



**Indian Institute of Management Raipur's
Doctoral Summer School in Behavioral Areas of Management
(April 18 to April 29, 2025; In-class Mode at IIM Raipur Campus)**

Program Directors

Prof. Badrinarayan Shankar Pawar

Prof. M. Ramkumar

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Doctoral Summer School Objective

After the completion of the first Doctoral Summer School in 2024, this second in-class (offline) Doctoral Summer School to be conducted at IIM Raipur campus aims to provide doctoral students with an opportunity to further their understanding of research methodology and teaching pedagogy in the Behavioral Areas of Management. It will include lectures, some hands-on work (exercises), and interactive sessions led by appropriate faculty. We believe that the inputs from this Doctoral Summer School will greatly benefit doctoral students in the Behavioral Areas of Management by **enhancing their research methodology knowledge, research skills, and teaching skills.**

Doctoral Summer School Contents

A. Inputs on Positivistic (Quantitative) Research Methodology

- An overview of academic research: Some aspects of the philosophical foundations of academic research (in the positivistic approach)
- Guidelines for doing a systematic literature review
- Some considerations in making a topic choice
- Theory building (concept specification, choosing premises, doing logical reasoning, etc.)
- Theory building for hypothesis specification
- Scale development and scale validation
- Research design specification (survey, experimental design, etc.)
- Documentation of research process and outcomes (academic writing)
- Research evaluation and critique
- Data analysis (univariate techniques)
- Data analysis (multivariate techniques)
- Data analysis (structural equation modeling, mediation, moderation, moderated-mediation, etc. along with the software such as AMOS)

B. Interpretive (Qualitative) Research Methodology

- Overview of qualitative research methodology
- Data collection for qualitative research
- Data analysis for qualitative research
- Assessing goodness/trustworthiness of qualitative research

C. Inputs on Pedagogy

- Content planning
- Content delivery

For Whom

This Doctoral Summer School will be relevant for:

Doctoral Scholars who are in the early stages of pursuing a PhD degree in the areas of Organizational Behavior, Human Resource Management, Organization Theory, Strategic Management, Marketing, General Management, and Humanities and Liberal Arts. Applicants are required to submit, at the registration link: a) Letter/Certificate of PhD degree enrollment mentioning the area of specialization, b) Identity card from the Institute/College, and c) Bio-

Data. Registrations with incomplete documents will not be considered.

Pedagogy

- The pedagogy will reflect the extensive experience of the program faculty resources in teaching research methods for academic research.
- The pedagogy will include the following:
 - Instructions on the various aspects of the above-outlined contents of the Doctoral Summer School
 - Illustrations of research methods steps execution through examples
 - Hands-on work, in a guided mode, by the participants on a few exercises on some of the research methods steps
 - Participant-initiated discussions on their research concerns and interests

Duration and Venue

The Programme is scheduled during the period from April 18 to April 29, 2025, at IIM Raipur, Atal Nagar, New Raipur

Tentative Session Schedule

- A tentative session schedule is on the last page of this brochure.

Registration Process and Fee

- The registration fee is **Rs. 15340/-** (including GST). This includes academic fees, a programme kit for participants, Hostel accommodation (on twin-sharing basis) to be provided in the IIM Raipur campus, and food.
- Participants for the Doctoral Summer School will be shortlisted from among the pools of registered candidates. Only the shortlisted candidates will be advised to make the payment and attend the Doctoral Summer School.
- The payment link will be shared with shortlisted scholars only.
- Participants will have to make their own travel arrangements to reach IIM Raipur.
- Applicants are required to submit, at the registration link: a) Letter/Certificate of PhD degree enrollment mentioning the area of specialization, b) Identity card from the Institute/College, and c) Bio-Data. Registrations with incomplete documents will not be considered.
- Interested applicants should fill the online registration, by attaching the above-mentioned documents, form at following link:
<https://docs.google.com/forms/d/e/1FAIpQLSdmcELRiLp0QbjmIBjxr73XROyj50jwhik5pdOpWYd0g9clzA/viewform>

Important Dates

The last day for registration will be 17th of March 2025. The selected candidates will be informed on or before 21th of March 2025. The selected candidates need to make the online payment on or before 28th of March 2025 for which separate link will be provided.

Enquiry

For any information regarding this programme, you may contact as below:

Prof. Badrinarayan Shankar Pawar, Email: bpawar@iimraipur.ac.in, Mobile: +91 9623398960

About Program Directors

Dr. Badrinarayan Shankar Pawar (PhD, Oklahoma State University), Professor, IIM Raipur



Prof. Badrinarayan Pawar received PhD from Oklahoma State University in 1996 (with the highest possible cumulative Grade Point Average [GPA] of 4 out of 4). He received the membership of Phi Kappa Phi in recognition of his academic performance in the PhD program. He has over two decades of teaching (postgraduate and PhD) and research experience. Of this, about 13 years is in Indian Institute of Management [IIMs] in India, about 4 years at National Institute of Bank Management, Pune, and about 4 years at City University of Hong Kong, which is about 20 years of experience in distinguished institutes. Presently, he is Professor at Indian Institute of Management Raipur.

Research: His research work spans over about 26 years with the first article published in 1997 (in A* and FT-50 journal) and the most recent published in 2024 (in B journal in ABDC). He has done research in various areas including organizational citizenship behavior, transformational leadership, and well-being. His current area of research is workplace spirituality. Most of his post-PhD publications are in the refereed international journals (most of them are in ABDC listed journals) and most of these are single-authored. He has published in a wide spectrum of journals (FT-50, A*, A, B, C). Overall, **For his single-authored and co-authored research work, the number of citations received totals to 3485 for the entire research and 1670 for single-authored workplace spirituality research alone** (as reported at <http://scholar.google.co.in/> on 03/02/2024); and the total impact factor is 85.2 (as computed by me on 18/05/2024). He has authored a book on theory building (second edition) and coauthored a book on academic writing. In July 2019, the global edition of his book “Employee Performance and Well-being: Leadership, Justice, Support, and Workplace Spirituality” got published. Some information about the book and table of contents are available at: <https://www.routledge.com/Employee-Performance-and-Well-being-Leadership-Justice-Support-and/Pawar/p/book/9781138082700>

Teaching: He has taught for about two decades at various universities/institutes including Oklahoma State University, City University of Hong Kong, and various premier academic institutes in India including four Indian Institute of Management. Subjects taught include human resource management (undergraduate students), organizational behavior-related subjects (postgraduate students and PhD students), an elective course titled “Enhancing Employee Performance and Well-being through Leadership, Justice, Support, and Spirituality” (post-graduate program second year elective course), business research methods (postgraduate students), positivistic/quantitative research methods (mostly PhD students), and qualitative research (PhD students). He has taught (positivistic/quantitative) academic research methods course to PhD students for over a decade and has taught qualitative research methods course for a couple of years to PhD students.

Faculty Development Programs on Academic Research: He has singlehandedly taught several Faculty Development Programs in academic research over last about 15 years since the first open FDP singlehandedly taught in 2008 at IIM Kozhikode and the most recent open FDP singlehandedly taught in June 2023 at IIM Raipur.

Distinctions/Accomplishments: These include the following.

- i. During his Ph.D. program he earned the highest possible grade (grade A) in every course He studied. My grade point average (GPA) for the Ph.D. courses was 4 (out of 4) which is the highest possible grade point average.
- ii. He received the membership of Phi Kappa Phi in 1996 in recognition of his academic performance in the Ph.D. program.
- iii. He was selected as a student participant in the 1995 OB/OD&C/O&MT Doctoral Student Consortium of the Academy of Management.
- iv. For his Ph. D. dissertation research, he was a departmental nominee for Oklahoma State University Graduate College's "Graduate Research Excellence Award" for Spring, 1996. He, however, was not chosen to be the recipient of this award.
- v. Several faculty members in the country have participated in his faculty development program on academic research.
- vi. He was appointed as a member of the Board of Governors of Indian Institute of Management, Kozhikode from July 28, 2010 to July 27, 2012 for a period of 2 years.
- vii. He held the Indian Institute of Banking and Finance (IIBF) Chair Professor Position at National Institute of Bank Management (NIBM), Pune from February 2015 to February 2018.
- viii. In May 2018, he was appointed to the position of Dean (Research) at National Institute of Bank Management (NIBM), Pune and he held this position till he resigned from NIBM, Pune in March 2019 in order to again join IIM Kozhikode, for the second time after his first period there as Professor from about the middle of 2008 to around early 2014, as a Professor in April 2019.
- ix. He has published a coauthored paper (Pawar and Eastman [1997]) in *Academy of Management Review* about which the journal home page accessed on 09/08/2022 indicates its impact/ranking details as: "Impact Factor: 13.865", "Ranked 3 out of 226 journals in the category of "Management." " "Ranked 4 out of 155 journals in the category of "Business" ".
- x. Overall, **For his single-authored and co-authored research work, the number of citations received totals to 3485 for the entire research and 1670 for single-authored workplace spirituality research alone** (as reported at <http://scholar.google.co.in/> on 03/02/2024); and the total impact factor is 85.2 (as computed by me on 18/05/2024).
- xi. In a paper "Research Productivity in Management Schools in India: A Directional Benefit-of-Doubt Model Analysis" (Sahoo, Singh, Mishra, & Sankaran, 2015) which used various research outcome indicators to identify top 10 most productive researchers in various areas of Management in India, **his name has been identified in the list of "Top 10 most productive researchers" in the area of OB&HRM** in India (Table 10 on page 25-26 of Sahoo et al., 2015).
- xii. In a research article Sahoo, B. K., Singh, R., Mishra, B., & Sankaran, K. (2017), Research productivity in management schools of India during 1968-2015: A directional benefit-of-doubt model analysis, *Omega: The International Journal of Management Science*, Vol. 66, pages: 118-139, **his name has been identified (based on various research productivity indicators) among "Top 10 subject matter experts in different areas of management"** for OB&HRM area in India (Table A4 on Page 136).

Dr. M Ram Kumar (PhD, Indian Institute of Technology Kharagpur), Associate Professor, IIM Raipur



Dr. Ramkumar M. Arputham is currently working as an Associate Professor in the Department of Operations Management at Indian Institute of Management Raipur. Prior to this, starting December 2019, Ramkumar was a Postdoctoral Researcher at the Chair of Logistics Management at the Swiss Federal Institute of Technology Zurich, Switzerland. Previously, he was with the Institute for Financial Management & Research as an Assistant Professor. He received his B.E. in Production Engineering from Anna University, Chennai (2007), Postgraduate Diploma in Management from SCMS, Cochin (2009), and PhD from the Department of Industrial & Systems Engineering, Indian Institute of Technology Kharagpur (2015). His research is interdisciplinary and lies on the interface between operations management and information systems, and encompasses supply chain technologies, supply chain sustainability, and humanitarian operations.

Select Participant Feedback Comments on the first Doctoral Summer School completed in 2024

The first DSS was attended by 42 doctoral scholars from across the country including those from five other IIMs (IIMI, IIMK, IIM Bodhgaya, IIM Jammu, and IIM Shillong), two IITs and a select few participant feedback comments from the official feedback report documents are reproduced below.

Note: In all comments reproduced below, the typographical errors (e.g., punctuation, spellings) have been retained to reproduce comments in their original form.

A Select Few Participant Feedback Comments Reproduced from the official feedback report document titled “DSS Faculty Feedback 15 to 29 April”

- “Prof. Pawar is one of a kind researcher and teacher. His knowledge is immense be it in quantitative research or qualitative research. He is a gem. I(We) were humbled to have him as the core instructor during the DSS”.
- “Very insightful sessions on Research Methodology for Behavioral Sciences.”
- “Please spread your knowledge to learners like us. This is an ultimate level of
- service to academics and society.”
- “Lot of gratitude for Prof. Pawar. It is one of the best FDP i have ever attended. The way he teaches i as a scholar feel blessed to attend his sessions. Very noble way of teaching and the way he revises every concept in class room itself is something we get to learn al the concepts in class.”
- “Prof. Badrinarayan Pawar is an institution and inspiration for resarchers in any field across the world”
- “Pawar Sir is the best faculty of all times. I have no words to describe him and his noble work.”

A Select Few Comments in response to the feedback form question, “Q.8 What do you think are the major strengths of the program?”

- “Dr. Badrinarayan shankar sirs expertise, oh my God amazing”
- “Prof. Badri Sir’s dedication and altruistic intent to teach and help.”
- “Pawar sir. He is epitome of knowledge and kindness. Concept clarity to delivery everything is beyond expectation. Also the program clear our basic doubts.”

- “Badrinarayan Sir's teaching, humbleness and passion to share knowledge.”
- “Dr. Pawars teaching was profound.”
- “Prof. Pawar is the major strength of this program, i never imagined a single person can have such a wide range of teaching from philosophical level to the level of writing a research paper. His knowledge, his ethics enlighten us to work harder and further extend this profession to new heights. Overall it was a great program, very comprehensive, neatly structured.”
- “The vast experience of Prof B S Pawar, his way of teaching that has really left indelible impressions on my mind that can never be forgotten.”
- “Prof Badri sir's wisdom and his hunger to serve the society”
- “Obvious answer Prof Pawar is the biggest power of this program.”

A Select Few Comments in response to the feedback form question, “Q.2 What were your expectations from this program? Were they met successfully?”

- “Yes, all expectations were met. To summarize: I came with an unexperienced mindset to attend the session, however, I believe that I am no more the person I was 15 days before. This program has a deep impact on me. Hopefully, I will be able to walk on the path shown by Prof. Badri Sir.”
- “I wanted to learn basics of research. Because there is lack of guidance on how to do research from scratch. I am delighted that i joined this program. I came with the curious mind and i will go with enlightened mind.”
- “expected to gain a finer understanding of the research process and the program certainly catered to that.”
- “I expected to have a basic foundational knowledge about the topics. But I have learnt more than I expected and it has been immensely helpful in my current stage of PhD. It has saved me months of work and effort.”

About IIM Raipur

IIM Raipur Indian Institute of Management (IIM) was set up by the Government of India, Ministry of Education, in 2010 at Raipur, the capital of Chhattisgarh. Chhattisgarh is one of the fastest growing states of India with its rich mineral, forest, natural and local resources. IIM Raipur campus is spread over 200 acres of land in Atal Nagar. The campus is a state-of-the-art campus presenting a blissful mix of modern architecture, culture & heritage of Chhattisgarh. The Institute believes in preparing ethical leaders who are not only committed to business, commerce, and industry but are also socially conscious of their contribution to nation-building and bringing laurels to the country globally. The institute is abuzz with activities carried out by the student clubs, which are now expanding their scope of activity and bringing luminaries from the corporate.



Tentative Session Schedule (April 18-April 29, 2025)

		Session 1	Tea Break	Session 2	Lunch Break	Session 3	Tea Break	Session 4
Date	Day	9:30 am – 11:00 am		11:30am – 01:00 am		02:00am – 3:30 am		3:45 pm – 5:15 pm
18.04.2025	Day 1	An Overview of Academic Research		An Overview of Academic Research		Some Aspects of the Philosophical Foundations of Academic research		Some Aspects of the Philosophical Foundations of Academic research
19.04.2025	Day 2	Topic Choice		Literature Review		Theory Building for Hypothesis Specifications		Theory Building for Hypothesis Specifications
20.04.2025	Day 3	Theory Building for Hypothesis Specifications		Theory Building for Hypothesis Specifications		Theory Building for Hypothesis Specifications		Theory Building for Hypothesis Specifications
21.04.2025	Day 4	Scale Development and Scale Validation		Scale Development and Scale Validation		Scale Development and Scale Validation		Scale Development and Scale Validation
22.04.2025	Day 5	Research Design Specification (Survey Design)		Research Design Specification (Experimental Design)		Research Article Writing		Review of Conceptual Part of Research Process
23.04.2025	Day 6	Basis Statistics		Basis Statistics		ANOVA		MANOVA
24.04.2025	Day 7	Correlation Analysis		Multiple Regression		Multiple Regression		Factor Analysis
25.04.2025	Day 8	Factor Analysis		Basics of Structural Equation Modelling (SEM)		SEM: Testing Measurement Models (Using AMOS)		SEM: Testing Simple Structural Models (Using AMOS)

26.04.2025	Day 9	SEM: Testing Mediation (Using AMOS)		SEM: Testing Moderation (Using AMOS)		SEM: Testing Moderated Mediation (Using AMOS)		Doing SEM with SmartPLS
27.04.2025	Day 10	Doing SEM with SmartPLS		Composing an Academic Research Paper (Literature Review, Hypothesis, Analysis, Results, and Discussion)		Qualitative Research Overview		Data Collection in Qualitative Research
28.04.2025	Day 11	Data Analysis in Qualitative Research		Data Analysis in Qualitative Research		Assessing Trustworthiness (Robustness) in Qualitative Research		Introduction to the Variety in Qualitative Research Approaches
29.04.2025	Day 12	Inputs on Teaching: Content Planning and Delivery		Inputs on Teaching: Content Planning and Delivery		Inputs on Research Paper Review and Publishing Process		Integration of Program Inputs