discussing issues that are germane to unique conditions that prevail in these economies.

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.

Empirical Accounting Research

The aim of this 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.

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.

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.

Foundations of Finance

The objective of this course is to introduce essentials of utility theory, financial economics and mathematical preliminaries for asset pricing and corporate finance. The course is divided into four parts. The first part covers microeconomics of asset pricing and builds basics of expected utility theory and risk aversion. The second part reviews main results from mathematics of vector spaces and random variables. The third part covers portfolio theory, separation theorems and static CAPM. The fourth and the final part introduces economics of information asymmetry, signaling and agency theory to build foundations for corporate finance.

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.

Seminar in Behavioral 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 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.

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".

Empirical Methods in Corporate Finance

The course objective is to provide the participants with a hands-on exposure to the methods employed in empirical research in finance, with an emphasis on corporate finance. This course complements the Seminar Course in Corporate Finance, which exposes the students to both theoretical foundations and empirical findings in the field of corporate finance. In this course, the students are expected to work with datasets provided by the instructor and impetus will be on implementation of the empirical method. It is assumed that the students are already exposed to basic econometric models and statistical theory. Both the data—obtained from open data initiatives of leading publishers and datasets shared by institute faculty from their published articles—and the codes will be circulated prior to the sessions. The course will cover challenges, constraints, and solutions in handling firm-level data in a single-country as well as a cross-country setting. As part of the course, the students will also get exposed to the various datasets available—from the institute resources as well as open resources—to conduct research in empirical corporate finance.

HUMAN RESOURCE 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

Human Resource Management is an important lever to achieve integration of different units along with the autonomy to subsidiaries. Thus increasing internationalization of firms make it important to understand the HRM issues and practices in the context of MNCs. Further, globalization of business demands global mindset of managers. The course addresses these issues with focus on Strategic issues in the management of MNCs, Role of HRM practices in MNCs' effective management, Management of expatriates, and Cross-country comparison of HRM practices.

This course seeks to help students understand the Human Resource Management challenges associated with the operations of companies whose activities stretch across national boundaries.

Qualitative 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 developments 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.

Theoretical Underpinning in HRM

This course will focus on the scholarship in the functional areas under the broad umbrella of HRM, such as Recruitment, Training and Development, Compensation, Organizational Structures etc. The key emphasis would be developing understanding about the highlighting the research issues related to the respective functional areas and corresponding application of theoretical frameworks.

Knowledge, Organizational Learning and Innovation

The purpose of this course is to introduce students to perspectives related to the influence of HRM practices and systems on knowledge, organizational learning and innovation. The course has been designed to cover a broad range of perspectives in the field of HRM, OB and Strategy; while providing the individual student the opportunity to explore one or more perspectives of his/ her interest in detail.

Future of Work and Implications of HRM and ER

The concept of work, and its implications has been a subject of research and

enquiry over time. Changes in technology, demographics and societal forces impact the way work is designed and organised. The course on Future of Work analyses and discusses the emerging research issues related to the uncertain future of work, its impact on workers and work design, how technology and humans interact, and the HRM/ER impact.

The future of work requires the workforce to be equipped with new skill sets, be adequately trained and adaptive to change. At the same time the new workforce seeks work flexibility, non-traditional career growth, pay equity, work life balance and more from their employers. Correspondingly, the future of work raises questions about human and labour rights at the workplace, and increasing vulnerability of workers.

Organizations, High-Performance Work Systems, and Wellbeing: A Theoretical Perspective

The objective of the course is to understand the nomological network of high-performance work systems (HPWS) and wellbeing using key theories from the field of management and psychology. The course integrates HPWS and wellbeing to understand the following:

1. Understand the complexities associated examining and measuring well-being

2. Role of HPWS in enhancing and inhibiting well-being of employees

3. To conduct research that can guide the theory and practice of HPWS and well-being

Ethics and Human Resources Management

The objective of the course is to understand Ethical and Moral concepts that influence Human Resources Management. The course integrates research on moral decision making, dilemmas, practices, norms and their impact on HRM systems. The course will enable students to learn contemporary scholarship on ethics, morality, and HRM to design better Ethical HRM systems of future.

Research Method - Multilevel Modeling (using Mplus)

The aim of the course is to provide rich hands-on exposure to statistical software Mplus. The students will learn how to analyze multilevel - panel, longitudinal and team data. The course will cover topics related to conducting multilevel CFA, multilevel path analysis, and growth modelling. The course is particularly designed to cover advanced topics such as null model, multilevel moderation-mediation, 1-1-1 model, and others to help students understand multilevel methodology in greater depth and enable students to learn recent modelling tools and techniques that match contemporary standards of data analyses at the top tier journals.

INFORMATION SYSTEMS AREA COURSES

Networks and Distributed Systems

The objective of this course is to introduce the participants to fundamentals of computer networks. The course will enable the participants to learn the basic concepts of Open System Interconnection model, P2P, mobile and wireless networks, and distributed systems. The participants will also be exposed to recent advances in networks and distributed systems.

Data Structures and Programming

The objective of this course is to introduce the participants to the concept of data structures such as linked lists, stacks, queues, hash tables, trees, and graphs. The course will help the participants understand the fundamentals of algorithm design, development and computational complexity analysis.

Database Management Systems

The objective of this course is to help the participants understand the fundamentals of database design and development. The basic concepts of database normalization, structured query languages, query optimization, and transaction processing will also be covered. The participants will also learn the emerging research issues in database management.

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.

Framework for Information Systems

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.

Organizational Impacts of Information Technologies

The key objective of the seminar is to provide a broad review of IS research related to the organizational impacts of information technologies (IT). The course helps develop a good understanding of contemporary models across various domains of IS research, examining how firms build and leverage IT innovations. Students will learn how to critically apply scientific theories and methodologies to address research questions in these domains. The readings and discussions are intended to help students identify new research issues and questions, critique existing theories, and build new theoretical and empirical models.

Exploratory Data Visualization

Exploratory Data Visualization is an approach that uses visual constructs and techniques to analyze a dataset, get maximum insights into the data and summarize its main characteristics. EDV tries to see what can be found beyond the formal modeling or hypothesis testing task and allow the data itself to reveal its underlying structure. This course will expose participants to a range of exploratory data visualization methods, tools and techniques.

Data Mining Algorithms and Applications

This course will introduce the participants to the key data mining concepts, methods and processes. The participants will get an opportunity to learn and apply data mining methods for solving real-world business problems. It will also help the participants understand the key issues, challenges and open research problems in mining large data repositories.

Seminar in Online Text and Analysis

This seminar will provide an overview of the importance of online content. With the emergence of web 2.0 there is a deluge of online text. Technologies like online communities, social media, crowd funding platforms have further contributed to the volume and variety of content. The course covers analysis of different kinds of online text originating from reviews, blogs, social media, crowd funding and its multifaceted impact on businesses. It covers empirical papers largely from the IS and various other disciplines where the textual analysis and impact of online text has been studied.

Advances in Network Theoretic Modelling of Complex Systems

This course will provide skills required for understanding a wide variety of network theoretic methodological developments that have emerged for the investigation of underlying mechanisms and processes on networks arising from social media platforms. Students will learn how to develop new techniques and models while applying them to emerging research problems in this domain.

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.

Learning by Doing Experiments (Earlier 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.

Neuroscience, Behavioural Theories and Marketing Applications

Behavioural 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 behaviours are open to question without bringing on board how that stimuli leads to the behaviour. 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 behaviour, of behavioural pricing and the neuroscience of human behaviour in a bid to connect the three and develop a new and better understanding of the field.

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.

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.

Structural Equation Modeling

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.

Seminar on Choice Models in Marketing and Economics

To introduce a discipline of modelling consumer choice and variety of its approaches depending on the context of data (disaggregate, aggregate data, and static versus dynamic choice)

To expose students via a "hands on" approach to modelling and estimation – how to specify an economic model – translate the same into an econometric model and estimate the model parameters.

To help learn approaching customized demand model estimation – so that estimating complicated models, the students are not tied to assumptions or simplifications which are at variance with the data.

ORGANIZATIONAL BEHAVIOUR AREA COURSES

Micro OB I

This course introduces students to 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, initiating 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.

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.

Micro OB II

This course, focusing on behaviour at individual, interpersonal and small group levels within workplaces, extends the elementary understanding acquired during the preceding courses 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.

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.

Structural Equation Modeling

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.

Research Approaches within Organizational Behaviour

This course is designed to acquaint participants with a few specific research approaches employed within organizational studies, including experiments, surveys, process research, systematic reviews, multi-level research, meta-analysis, and social network analysis. The basic idea is to understand the applicability of these approaches and their advantages and challenges.

Crafting and Publishing of Research

The course is designed to help students develop an understanding of the process of publishing research in peer-reviewed academic journals. The course is open to Ph.D. 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.

Advanced Topics in Quantitative Social Science Research

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.

PRODUCTION AND QUANTITATIVE METHODS AREA COURSES

Linear Algebra

This is an introductory course in Linear Algebra. The aim is to provide a strong foundation in concepts to help participants understand and apply the ideas in their area of research.

Operations Research

This is an introductory doctoral level course in Mathematical Programming. The emphasis of this course is on understanding the theory of mathematical programming. While the subject of Operations Research is much more diverse than mathematical programming, we focus on fundamentals of the deterministic linear and network programming in this course.

Classical Operations Management

This course provides the basic theory and methodology inputs required for understanding key issues in Operations Management. The objective of the course is to expose the students to the classical themes and material in OM and prepare them for research in OM. The course comprises of the following modules:

Advanced Probability in Management

The course builds the theory of probability confining the discussion to the discrete sample space avoiding the measure theoretic approach. Besides getting a reasonably good understanding of the important concepts related to probability theory, the students are exposed to the mathematical rigour of proving theorems. Also it helps them to learn how to formulate a mathematical problem and solve it.

Algorithms on Graphs and Networks

The course aims to introduce students to graph and network algorithms. The takeaways from this course will be useful to students in a variety of courses in logistics and supply chain management.

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 Regression Analysis

This course is designed to provide a comprehensive exposition on the scope and applicability of regression modelling techniques in solving real-life problems. In doing so, the aim will be to inculcate a sound understanding of both the underlying theoretical aspects of modelling as well as various issues that are encountered in applying the models in real-life scenarios. Real datasets and cases from diverse areas (like business administration, economics, engineering and social, biological and ecological sciences) will be analysed which will help the participants in reinforcing their methodological and conceptual understanding. It is expected that by the end of the course, the participants will gain a thorough understanding of various aspects of regression models and their applicability in analyzing datasets they may encounter during their Ph.D. coursework/programme and beyond. Since all applications will be carried out in the R programming language, this course can also aid the participants in learning this important statistical programming language at some length.

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.

Approximate Methods in Solving Real World Complexities

Exact approaches in solving problems are highly dependent on definitive problem structuring and on computational sophistication. They generate superior solutions, but with huge computational time and overhead. In solving real-world problems, very often heuristic procedures are applied as a trade-off for acceptable, but quick solutions. Meta-heuristic procedures are standardized and advanced procedures that operate iteratively to generate improved solutions under dynamic system variations. In fact, most of the problems in real world are prone to dynamic and uncertain changes that are difficult to solve using standard and bespoke heuristics. This course discusses a host of meta-heuristic algorithms that can effectively address the real world complexities and inter-dependencies. Discussions shall cover some of the distinctive characteristics of these meta-heuristics such as learning, self-correction and adaption.

Auctions, coalitions, and competition – a computational perspective

The course has three modules – auctions, coalitions, and competition. In auctions, we discuss the ideas behind setting up auctions that encourage truthful bidding. We also discuss the intricacies involved when auctioning multiple items. This module includes two case studies, one with online auction market and another with the spectrum auctions. In coalitions, we discuss the fundamentals behind fair sharing of costs and credit. Then we discuss the OR behind kidney matching algorithms, implement them, before dealing with principles of voting. In noncooperative game theory, we discuss means to efficiently compute equilibria for a wide class of games using modern integer programming tools.

Bayesian Methodology for Business Research

Application of Bayesian methodology in solving business research problems is a fast growing area of research. In this course we will start from the scratch assuming no prior knowledge of Bayesian Methodology. Before getting into deeper issues of Bayesian modelling, we plan to devote adequate number of sessions at the beginning to acquaint the students with the basic tools and concepts of Bayesian inference. In this course, our emphasis will be on the modelling aspect of business data arising in different functional areas of management from a Bayesian perspective. In this context, we will discuss hierarchical Bayesian models, model checking (both data model consistency and model selection) and implementation of the methodologies through Bayesian computation.

Convexity & Optimization

Convex analysis is the analysis of properties of convex functions and convex sets in a normed vector space. In optimization, convexity plays a very important role in proving optimality results in both linear and nonlinear optimization. For instance, the concept of a separating hyperplane between two disjoint convex sets helps establish the sufficiency of KKT conditions for optimality of convex programming problem. However, to prove the existence of a separating hyperplane between two disjoint convex sets requires knowledge of continuous functions, affine transformations, dimension of sets, hyperplanes and uses other topological properties of sets such as closure, relative interior, relative boundary and compactness, amongst others. This course is aimed at establishing these results from basic results in set theory and topology. Among the topics discussed are basic properties of convex sets (extreme points, facial structure of polytopes), separation theorems, duality and polars, propertes of convex functions, mimima and maxima of convex functions over a convex set and various optimization problems.

Game Theory for Operations Management

Game Theory deals with problems of strategic interaction between two or more players, wherein each player needs to decide its best action, while anticipating the reaction from the other(s). In business, such strategic interactions occur at various levels. If the decision making within a firm is decentralized, then such interactions may manifest between two of its functions; for example, between marketing and production for price and leadtime decisions (Pekgun et al., 2008). This also often manifests between two retailers deciding the stocking (newsvendor) quantity of a limited shelf-life product for the next period (Lipman and McCardle, 1997), or between two manufacturers/service providers for price and delivery leadtime (So, 2000), or between a retailer and a manufacturer in a supply chain (Tsay and Agarwal, 2000; Camdereli and Swaminathan, 2005;

Wang and Zipkin, 2009), or between two supply chains (Liu & Tyagi, 2011). The objective of this course is to prepare students to analyze such problems of strategic interactions that are pertinent to Operations Managers. It also covers such problems that lie at the interface between Operations and other functions like, IT (Camdereli and Swaminathan, 2005); Marketing (Pekgun et al., 2008; Goic et al., 2011); Environment (Orsmedir et al., 2015; Zhou et al., 2016; Park et al., 2015); and Finance (Dada and Hu, 2008; Lai et al., 2011; Lai et al., 2012).

The course assumes no prior background on Game Theory. It will, therefore, begin with the basic concepts of elimination of dominated strategies and Nash Equilibrium to arrive at the outcome of a game. We will discuss four classes of games: static games of complete information; dynamic games of complete (perfect/imperfect) information; static games of incomplete information; and dynamic games of incomplete information. Corresponding to these four classes of games, we will discuss the four notions of equilibrium in games: Nash equilibrium, subgame-perfect Nash equilibrium, Bayesian Nash equilibrium, and perfect Bayesian equilibrium. After developing the idea of corresponding equilibrium concept, we will study one or two problems of strategic interactions arising in each of the four categories of the games, which are relevant to Operations/Supply chain Managers. We will see how to arrive at the corresponding equilibrium for each of the games, and derive useful insights

for Operations managers. To this end, the course will also introduce Bilevel Mathematical programming & its solution methods for Stackelberg Games (2-stage Dynamic games with complete and perfect information).

Graph Theory

Graph theory allows one to make very clever observations, as did Ramsey:

> **"If there are six people at a party, then there are either three mutual acquaintances or three mutual nonacquaintances."**

This and many other useful problems can be solved by graph theory. To do so, one represents certain objects in the problem (such as people) by circles, called vertices. Some of these vertices are connected to others by lines, called edges, that represent relationships between the original objects (such as "acquaintance"). The original problem is then solved by studying the properties of the resulting graph. This course examines some of the fundamental applications, properties, algorithms, and theorems/proof techniques related to graphs.

Large Scale Optimization

Real world optimization problems often tend to be large Integer Program/ Mixed Integer Program (IP/MIP) problems, often to an extent that even the standard IP/MIP solvers, which use Branch & Bound and Branch and Cut algorithms, fail to solve them in reasonable time. In this course, students learn how to take advantage of the often hidden special structures of such problems either by relaxation or by decomposition into relatively easier/smaller problems, which can be solved efficiently using their special structures. The challenge then is how to recover the solution to the original problem from the solution to its relaxation/ decomposition. To this end, the introduces several decomposition techniques, namely, Cutting Plane Method, Lagrangian Relaxation, Benders Decomposition, Column Generation, and Dantzig-Wolfe Decomposition methods. The course also introduces linearization techniques for non-linear IP/MIP problems and their solutions using cutting plane techniques. Towards the end, the course also introduces Stochastic Optimization and Database Optimization Interface.

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 Hub-and-Spoke Network Design, Facility Location, Telecommunication Network Design, etc.

Mathematical Modelling for Integer Program & Theory of Valid Inequalities

Mathematically modeling a problem is as much an art as it is a science, and there may be more than one way of modeling the same problem. While computationally, there may not be much difference between alternate models of the same problem when dealing with only continuous variables, the same is no longer true when dealing with integer/binary variables. While dealing with integer programs (IPs)/mixed integer programs (MIPs), one formulation may be far more efficient than the others, depending on how closely their constraints approximate the Convex Hull of the set of integer feasible solutions. For certain classes of problems involving integer/binary variables (for example, shortest path problem, min cost network flow problem, min-cut problem, matching problem, etc.), there exist Perfect Formulations, which completely characterize the Convex Hull of the integer feasible solutions, and hence can be solved very efficiently simply as Linear Programs (LPs). For other classes of problems, where Perfect Formulations are not known, it is desirable to have a formulation that can approximate the Convex Hull as closely as possible or have facet defining constraints. To that extent, modelling in IPs/MIPs becomes more of science than art, and one needs to have a good understanding of Polyhedral Theory.

The objective of the course is to train the participants to develop IP/MIP models, to understand the differences between alternate model choices, and to be able to identify one that is computationally more efficient. To achieve the above stated objective, each session will typically take up an interesting modelling exercise, and try to come up with alternate formulations, if possible. To be able to appreciate the computational differences among alternate formulations, participants will be trained in the use of a AMPL (A Mathematical Modeling Language) for modeling and solving large problems arising in real world.

Non-linear Optimization

The course introduces students to the fundamentals of non-linear optimization and then builds on it to introduce other advanced topics in the area of optimization. It enables students to enhance their understanding of optimization methods that may be suitable for problems with complexities such as non-linearity, non-convexity, discontinuity and non-differentiability. Around 50% of the course focuses on the conventional techniques for solving non-linear optimization problems. 20% of the course focuses on non-traditional optimization techniques. Remaining 30% of the course discusses extensions of single objective optimization to multiobjective optimization, bilevel optimization and robust optimization.

Problem Solving With Heuristics

Many real-world optimization problems belong to the class of NP-hard problems, which mean that there are no methods that guarantee optimal solutions to large instances of such problems within reasonable time. However obtaining good quality solutions to such problems are important in practice, and research has focused on developing heuristic methods for such problems. In this course the participant is exposed to the current state of knowledge about heuristic techniques to solve large instances of combinatorial optimization problems.

Queuing 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.

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.

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.

Readings in Computational Game Theory

The objective of the course is to get the student well-versed with the literature in the context of computational game theory. The first module (Sessions 1 and 2) briefly introduces the polyhedral theory and computational complexity. The second module (Sessions 3 to 14) provides a thorough understanding of the recent algorithmic developments in the area of game theory. The last module (Sessions 15 to 28) discusses how these techniques could be applied to managerial business problems.

Statistics II

The course will provide an understanding of the statistical methods that are useful for carrying out research in management.

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.

Systems Analysis and Simulation

To introduce the participant to the idea of simulation in management, and to expose them to the latest software and statistical techniques in simulation. The broad topics that will be covered are: Introduction to Simulation, Building Simulation Models, Input Modelling, Generating Random Input, Output Analysis, Comparing and Optimizing Systems, and Variance Reduction.

Survey of Statistical Methods Used in Management Research

This is close to a comprehensive review of major statistical methods that are used extensively in management research. This course should serve the purpose of exposing the student to these prolifically used statistical/empirical methods. While all attempts have been made to make the course comprehensive enough to include major techniques, it is not necessarily exhaustive. Additionally, this is a generic survey course to provide exposure to the methods to Ph.D. students. Students are advised to acquire additional expertise in any specific topic by choosing advanced courses offered by various relevant academic Areas of the institute.

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.

PUBLIC SYSTEMS GROUP COURSES

Public Policy

This course provides an advanced level introduction to different theories of policy sciences, as well as training in the methodological tools and research processes enabling application to concrete policy issues. Reinforcing the interdisciplinary character of public policy research, the course 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 management practices for directing large public systems.

Methods for Policy Analysis and Research

This course uses a seminar format, training students to develop effective research designs for public policy analysis and formulation. The course moves from an overview of philosophical worldviews such as positivism and social constructivism to procedures of inquiry such as ethnography and experiments, and finally to methods of data collection, analysis, and interpretation. Students also learn about critical elements of research such as hypotheses and research questions, literature reviews, writing styles, and ethical principles. In addition to analysis of published work across a broad range of social science disciplines, the course relies heavily on presentations by academics about their ongoing research and conversations with policy-makers about translating research into practice.

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.

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.

Public Policy and Economics of the Transport Sector

This is an advanced course in transportation economics, policy and planning. The course begins by introducing theories and fundamental concepts of transportation economics across multiple modes. Topics include demand analysis, cost assessment, regulation, pricing, quality of service, subsidies, competition, and project appraisal. Principles of applying economic tools to improve transportation system performance are covered. We also discuss about the urban transportation policy development process, focusing on strategies to fight congestion and air pollution, design efficient mass transportation systems, and increase safety of travel. Students get to develop a research agenda around

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.

The Indian State, Citizenship, Quests for Solidarity Justice: An Institutional and Organizational Theory Perspective

Public institutions are central to a successful and performing democracy as the existence of strong and independent public institutions seek to empower people and promote transparency and accountability in government functioning. Oversight by these institutions not only improves the economy, efficiency, and effectiveness of government operations but also acts as a bulwark against abuse of power, illegal and unconstitutional conduct. However, of late, the public institutions in India are facing a serious crisis of credibility and autonomy. Therefore, in this course, we contemplate on a wide range of institutions that inform the enactment of the Indian State. These institutions

traverse a range of dilemmas about authority, identity, plurality, and justice. Through this course, we want to open up the possibility of exploring the cultural politics of State institutions in India. These institutions traverse a range of dilemmas about authority, identity, plurality, and justice. We want to introduce participants to the political implications of everyday institutional practice for the imagination and lived reality of citizenship. We hope to show how State institutions are immersed in complex questions of justice, which span across a range of public policies and actors. Through the case of Indian State Institutions, we hope to throw light on the functioning of liberal democracy, its limits, radical re-imaginings, and the possibility of exploring immersed ways in which deep democracies can be enacted.

RJMCEI, SPECIALIZATION- INNOVATION & MANAGEMENT IN EDUCATION

Analyzing and Evaluating Educational Policy

The search for causality in the 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.

Applied Quantitative Techniques for Educational Research

This applied course builds on the insights and knowledge obtained in the first-year research methodology courses (Survey of Statistical Methods, and Statistics). Regression analysis is one of the most commonly used quantitative techniques used across various fields such as economics, education, psychology, sociology, and business. The course is designed to help students become more informed consumers of research and be able to apply these analytic techniques in educational/psychological research. The course will be based on a combination of theoretical and practice-oriented sessions that will provide working knowledge of statistical software like SPSS, STATA and R.

Change and Innovation in Education

Change and innovation are essential parts of any dynamic organization. This course examines the various aspects of change and innovation in the Indian educational context. These will be examined at individual, group, organizational and societal levels, across different sectors, namely literacy, school and higher 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 innovation in education.

Economics of Education: Empirical Approach

This course adopts an empirical economist's lens to analyze issues in education i.e. rate of return, production function, competition and choice, cost benefit and cost effectiveness and finally, financing of education. It provides an introduction to important themes in economics of education along with sophisticated empirical research techniques employed to explore these themes. The insights gained would be helpful in deeper understanding and analysis of issues not just in education, but broader social policy.

Education: Theory, Policy and Practice

The course presents an overview of contemporary issues in education, with the predominant focus being on the Indian experience.

Educational Survey Development and Implementation

In this course, students learn about educational survey development and implementation. Using various hands-on, interactive tools, and active learning techniques, the course covers the steps of designing a survey from its conceptualization to implementation. Survey construction concerns how methodologists design surveys to assess specific constructs or abilities, and how to determine whether the surveys perform appropriately. Students develop and implement a survey using a suitable platform, understand how to create good survey items, and learn how to improve response rates.

How to Motivate Students for Learning?

This course provides an opportunity to develop an in-depth understanding of human learning and motivation theories and then apply this knowledge to make a meaningful contribution to the lives of students from the local schools.

Organizational Development and Change in Educational Institutions

This course provides an opportunity to participants to study organizational development and change, and then carry out a real-life project in an educational institution designed to bring about a change that is based on diagnosis of the needs of the educational institution. The main objective of the course is to develop the skills required to carry out an intervention within an organization. The second objective is to learn about change in educational organizations—the process, resistance to change, and ways to overcome resistance.

Qualitative Research Methods in Education

This course provides an in-depth understanding of some of the 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 constructivist/ critical paradigms of research.

Structural Equation Modeling

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 hands-on training in Structural Equation Modeling (SEM). The course introduces the participants to survey-based research designs and the SEM analytic technique. The course provides inputs relating to measurement theory and ways to incorporate them in our analysis. The course is based on a combination of theoretical and practice-oriented sessions that provide working knowledge of statistical software like SPSS, AMOS and Mplus.

Mixed Methods Research in Education

The purpose of this course is to train students to design and analyze data in education using mixed methods. Students learn the practical application of analytic principles, review methodological literature from education, psychology, and other social sciences, actively engage with the course material, and find ways to make it relevant to their academic goals. Additionally, students understand the principles of mixed methods research; identify and evaluate issues in designing mixed methods research; design and conduct a mixed methods study; and critique mixed methods studies published in academic journals.

Higher Education in India

The purpose of this course is to critically analyze a body of research on higher education, compare Indian higher education with the higher education system in other countries, as well as identify gaps and future initiatives to strengthen higher education in India.

STRATEGY AREA COURSES

Foundations of 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.

Research Methods in Strategy

The course is designed to equip students with tools and techniques surrounding research methods, implementation of methods, and management of data. The course will help doctoral students, especially in Strategy Area, to design, develop and implement an appropriate empirical strategy that should be used to investigate their research questions. It is a core course for doctoral students in the Strategy Area and is offered in the last term of the first year of the coursework.

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.

Advanced 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.

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 of Strategy

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.

Institutions and Firm Strategy

The objective of this course is that the participants develop an insight on the strategic perspective of institutions, i.e., how do (various) institutions impact firm performance. After developing an understanding of what institutions are, we will focus on how certain firms benefit (or lose) disproportionately from their institutional settings. Participants will be encouraged to identify, develop, and discuss various research questions in the literature. Participants will also be encouraged to extend their research questions (if they are working on one) to incorporate moderating effects of institutions on their research questions. By the end of the course, the participants should be grounded in taking an (neo) institutional perspective on other strategy research schools and developing research questions concerning institutions.

Mergers & Acquisitions

This course intends to provide a strategic perspective of mergers and acquisitions (M&As) as a key vehicle for firm growth. The course seeks to integrate both theoretical and empirical aspects of M&A literature from various disciplines such as management, international business and finance and introduces participants to multiple dimensions of the M&A process. Participants are also exposed to various ex-ante and ex-post research enquiries encountered during the M&A process.

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.

Strategic Alliances

Strategic alliances- both at the dyadic and portfolio levels- are key vehicles for firm growth. This course seeks to integrate both the theoretical and empirical aspects of alliance literature and introduces participants to multiple dimensions of strategic alliances. Participants would be exposed to various ex-ante and ex-post research enquiries encountered in the alliance management life cycle.

Strategic Management and Psychology

The objective of this course is to understand strategic management using key theories of psychology. The participants will understand aspects such as how the CEO's personality and other individual differences influence firm performance, Role of cognition in strategic choices, Role of elements of positive psychology in entrepreneurship, Understand broad composition and their behavior using social psychology theories, Understanding firm performance using cross-cultural theories.
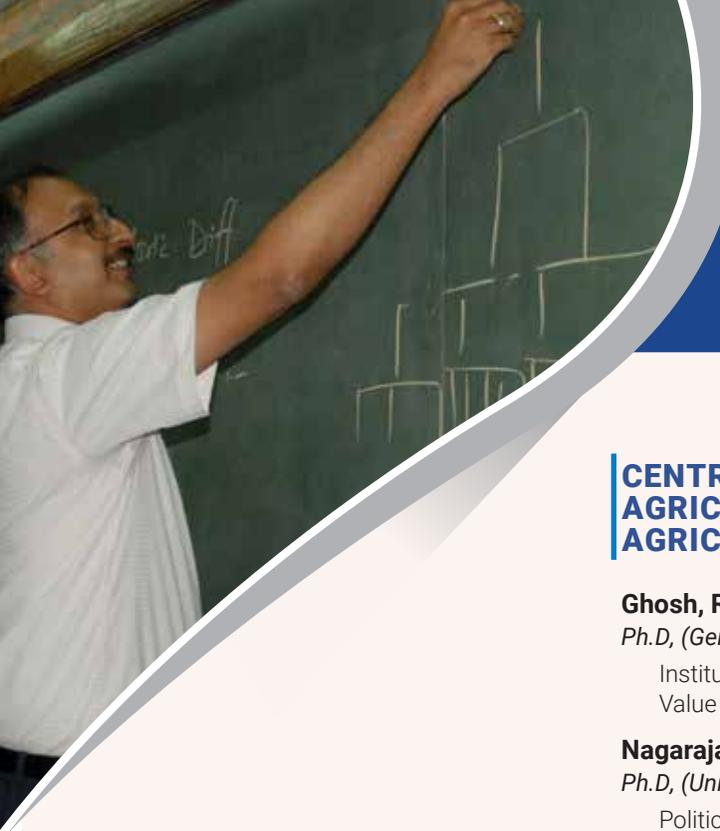
FACULTY

CENTRE FOR MANAGEMENT IN AGRICULTURE, SPECIALIZATION- AGRICULTURE

Ghosh, Ranjan Kumar
Ph.D, (Germany)

Institutional Economics, Development Studies and Agri-food Value Chains.

Nagarajan, Hari K
Ph.D, (University of Oklahoma)

Political economy of reservations and women's empowerment, impact of inheritance on welfare of women, role of welfare programs in rural development, green development through democratization, microeconomics of land reforms, price formation in agricultural markets, and role of local institutions in reducing vulnerability. He has published his research in journals such as the European Economic Review, Journal of Human Resources, Journal of Development Studies and, World Development.

Sharma, Vijay Paul*
Ph.D. (NDRI)

Agri-food Policy, International Trade and Development Including the World Trade Organization (WTO), Commodity Markets and Risk Manage- ment, Food Retailing, Agri-business Competi- tiveness, and Food Safety and Quality Issues

Singh, Sukhpal
Ph.D. (Bangalore)

Agri-business 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.

Vemireddy, Vidya
Ph.D. (Cornell University, USA)

Food and Agricultural Economics, Gender, Maternal and Child Nutrition, International development and Applied Econometrics.

COMMUNICATIONS

Kaul, Asha
Ph.D. (IITK)

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

Komarraju, Sai
Ph.D. (University of Hyderabad)

Feminist Communication and Media Studies, Critical Bifocality, Patchwork Research and Ethnography, Platformaziation, Future of Work(ers), and Critical Policy Studies, Sociology of Work, Critical Algorithmic Studies, Feminist AI & Design, Global Digital Cultures, Gender,

Governance and Everyday Feminism, Feminist Mothering, and Critical Masculinities in South Asia.

Kulkarni, Vaibhavi
Ph.D. (Rutgers)

Discourse of institutional change within organizational fields.

Sharma, Meenakshi
Ph.D. (Queensland)

Ethical Communication, and Organizational Change, Communication and Corporate Culture, English in India, Postcolonialism,Indian Writing in English

ECONOMICS

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

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

Jain, Tarun
Ph.D. (University of Virginia)

Public Economics, Labor Economics and Development Economics.

Mohaghegh, Mohsen
Ph.D. (Ohio State University)

Macroeconomics, Econometrics, and Financial Economics.

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

Pingali, Viswanath
Ph.D. (Northwestern University), MS (QE) (ISICalcutta)

Industrial Organization, Applied Econometrics, Behavioral Economics, Pharmaceutical Economics

Rampal Jeevant
Ph.D. (Ohio State University)

Behavioral Theory, Experimental Economics and Microeconomic Theory.

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

Banerjee, Anirban
Fellow (IIMC)

Impact of Algorithmic Trading in Financial Markets, Market Microstructure and Derivative Markets.

Das, Prashant
Ph.D. (Georgia State University, USA)

Commercial Real Estate (Stocks, Bonds, Real Estate Investment Trusts, CMBS, Hedonic Valuation, Finance, Investment, Sustainability, Hotels) and Residential Real Estate in India.

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

Auditing and corporate governance.

Gopalakrishnan, Balagopal
Ph.D., (IIM Ahmedabad)

Financial Intermediation, Financing of firms, and Gold.

Jacob, Joshy
FPM (IIM Lucknow)

Volatility Modelling, Market Microstructure, and Portfolio Optimization

Kariya, Ankit
Ph.D., (IIM Bangalore)

Corporate Finance, Financial Intermediation, Household Finance and Fintech.

Nagar, Neerav
Fellow (IIM Culcutta)

Accounting and Earnings Management.

Pandey, Ajay
Fellow (IIMA)

Corporate Governance, Capital Market, and Financial Sector Regulations

Singh, Pranav
Ph.D. (University of Illinois)

Corporate Finance, Corporate Governance, and Law and Finance.

Varma, Jayanth R
Fellow (IIMA)

Financial Markets and Pricing Models, Financial Sector, and International Finance

Vasudevan, Ellapulli
Ph.D. (Aalto University)

Behavioral Finance, Labor and Finance, Financial Institutions, and Financial Markets.

Virmani, Vineet*
Fellow (IIMA)

Model Uncertainty in Economics and Finance, Measurement of Macroeconomic Variables, Term Structure Models, and Estimation of Stochastic Volatility Models.

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.

Moses, Aditya Christopher
FPM (IIMB)

Institutional Logics, Management Processes and Healthcare

Singh, Manjari
Fellow (IIMC)

Human Resource Information Systems, Strategic Executive Compensation, Reward Systems, and Human Resource Management in Small and Medium Enterprises

Tripathi, Neha
Ph.D., (National University of Singapore)

Human Resources Management, Organizational Behavior, Leaderhsip, Entrepreneurship, Innovation, AI, Well-being, Social Networks and Multilevel Modelling.

Varkkey, Biju
Fellow (NIBM)

Strategic HRM, Performance Management, Compensation Studies, Organisational Restructuring, Employment Relations, Public Management, and Infrastructure Studies

INFORMATION SYSTEMS

Deodhar, Swanand
Ph.D. (University of Minnesota)

Instrumental Ties, Online Financial and Investment Platforms and Open Source Software communities

Gupta, Samrat
FPM (IIML)

Mining of Complex Networks and Heterogeneous Information Networks, Soft Computing and Machine Learning, Ensemble Modelling and Predictive Analytics

Majumdar, Adrija
Ph.D. (IIM Calcutta)

Social Media, Online Communities, Crowd Funding, Information Privacy, and Text Mining

Krishnamoorthy, Srikumar
Fellow (IIM Lucknow)

Personalization in Electronic Commerce, Social Media and Web Analytics.

Ranganathan, Kavitha
Ph.D. (University of Chicago, US)

Research interests broadly include distributed computer systems with a focus on resource scheduling and user behavior in large scale Grids and peer-to-peer systems. Current research interests also include the use of tech- nologies for emerging markets.

Setia, Pankaj
Ph.D. (Michigan State University)

IT-enabled Organizational Capabilities, Computational Methods for Sentiment Analysis, IT Governance, Computational Models of IT Governance, Open Source Innovations, Business Analytics and Artificial Intelligence.

Verma, Sanjay
Fellow (IIMC)

E-Commerce and Knowledge Management Economics

MARKETING

Amblee, Naveen
Ph.D (University of Hawaii)

Digital Marketing. He also has a keen secondary interest in Researching Management Education.

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

Borah, Sourav B.
FPM (IIMB)

International Marketing, Services Marketing and Network Theory

Kapoor, Anuj
Ph.D. (University of Utah, USA)

Marketing Analytics, Economics of Digitization, Digital Experimentation, Digital Marketing and Analytics Machine Learning, Causal Inference and Algorithmic Fairness.

Jaiswal, Anand Kumar
Fellow (XLRI)

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

Kwak, Hyokjin
Ph.D. (University of Georgia)

Strategic branding, advertising effects, and machine learning.

Mukhopadhyay Soumya
Ph. D. (NTU, Singapore)

Quantitative Modeling and Bayesia Statistics in Marketing

Roy, Subhadip
Ph.D. (ICFAI, Dehradun)

Celebrity Endorsements, Brand Management and Social Media Advertising

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, Rajat
FPM (IIM Bangalore)

Analysis of the Marketing Consequences of the Internet and Digital Media on Industries and Markets.

Sreekumar, Arun
Ph.D. (University of Illinois)

Marketing strategy in emerging markets, with focus on marketing in resource-constrained contexts.

Subramaniam, Ramanathan
Ph.D (University of Pittsburgh, USA)

Game Theoretic Models of Competition, Price Formation, Contract Theory and Discrete Choice Models.

Vijayalakshmi, Akshaya
Ph.D. (University of South Dakota, USA)

Understanding the effects of marketing on children and influence of individual differences in response to advertisements.

ORGANIZATIONAL BEHAVIOUR

D'Cruz, Premilla
Ph.D. (Tata Institute of Social Sciences, Mumbai)

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

Gopakumar, K V
Fellow (IIM Bangalore)

Institutional Theory, Discourse, Social Entrepreneurship and Diversity Management.

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 Behaviour

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)

Management of Organizational Change and Transformations, and Organizational Commitment, and Leadership

Sharda, Kirti
Fellow (IIMC)

Individual dynamics, leadership skills, inter-personal and group processes, entrepreneur- ship, and organizational diagnosis.

Nandkeolyar, Amit
Ph.D. (Lowa)

Personality and Individual Differences, Multilevel Modeling, Abusive Supervision and Cross-Cultural Negotiations

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 QUANTITATITIVE METHODS

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.

Ganesh, Maya
Ph.D. (Indian School of Business, Hyderabad)

Public Sector Operations, Value of Information in Supply Chains, Agricultural and Food Supply Chains, and Welfare Benefit Programs.

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, Mis-specification

Laha, A K
Ph.D. (ISI)

Quantile, Regression Model, 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

Sankaranarayanan, Sriram

Ph.D. (Johns Hopkins University, Maryland)

Developing algorithms to solve nonconvex game-theoretic and optimization problems using polyhedral and convexity theory; bilevel programming and complementarity problems with applications in the field of energy.

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

Ph.D. (Case Western Reserve University)

Large-Scale Optimization, Combinatorial Optimization, Network Design, Facility Location, Vehicle Routing

PUBLIC SYSTEMS GROUP

Chakrabarti, Sandip

Ph.D. (University of Southern California, Los Angeles)

Transportation economics and policy, environmental and health impacts of transportation policies and projects, and the application of new and emerging data sources for improving urban policy-making.

Garg, Amit

Fellow (IIMA)

Carbon finance, energy policy, corporate accounting of greenhouse gases, energy and environment modeling, water-energy-agriculture nexus, and aligning climate change with sustainable development.

Mathur, Navdeep

Ph.D. (Rutgers University)

Interpretive Research Methodology, Qualitative Methods, Public Policy Analysis, Public Management Reform with a Focus on Public Participation, Design of Collaborative Governance Institutions, Democratic Performance of Gover- nance and Policymaking Institutions, Affirmative Action, and Urban Human Displacements and Rehabilitation

Sundaravalli, Narayanaswami

Ph.D. (IITB)

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

Rai, Rajnish

FPM (IIM Ahmedabad)

Value creation and appropriation in inter-firm alliances of simultaneous cooperation and competition, alliance development and management capabilities and its implication for firms' performance.

Organizational wrongdoing, specifically, issues of public policy and institutional processes in the form of qualitative studies which throw light on the relationship between governance, cultural diversity and socio-economic contexts.

Intellectual property rights (IPRs), TRIPS Agreement and its impact on FDI, technology transfer and innovation in emerging economies."

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

RJMCEI, SPECIALIZATION-INNOVATION & MANAGEMENT IN EDUCATION

Chand, Vijaya Sherry

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

Chakraverty, Devasmita

Ph.D. (University of Virginia)

Examining the impostor phenomenon (popularly known as the "impostor syndrome"), workforce development in science, technology, engineering, mathematics, and medicine, and understanding the experiences of the underrepresented minority groups based on gender and race/ethnicity.

Dongre, Ambrish

Ph.D. (University of California)

Implementation and effectiveness of education policies in India, through quantitative methods. His broader research interests are in development economics

Shukla, Kathan
Ph.D. (University of Virginia)

Applications of latent variable modeling, multilevel modeling, survey research, school climate, and peer victimization.

STRATEGY

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

Business Dispute Resolution, Contracts and Arbitration, Legal issues in Infrastructure and Intellectual Property, Strategic Management.

Karna, Amit
Fellow (IIM Ahmedabad)

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

Fuad, Mohammad*
FPM (IIM Lucknow)

Strategic alliances and mergers and acquisitions.

Pathak, Akhileshwar
Ph.D. (Edinburgh)

Law, Liberalization, and Globalization

Ram Mohan, M P
Ph.D. (IIT Kharagpur)

Energy and environmental law, and its interaction with policy and society.

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.

Varshney, Mayank
Ph.D., (National University of Singapore)

Employee mobility, Foundations of Firm Technology Management, and Organizational Learning.

* on leave

STUDENT TESTIMONIALS

CHRISTO SAGAYA MILTON T
Marketing, Ph.D.-II

"

Looking back, the decision to join the Ph.D. program at IIM Ahmedabad a year ago was one of the best decisions of my life. The research environment at IIMA is built to enable and equip one with skills needed to work on interesting and relevant real-world problems. The institute has the best faculty in the entire country who treat you as to-be-peers and are always ready to collaborate and contribute to your ideas. Working in the marketing area, the sheer breadth and depth of topics that I have the opportunity to work on is incomparable. We get to share the doctoral journey with some of the best minds in the country. We also have state of the art infrastructure which includes the Vikram Sarabhai Library, a dedicated Ph.D. lab and excellent housing facility which greatly enables our research journey.

"

PRAMENDRA SINGH TANK
Strategy, Ph.D.-II

"

IIMA's Ph.D. program in Management gives an excellent start to a career in academia. I believe that three important criteria for good research are faculty advisors, fellow scholars, and infrastructure. First, being a top-most management institute in India, the faculties in IIMA are excellent. Most of the faculties are leaders in their respective areas. Second, IIMA attracts doctoral scholars from various fields and experiences which adds valuable dimensions to the in-class discussion and research. Third, IIMA infrastructure such as dorms, labs, administration, and library provides a facilitating environment to face any challenge one might encounter in a Ph.D. journey.

"

VISHIT TRIVEDI
HRM, Ph.D.-II

"

I have held diverse leadership roles with global best-in-class organizations for about two decades before starting my academic journey as a Ph.D. student at IIMA. Naturally, I was nervous about the transition. However, the transition was seamless due to many reasons. IIMA as an institution genuinely embraces diversity in the most empathic fashion, just to illustrate, the institution actively supported me and helped my family navigate relocation challenges from Mumbai.

Coming to the physical infrastructure that includes excellent 24X7 library facilities; access to an array of top-notch journals; a fitness center; mental and emotional wellness platforms; a yoga studio; activity-based clubs; and a lush green campus in the heart of the city. This helps me balance academic work with maintaining health and well-being.

The faculty members, known for their thought leadership and diversity (different backgrounds, expertise in different domains, and broad-spectrum research methodological expertise) make learning an enriching experience. The pedagogy helps connect real-world problems along with theoretical knowledge. Cross-disciplinary collaborations with faculty members foster a rich learning environment. The faculty members are very approachable, personally involved, and instrumental in fostering a culture of learning. The campus is a safe space to question, take risks, and learn from failures.

The Ph.D. office provides all the possible support to support our learning. Lastly, the cohort is composed of very diverse, driven individuals who contribute to social and peer learning.

If you have the drive to learn and excel in a research career, there are very few institutions that would match the kind of learning, development and holistic research ecosystem that IIMA.

"

AKSHAY JYOTHIRAM IYER
Marketing, Ph.D.-IV

"

The journey of a PhD student is inherently fraught with many challenges, both on the personal and professional fronts. But dealing with these challenges can become supremely easy if one has the right kind of support system. This is precisely where IIM Ahmedabad holds an advantage over other institutes of higher learning in the country. On the professional front, IIM Ahmedabad offers a world-renowned faculty, a highly motivated research environment, high-performance computing facilities, one of the best libraries in any management institute in Asia, and a course-work that covers not just the fundamentals but also the cutting-edge. On the personal front, the institute provides high-quality accommodation, a more than adequate stipend, several recreational and sporting avenues, eateries offering diverse cuisines, a peer network that consists of some of the brightest in the country, and a lovely, empathetic and supportive staff at the PhD office. IIM Ahmedabad is indeed the most logical choice for anyone who wants to pursue a life of research and academia.

I have thoroughly enjoyed my time here so far.

"

QUMER AHMED KHAN
Agri, Ph.D.-II

"

My experience with IIMA till now has been an extremely pleasant affair. I can describe my journey till now in three words - rigour, amicable and explore. Of course, the two years of coursework are very rigorous in comparison to other institutes within India. This helps you to get acquainted with all sorts of advanced research methods and forces you to explore various interest areas. IIMA community, whether faculties, staff or students, all are very amicable. Here you are always in the presence of the best minds of India and even the world. Faculty and peer interactions will help you to identify and explore interesting research questions and give you diversified perspectives to approach your queries.

"

KHALID EQUBAL AKHTAR
Marketing, Ph.D.-II

"

PhD students at IIM A are mollycoddled", said one professor in my 1st year and, now in my 2nd year I couldn't disagree. I believe the PhD journey can be a long and arduous journey for any scholar. So, institutes are expected to build the right balance between discipline and freedom to create an environment of 'Learning' through knowledge creation and exchange. With its exemplary faculty members leading the course structure and support systems driving personal and mental growth, IIM Ahmedabad is striving to perform beyond those expectations.

"

SUMIT JAISWAL
Strategy, Ph.D.-IV

"

It`s been an exhilarating journey so far. In the last three years, moving from one stage to another demanded a lot of patience and hard work. It wouldn't have been possible without the support of dear friends and professors who were available at all times. And the culture at IIMA plays a huge role in facilitating this. Also, there are plenty of avenues to satiate your research curiosity. However, it`s not only about work. You can unwind and refresh by engaging in whatever interests you. And yes, IIMA has all of it. Looking forward to the next phase of this journey.

"

SHRIYA GEHLOT
P&QM, Ph.D.-III

"

The two-year PhD coursework at IIMA is very enlightening and knowledgeable. It covers both depth and breadth. The common courses with the PGP program help us understand the broader aspect of management in various areas. In contrast, the area-specific PhD courses build a deep understanding of a topic. The diverse background and skillset of the peer group bring a range of opinions to the table and helps expand the knowledge horizon. It is lovely to be part of such a community.

"

NIRVED KUMAR
IME, Ph.D.-III

"

Innovation and management in education (IME) is one of IIM Ahmedabad's distinctive interdisciplinary PhD programmes. Having previously worked in the education sector and being a management scholar by training, a PhD in IME fits perfectly with my career goals. PhD study at IIM A has allowed me to explore my areas of research interest. Access to library resources around-the-clock, a PhD lab, and regular support from the PhD office and instructors have enabled me to study and do research at my own pace.

I started my PhD during the Covid times in 2020. I was unsure and worried about how I would handle my online studies. From the start of the induction process until now, when things are getting back to normal, the college administration and faculty have been very helpful and worked with me to make sure that online didn't get in the way of my classes. I still remember the first term, when the publication division sent books to my house by courier, how easy it was to switch to platforms like Moodle and Zoom, and how often the library gave us instructions on how to use the library's facilities remotely. I was able to sail through this virtual journey because of my peers and the support of PhD office and faculty members. A PhD at IIM A is an excellent opportunity to learn and grow; despite unforeseen events like Covid, learning does not stop here.

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APARNA KANSAL
Marketing, Ph.D.-III

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Joining the PhD programme in the marketing area at IIM Ahmedabad has been nothing short of a life-changing experience for me. The curriculum is rigorous, and our supportive professors guide us through the journey and prepare us for a career as a researcher. Further, interactions with peers from diverse backgrounds and different streams open new avenues for exploring and enriching one's worldview. All I can feel is gratitude toward my professors and peers. The two years of coursework, while hectic, have helped me find my footing in the world of academics. I am glad I chose IIM Ahmedabad to do my PhD.

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J S VIJAYAPIRIYA
Manager, Ph.D. Programme

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The Ph.D. seeks candidates with outstanding academic credentials, intellectual curiosity and discipline needed to make scholarly contribution. It provides a diverse set of opportunities for interdisciplinary learnings and research. The academic environment at IIMA helps participants to develop and sharpen their on intellect. The unique pedagogy and programme structure provide and enriching environment for personal and professional growth. Over the years, our students have been placed in Indian educational institutions such as IIMs and other leading management institutes, universities around the world as faculty members and also in domestic and international companies for consulting and corporate think-tank positions.

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Prof. Diptesh Ghosh
Chairperson
Ph.D. Programme

J. S. Vijayapiriya
Manager
Ph.D. Programme

Anjanakumari BVN
Assistant Manager
Ph.D. Programme

Maulik Thakkar
Assistant Manager
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Rahul Parsani
Executive
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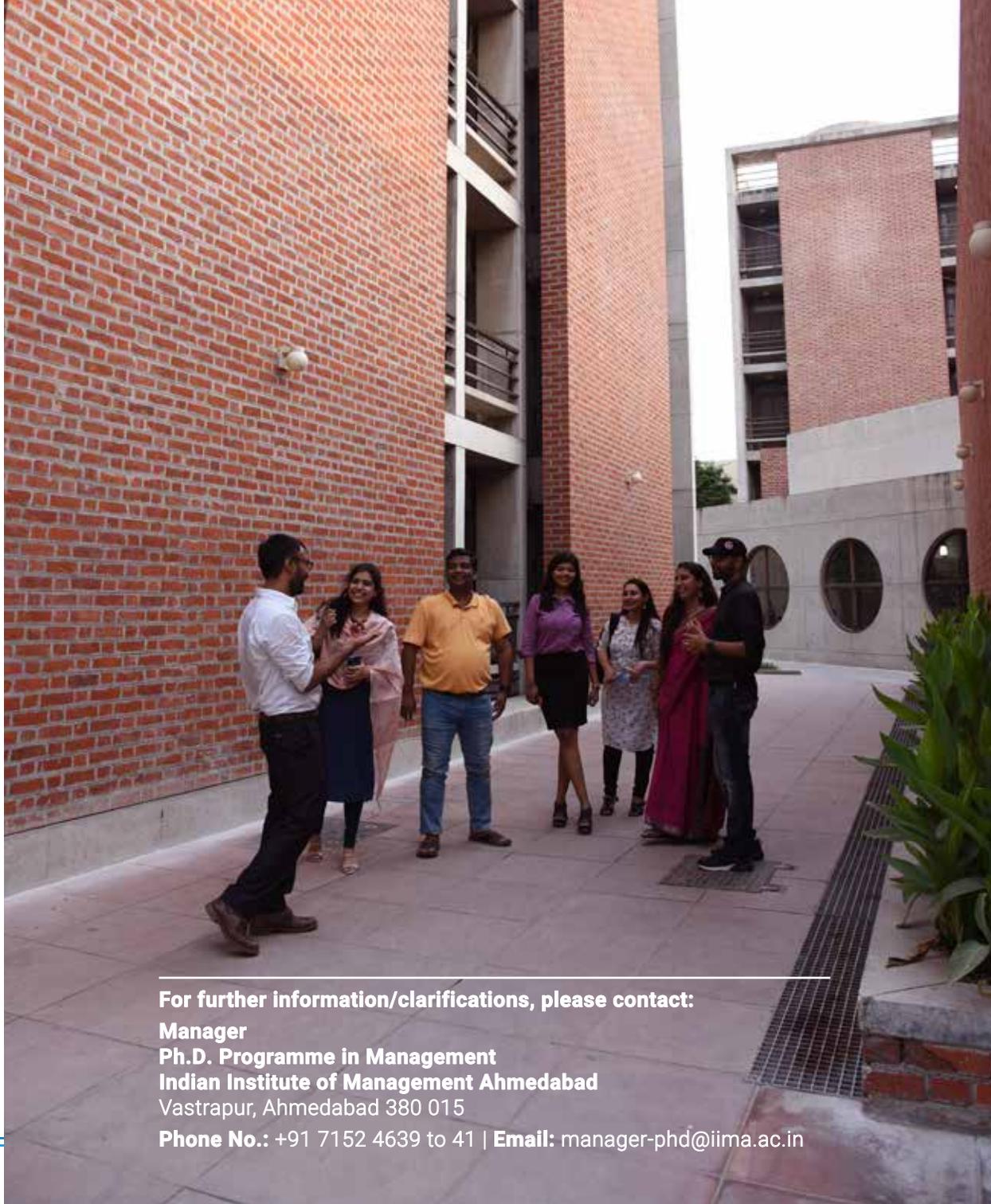
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