



भारतीय प्रबंध संस्थान अहमदाबाद  
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

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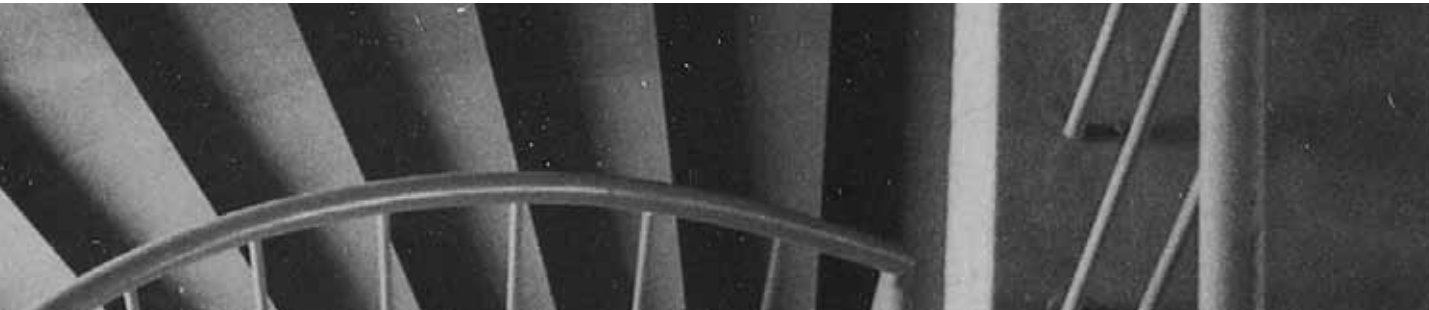
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## THE YEAR IN RETROSPECT

2008-09 was a tumultuous year. It began with hopes that the failure of Bear Stearns towards the end of the previous financial year would remain an isolated incident in the global financial markets. That was not to be. The collapse of Lehman Brothers opened the floodgates for spectacular collapses of banks, insurance companies, and other financial institutions in the US and some major developed economies. The reverberations from the distant thunder originating half way across the world negatively impacted the Institute in almost all aspects of its functioning. Despite that, however, with the support from all its well wishers, the Institute was able to overcome the challenges it faced during the year.

### Two-Year Post-Graduate Programmes

The flagship programme of the Institute, the two-year Post-Graduate Programme in Management (PGP), continued its dominant position as the top ranked programme in the country and as among the best such programmes in the Asia-Pacific region. Despite the economic meltdown, due to the efforts put in by everyone connected with placement, the Institute was able to place the graduating batch in a very short span of time. This was indeed an achievement since even the best b-schools the world over struggled to place their graduating batches. The placement process during the year witnessed participation from a far more diverse set of companies including several first-time recruiters.

The graduating batch from the Post-Graduate Programme in Agri-Business Management (PGP-ABM) was placed with organizations that need their specific skills and domain knowledge.

The year witnessed implementation of a revamped curriculum for PGP. The new curriculum has been designed to align the programme with the changing needs of society.

The year also witnessed the implementation of the first phase of expansion related to the OBC quota in PGP and PGP-ABM. After full implementation of the quota by 2010-11, the intake into these programmes would rise to about 450. This rapid expansion would pose a very different kind of challenge – that of maintaining the quality of delivery and output of the two programmes.



### Doctoral Programme

The doctoral programme of the Institute, the Fellow Programme in Management (FPM), continued to provide highly skilled individuals to both the academia as well as the practising world of management. During the year, the FPM students organized the second doctoral colloquium in management. The colloquium is meant to enhance the quality of research by providing an opportunity to doctoral students to receive comments on their research from a knowledgeable audience.

### One Year Post-Graduate Programmes

The one year, post-experience Post-Graduate Programme for Executives (PGPX) again attracted quality applications. The average GMAT score of the cohort selected by the Institute for the fourth batch of the programme was better than the average scores for the best b-schools globally. There was some difficulty in placing a few graduates from the batch that passed out in 2009, arising essentially due to their strong preferences for specific locations or industry sectors.

The Institute completed the second offering of the one year, post-experience Post-Graduate Programme in Public Management and Policy (PGP-PMP). In addition to the government and government owned organizations, the graduates from the programme acquire the knowledge and skills required to contribute meaningfully to organizations that have significant interface with the government. Most graduates from this programme go back to their respective organizations.

### Faculty Development Programme

The Institute continued to offer the four-month Faculty Development Programme (FDP) to enhance teaching and research skills of management teachers. Over the last two and a half decades over 550 management teachers have benefited from the programme.

### Armed Forces Programme

The Institute completed the fourth offering of the Armed Forces Programme (AFP). The six-month, fully residential programme in general management has been designed to help officers from the armed forces re-orient their considerable skills and experience for careers in civilian organizations.

### Management Development Programmes

The Institute conducted over 130 management development programmes of durations ranging from a week to one month, training thereby over 3000 participants from a diverse set of organizations. One of the programmes was offered jointly with ESSEC. The participants in this programme spent one week in each of the two institutions in Ahmedabad and Paris. The Institute attempted to expand its global footprint through offering several executive development programmes outside India.

### Research, Publication, Seminars, and Engagement with Practice

The faculty of the Institute continued to be as productive as it has been over the last several years, contributing significantly to the pool of relevant knowledge for the corporate as well as the social sector.

The year witnessed creation of the Centre of Excellence for Research in Small and Medium Enterprises through funding from Union Bank of India. The centre, headed by a Chair Professor, would undertake research studies to help create a policy framework and working environment that is congenial for sustained growth of micro, small, and medium enterprises.

Considerable focused research and other academic work in the Institute is done by centres that are created for the purpose. These centres are often created through external funding support. The existing centres include the Centre for Management of Agriculture (CMA); Centre for Infrastructure Policy and Regulation (CIPR); Centre for Management of Health Systems (CMHS); IIMA IDEA Telecom Centre of Excellence (IIT-COE); Gender Research Centre (GRC); Centre for Electronic Governance (CEG); Centre for Innovation Incubation and Entrepreneurship (CIIE); Centre for Retailing, and the Public Systems Group. These centres continued to be active and completed significant amount of research and academic work during the year.

The year also witnessed the usual number of seminars, lectures, and addresses by eminent speakers from academic institutions and other organizations.

The faculty of the Institute continued its direct engagement with the practising world through membership of boards of a variety of organizations and government committees. The faculty also influenced management decision making in organizations by providing consulting and advisory services.

### Leadership Skills of IIMA Alumni

The Institute always believes that its graduates have contributed more significantly to leadership of the Indian corporate sector than any other management school in the country. The belief was confirmed by the findings of a recent study done by the global executive search firm EMA Partners International. The study found that about 50 per cent of professional CEOs of Indian companies hail from IITs and IIMs. Among those who hail from IIMs, 62 per cent are from IIMA.

The leadership skills of graduates from IIMA are honed by the diversity of activities students engage in during the time they spend at the Institute such as teaching street children, participating as observers in parliamentary elections, and working with the government to enhance the effectiveness of the development schemes operated by the government. The students engage in these activities in addition to organizing every year Confluence: the academic meet for b-schools, Chaos: the cultural event, Amaethon: the academic event with focus on the agricultural sector, Insight: where companies assess customer responses to new prod-

Students' Activities





ucts and ideas, Leverage: a conference that provides platform for dialogue between entrepreneurs and venture and private equity firms, and the Annual Play that showcases the acting talent of budding managers.

### Fulfilling Social Responsibility

The graduates from IIMA have contributed significantly to development of the country through setting up of innovative organizations. Several alumni have set up organizations that make a significant difference to the lives of millions of underprivileged. The Centre for Innovation, Incubation, and Entrepreneurship (CIIE) organized an Entrepreneurs Conference where the book *Stay Hungry Stay Foolish* documenting the journey of 25 alumni of IIMA who have become entrepreneurs was released. The book authored by an alumnus of the Institute has become a best seller. Over the years, about 10 per cent of the graduates from PGP have become entrepreneurs and contributed to nation building.

As a responsible public Institution, it has to preserve the excellence of its academic programmes while making the education it imparts accessible to students from the less-privileged sections of society. The Institute therefore strives to ensure that no student admitted to the two-year Post Graduate Programme (PGP) has to forego the opportunity of getting educated at the Institute for lack of funds. While raising the fee in 2008 therefore, the Institute also implemented a graded fee structure whereby the fee is determined by the capacity of the student to pay. About 65% of the batch admitted in 2008 benefited to varying extent from the fee waived by the Institute. The total amount of fee waived by the Institute in 2008 was about Rs. 50 million. In the process, IIMA also became perhaps the first business school in the world that educated 21 students absolutely free in 2008.

### Global Recognition

IIMA aspires to become a globally acknowledged management school that functions in a manner that is consistent with the needs of a developing society. IIMA took the first step towards global recognition by becoming the first and the only management school in the country to have been accorded EQUIS accreditation. EQUIS (European Quality Improvement System) is the leading international system of quality assessment, improvement, and accreditation of higher education institutions in management and business administration. The Institute is in the select company of management schools in the world that have this stamp of quality.

Over the last four and a half decades, the Institute has demonstrated its total commitment to excellence in every aspect of its functioning. It is ready to take on the impending competition in management education from abroad. What it needs is a governance structure that would accord even greater freedom of decision making and action. As the Institute moves towards its golden jubilee year in 2011, the faculty, alumni, and students need to make a concerted effort to make IIMA a thought leader in the world of management.

Samir K. Barua  
Director





## ACADEMIC PROGRAMMES

The Institute offers six academic programmes of varying duration: the Post-Graduate Programme in Management (PGP) (equivalent to MBA), the Post-Graduate Programme in Agri-Business Management (PGP-ABM) (equivalent to MBA), the Post-Graduate Programme for Executives (PGPX), the Post-Graduate Programme in Public Management and Policy (PGP-PMP), the Fellow Programme in Management (FPM) (equivalent to Ph.D.), and the Faculty Development Programme (FDP) for management teachers and trainers.

### 1. POST-GRADUATE PROGRAMME IN MANAGEMENT (PGP)

The Post-Graduate Programme in Management (PGP) is the flagship programme of the Institute. The first batch of students joined the programme in 1964 and graduated in 1966.

The forty-fifth session of the programme commenced on June 23, 2008, with 297 students. At the end of the year, 290 students were promoted to the second year.

The second year of the programme commenced on June 9, 2008, with 258 students. At the end of the second year, 257 students graduated from the Institute.

There were 52 SC/ST and nine physically challenged students in the first year. Fifty SC/ST students and 9 physically challenged students graduated in the second year.

Details are given in Appendix A1.

#### Preparatory Programme

The preparatory programme is offered for students who are found relatively underprepared in communication and mathematical skills. The programme is conducted before the start of the regular session. Forty-one students attended the preparatory programme from June 2, 2008, to June 21, 2008.

### Orientation Programme

The orientation programme for the new batch of students was held from June 23 to 25, 2008. In addition to addresses by the Director and the PGP Chairperson, a dialogue with the PGP Executive Committee, and briefing on the computer and library facilities and their usage formed part of the programme. The programme also included a session on case preparation and case method of instruction.

### Tutorials

Tutorials were offered by instructors in some courses of the first year to help students cope with the requirements of the programme.

### Curriculum

This year the recommendations of the PGP Review Committee on the curriculum were implemented and the first year students took 31 courses (24.75 credits) spread over six slots.

In the second year, students were required to complete a minimum of 15 and a maximum of 17 credits of courses.

In the second year, 66 elective courses and 77 project courses were offered (including 15 non-credit independent projects), in addition to two compulsory courses. The compulsory courses were taught in four sections. On account of heavy registration, one elective course was taught in six sections and six courses in two sections. Of the 69 electives offered, the students took 65.

### New Courses

Fourteen new elective courses were offered in the second year of the programme. Details are given in Appendix A2.

### Double Degree Programme

In order to develop academic and cultural interchange in the areas of education and research, the Institute is offering a double degree programme at the graduate level in collaboration with the following universities abroad:

- ESSEC Business School, Cedex, France
- University of Bocconi, Milan, Italy

Under this programme, one student from ESSEC Business School, Cedex, France, and two students from the University of Bocconi, Milan, took courses in the second year of the Post-Graduate Programme during the academic year 2008-09. At the same time, two second year students from the Institute went to these institutions during 2008-09.

### Collaboration with CMA, Canada

During the year, the Institute signed an agreement with the Certified Management Accountants, Canada, for granting exemption in a few courses to Institute's graduates.

### Exchange Programme

In line with the internationalization of PGP and with a view to providing international exposure to students, the Institute collaborated with several international business schools for exchange of students during the academic year 2008-09.

While 94 students from the Institute spent a term with the collaborating institutions abroad, 55 students from these institutions spent a term at the Institute.

Details are given in Appendixes A3 and A4.

### Lecture Series

The following distinguished persons addressed the students during 2008-09:

- **Mr. T. Ramaswami**, Secretary, Department of Science and Technology, Government of India, September 25, 2008
- **Mr. Amir Khan**, well-known actor, director, and producer, February 7, 2009

### Scholarships

- **Industry Scholarships**

The Institute awards several industry scholarships to students based on academic performance.

This year nine students from the first year and 13 from the second year received these scholarships.

- **Aditya Birla Scholarships**

Aditya Birla Scholarships, instituted by the Aditya Birla Group, were given to two first-year students based on their performance.

- **Sir Ratan Tata Scholarships**

Sir Ratan Tata Scholarships, instituted by Sir Ratan Tata Trust, Mumbai, were given to four second year students based on their first year performance.

- **T. Thomas Scholarship**

The T. Thomas Scholarship, instituted by Unilever, was given to two second year students based on their performance in the first year.

- **O.P. Jindal Engineering and Management Scholars**

Two students, one each from the first and second years, were chosen as O.P. Jindal Engineering and Management Scholars. The objective of these scholarships is to promote academic and leadership excellence.

Names of recipients of all these scholarships are given in Appendix A5.

- **IIMA Need-Based Scholarships**

Rs. 7,55,000 was disbursed as need-based scholarships to 14 students under the need-based scholarship scheme. The amounts ranged from Rs. 25,000 to Rs. 1,30,000.



- **IIMA SC/ST Scholarships**  
During the year, 57 students in the first year and 48 students in the second year were awarded these scholarships of Rs.1,500 each.
- **Government of India Central Sector Scholarship Scheme for Top Class Education**  
Ten applications were sent to the ministry for the above scholarship out of 13 applications received from SC students. Scholarship amount is yet to be received.  
  
Three applications were received from ST students and all of them were sent to the ministry. Scholarship amount is yet to be received.
- **Fee Waiver Scheme**  
Under the newly instituted fee waiver scheme, fee waiver amounting to Rs. 4,69,56,756 was awarded which included full fee waiver to 19 students.

#### Other Awards

- **Kollengode V. Srinivas Award for the Best PGP Allrounder**  
The Kollengode V. Srinivas Award was instituted by the parents of the late Kollengode V. Srinivas to recognize the all-round performance of an outstanding student and to honour the memory of Srinivas' association with the Institute. This year, the award was given to Srijan Pal Singh.
- **S. Umapathy Prize**  
The S. Umapathy prize was instituted by the brother of the late S. Umapathy to recognize the academic excellence of a student and to honour the memory of Umapathy's association with the Institute. The first year PGP topper is eligible to receive the prize. This year, the prize was awarded to Gagandeep Singh.
- **Shri S.K. Seth Memorial Award**  
The S.K. Seth Memorial Award was instituted by Mrs. Shanti Seth in memory of her husband, the late Shri S.K. Seth, the first librarian of the Institute. The award is given to a student who obtains the highest grade points in the first year of PGP. This year the award was given to Gagandeep Singh.
- **Woman All-Rounder Award**  
The award was instituted by IIMA to recognize the all-round performance of an outstanding woman student. This year, the award was shared between Anita Kishore and Akanksha Thakore.

	Male	Female	Total
General	206	14	220
NC-OBC	17	0	17
SC	44	3	47
ST	10	0	10
Disabled	3	0	3
<b>Total</b>	<b>280</b>	<b>17</b>	<b>297</b>

Break-up of students who joined in June 2008

#### Admission

The Post-Graduate Programme commencing June 2009 attracted 238765 applications including several from overseas candidates, an increase of 18.10 per cent over the previous year.

Details about the admission process are given in Appendixes A6 and A7.

## 2. POST-GRADUATE PROGRAMME IN AGRIBUSINESS MANAGEMENT

The Post-Graduate Programme in Agri-Business Management (PGP-ABM) is designed to transform dynamic and determined individuals into excellent managers to meet the unparalleled demands on their capabilities as posed by the increasingly challenging food and agribusiness sector. The programme aims to improve managerial efficiency in sectors like procurement, supply chain management, production, retailing, food processing, dairy, financial, and consultancy services.

PGP-ABM prepares students for the arduous task of leading change in the dynamic agribusiness industry and managing the process of those changes. With a powerful blend of faculty, staff, alumni, and corporate partners to achieve excellence in business education, the programme has the best to offer in terms of exploring the endless possibilities in agribusiness. The programme prepares students for the agribusiness value chain while specifically attempting to:

- equip students with the required conceptual and interpersonal skills along with a sense of social purpose for managerial decision making and implementation in the unique context of agribusiness
- encourage agripreneurship among students to transform them into successful professionals within the agribusiness sector
- develop leadership capabilities in students, enabling them to adapt to change and motivate the organizations they work in
- widen students' vision and instill in them values of professionalism, integrity, ethics, and social commitment.
- Essentially, the programme trains students to leverage and lead the immense potential agribusiness offers in the Indian and global scenario.

The programme (2008-10 batch) commenced on June 2, 2008, with 21 students. For the second year of the programme, 23 students registered including a scheduled caste student.

### Preparatory Programme

In order to strengthen mathematical, communication, and computer skills, all students of the incoming batch were asked to attend the preparatory programme which was held from June 2 to 21, 2008.

### Orientation Programme

A welcome and orientation programme for the new batch was held during the period June 23-25, 2008. There was an interaction and dialogue with the PGP-ABM Executive Committee and a briefing on the computer and library facilities and their usage. A session on case preparation and case discussion was also held to introduce students to the case method of instruction.

### Curriculum

In light of the review of PGP courses, the students in all took courses with 24.75 unit credits in the first year. In addition, a non-credit course on Rural Environment and Institutions was offered in the first year.

The second year students were required to register for a minimum of 15 credits and a maximum of 17 credits, including two compulsory courses – Strategy Formulation and Implementation II and Legal Aspects of Business – from PGP General and four sector specific compulsory courses. The students were offered elective courses with a view to deepening the students' understanding of specific areas of management and building decision making skills within the specific context of rural and agribusiness sectors. They were also allowed to register for one elective course of PGP (General) in every combined slot.

List of courses offered during the academic year 2008-09 can be seen in Appendix B1.

### Course on Rural Environment and Institutions

A course on Rural Environment and Institutions was offered for the first year students during the third & fourth slots and fifth and sixth slots. The objective of the course is to provide a foundation for understanding the rural setting, rural society, and rural institutional and policy environment. Distinguished policy planners, people from industry, develop organizations, NGOs, practitioners, and academicians delivered talks and shared their experiences.

### Rural Immersion Module

The first phase of the Rural Immersion Module was organized from April 2 to 10, 2008. The students were divided into four groups and two groups were placed in Warnanagar in Maharashtra and two groups were placed at Dungarpur in Rajasthan. The students then carried out a project study as part of the Second Phase from December 4 to 18, 2008.

### Admission

The programme was well received by the student community. This year 30298 applications were received as against 20681 last year. A comparison is given in Appendix B2.

After an intensive selection process, 21 students were admitted to the programme.

### Awards of Academic Merit

Two awards have been instituted one by Nestle India Ltd. and another by an alumnus of the Institute for PGP-ABM students. Each award carries a certificate of merit and cash component of Rs. 25,000. Two students were given these awards based on their performance in the second year.

### 3. POST-GRADUATE PROGRAMME FOR EXECUTIVES

The graduating batch had an average GMAT score of 728.33 compared to 699.13 and 695.42 for the previous two batches. They had an international exposure of 53.62 months compared to 33.9 and 40.67 months of the past two batches. This batch had an average age of 33.5 years.

#### International Immersion

On the international immersion front, 25 students went to the Chinese University of Hong Kong, 20 went to Warwick Business School, 15 went to the University of Amsterdam, one went to the Frankfurt School of Finance and Management, and 16 went to Columbia Business School.

Since sourcing of international immersion projects has proved to be a bottleneck, the Institute is in the process of moving to a new model where the partner school takes the responsibility of sourcing projects. The agreement with Warwick Business School works on the new model where the school generates projects for students going there. Frankfurt School of Finance and Management, Frankfurt, also sent three students to the Institute on international immersion exchange.

#### Placement

On the placement front, 130 offers were made to 69 students for senior level positions. Given the difficult job market conditions this year, while the average salaries were lower, the premium over PGP salaries will remain.

#### Courses

On the academic front, 55 courses were offered in building blocks, preparing for top management, and elective modules. In the third and fifth terms, 63 electives were offered out of which students opted for 28.

#### New Batch

The incoming batch of PGPX IV (2009-10) that starts on April 5, 2009, has a good profile: an average GMAT score of 722, international exposure of 52 months, and an average age of 33 years 9 months. Seventy-seven of them have travelled to at least one country abroad.

The PGPX programme is now well on its way to becoming a premier programme for experienced managers that helps them fast track their careers and become change agents in the global arena.

### 4. POST-GRADUATE PROGRAMME IN PUBLIC MANAGEMENT AND POLICY

The one-year Post-Graduate Programme in Public Management and Policy (PGP-PMP) was launched by the Institute in April 2007 as a response to a felt need for sharpening the skills and perspectives of civil servants, managers of public enterprises, professionals from NGOs, and executives from the corporate world. This initiative brought together the second batch of 39 participants – a talent pool of middle/senior level



managers and administrators with substantial work experience of 7 to 25 years in financial services, banking, infrastructure development, energy, telecom services, defence, government, and development. The participants were chosen after rigorous selection and were trained to take up challenging top management positions in private and public sectors and in government and parastatals that have significant public management and policy dimensions. The second batch graduated in March 2009.

The objective of the programme is to prepare participants to assume leadership roles in government, NGOs, public enterprises, and private and cooperative organizations with substantial public management thrust. The programme builds upon the excellence of the Institute in management teaching and research and its considerable experience in policy research and consultancy to take management to the domains of public policy, services provision and regulation, and management of public organizations and enterprises. The programme has special focus on infrastructure development, regulation, management in government, public-private partnerships, interface with government, and policy.

#### Curriculum

PGP-PMP is, in a sense, a unique programme which efficaciously blends the features of a full-time executive management programme with the knowledge and skills of the public management domain. With about 800 contact or equivalent hours of engagement, the programme is offered in five modules: an induction module; a core management module; a core public management and policy module; an international exchange module; and an elective and seminar course module.

Module	Sessions	Credits
Inauguration/ Induction	4 days	
Core Management (CM)	223	8.92
Core Public Management and Policy (CPMP)	155	6.20
International Exchange/ Attachment	90	3.60
Electives and Seminars	162	6.48
<b>Total</b>	<b>630</b>	<b>25.2</b>

#### International Immersion Module

As part of the International Immersion module, participants went for eight weeks to leading universities abroad to provide global perspectives on public policy and management issues. The institutions were:

- Faculty of Economics and Social Science, International Organization MBA Programme, University of Geneva, Geneva
- Lyndon Johnson School of Public Affairs, University of Texas at Austin, USA
- The Georgetown Public Policy Institute, Georgetown University, Washington, USA
- The H. John Heinz III School of Public Policy and Management, Carnegie Mellon University, Pittsburg, USA

As part of the International Exchange Programme, eight students from the Georgetown Public Policy Institute and two students from IOMBA, University of Geneva, spent one full term at the Institute and took courses offered in PGP-PMP and PGP.

### Elective Module

Apart from the core courses, the programme offered several electives leading to concentration in a number of areas:

- Infrastructure Development and Financing
- Public Policy and Governance
- Public Enterprise Management

Electives offered during the year were as follows:

Business French (Pass / Fail)

Carbon Finance

Contract Management

Country Environments and Multinational Strategy

Developments in the Electricity Sector

E-Governance (one day Workshop Module)

Environment Management and Policy

Leadership and Managerial Effectiveness through 360 Degree Feedback (Pass/Fail)

Legal and Regulatory Issues in Infrastructure

Management Communication I (Pass / Fail)

Management Communication II (Pass / Fail)

Management of Public-Private-Community Partnerships

Managing IT Infrastructure

Managing Negotiations

Managing Telecom Enterprises

Media and Society: Economics, Politics, Ethics, and Technologies of Mass Communication

Mergers, Acquisition and Restructuring

Policy, Regulatory, and Financing Issues in Infrastructure

Project Management

Public Enterprise Management

Public Policy and Management of Development Induced Displacement

Real Estate (new)

Regulation of Banks and Financial Intermediaries

Retail Management

Securities Regulation

Seminar Course on Globalizing a Resurgent India through Innovative Transformation

Seminar Course on Knowledge Management (new)

Supply Chain and Logistics Management

Talent Management for Public Enterprises (new)

Transportation Infrastructure

Understanding Micro Finance

Urban Planning and Management

Valuation of Securities and Investment and Portfolio Management

### Seminar Module

As a part of the “Seminar on Current Issues in Management, Development, and Policy” which is a unique feature of PGP-PMP, a number of seminars were organized in order to bring to the classroom the perspectives of practitioners, policy makers, and other academics of repute from within and outside the Institute.

Details of the seminars held are as follows:

Credit Rating and Related Aspects	Ankur Sachdeva Head – Business Development Credit Analysis and Research Limited
Political Reforms in India: Are Reforms Pro-Poor?	Rajul Awasthi, IRS Officer on Special Duty to the Finance Minister
ADB Operations in India	Hiranya Mukhopadhyay Senior Economic Officer, India Resident Mission of ADB
Development in Credit Rating Industry in India: An Overview	P.K. Choudhary Vice Chairman and Group CEO, ICRA Ltd.
Infrastructure Finance: Public Private Partnership	K.K. Mohanty Executive Director Srei Infrastructure Finance Ltd.
Dedicated Freight Corridor	V.K. Kaul Managing Director Dedicated Freight Corridor Corporation of India Ltd.
Why the US Needs China as an Enemy	Professor Radha Sinha Professor of Political Economy and Director Centre for Development Studies, Glasgow University and Chair in International Eco- nomics, Sophia University, Tokyo (retd.)
ISO 9001-2000 Certification of the Collector's Office	Sanjay Dubey, IAS Secretary Home Government of M.P.
Removal of Religious Encroachments	
Shell Energy Scenarios to 2050	Dr. Jeremy B. Bentham Vice President Global Business Environment Shell International B.V.
Coal Sector in India: Retrospect and Prospects	Partha Bhattacharyya Chairman Coal India Ltd
Public Private Partnership	Gajendra Haldea Advisor to Deputy Chairman, Planning Commission
Emerging Asian Countries versus the Shadows of the Industrial Revolution in the West	Professor Gilbert Etienne Professor Emeritus Institute of International Studies and Development, Geneva
Transformation of Public Service Delivery	R. Chandrashekhar Special Secretary Department of Information Technology Government of India
Internet Governance: Issues and Challenges	Dr. David Souter Managing Director ICT Development Associates

Vision 2020	Dr. A.P.J. Kalam Former President of India
Short Module on Brand Management	Professor Abraham Koshy Indian Institute of Management Ahmedabad
Role of Whistleblowers in State/ Corporate Governance	M.N. Vijayakumar, IAS Karnataka cadre
Analysing Politics Justice in an Adversarial System with a Judge, a Prosecutor, and a Defendant	Professor Krishna Ladha Visiting Associate Professor Department of Political Science University of Maryland, Baltimore
International Experience of Urban Poverty and Management	Professor Isabelle Milbert Graduate Institute of International and Development Studies, Geneva
Centre-State Relations	Dr. Madhava Menon Member Commission on Centre-State Relations New Delhi
ICTs and the Internet Economy: Issues and Challenges	Dr. Prabir Neogi Special Advisor Electronic Commerce Branch Government of Canada
London as an International Financial Centre	Stuart Fraser Chairman of the Policy and Resources Committee, City of London
Public Policy and Governance Issues in the Changing Environment	B.S. Baswan, IAS (retd.) Director Indian Institute of Public Administration New Delhi
Health System in India: Opportuni- ties and Challenges for Improve- ments	Professor K.V. Ramani Indian Institute of Management Ahmedabad

### Guest Lectures

The programme benefited immensely from several guest speakers who were invited to address the participants as part of various courses that were offered:

**Amit Kaushik**, Director, SRF Foundation, Vice President (CSR), SRF Limited, New Delhi

**Neera Anand**, Head, Human Resources, World Bank

**Jaijit Bhattacharya**, Country Director, Public Policy and Corporate Strategy, Sun Microsystems India Pvt. Ltd.

**Reema Nanavaty**, Director STFC, SEWA

**Tanmoy Chakraborty**, Vice President and Head-Global Government Industry Group, TCS, New Delhi

**Siddharth K. Das** and **Vinita Das**, Head of Rheumatology and Obstetrics & Gynecology respectively, CSM Medical College (Formerly KGMC), Lucknow

**D.R. Mehta**, Former Chairman, SEBI, former Deputy Governor RBI, Director General, Foreign Trade (GoI) and Additional Secretary, Ministry of Finance

**Venkat Changavalli**, CEO, Emergency Management and Research Institute

**T.S. Krishnamurthy**, former Chief Election Commissioner, New Delhi

**K.K. Sarin**, Director General (Road Development), Additional Secretary to the Government of India (retd.), New Delhi

**J.K. Dadoo**, Secretary (Environment, Delhi Pollution Control Committee, Dept. of Environment and Forest, New Delhi

**Aman Kumar Singh**, Special Secretary to Chief Minister, Government of Chhattisgarh

**Mohammad Pathan**, Sabarmati Nagrik Adhikar Manch, Kharivadi, Ahmedabad

**Dr. N.V. Belavadi**, Senior General Manager, National Dairy Development Board, Anand

**Dr. P.S. Rana**, CEO, Panthera Developers Pvt. Ltd., New Delhi

**Dr. Jacob Mankidy**, Mankidy Associates, Pune

#### Workshop on E-Governance

A one-day workshop on E-Governance was organized as part of an elective course. It was conducted by Professors T.P. Rama Rao and V. Venkata Rao.

#### Panel Discussion

As part of the core course on "Human Resource Management for Organizations," a panel discussion on the topic "HR Issues" was organized. The panelists included Mr. Manoj Verghese, Director HR, Google India Online; Mr. Hasmukh Adhia, IAS, Principal Secretary, Education Department, Government of Gujarat, and Dr. Nirja Sharma, Vice President, HR, Motif India Infotech Pvt. Ltd., Ahmedabad.

#### Placement

Details of placement of the graduating students are in Appendix E13.

#### Admission

The admission process for the year 2009-10 is complete. The profile of the batch is:

GMAT Score Average	698.89
Average Age	37 years
Average Work Experience	13 years

Participants are drawn from government, public sector undertakings, banks, and private sector organizations.

## 5. FELLOW PROGRAMME IN MANAGEMENT

Since the beginning 244 students have completed and received the title of “Fellow of the Indian Institute of Management, Ahmedabad” which is recognized as equivalent to a Ph.D. degree. Twelve students graduated from the programme this year. There are 35 students in the thesis phase and 27 students are doing course work.

Details of graduating students are given in Appendix C1.

### Best Thesis Proposal Awards

Awards for best thesis proposals were given to students in the thesis proposal stage as follows:

- Satyam Shivam Sundaram (PSG)  
*IFCI, Chaudhary-Padmanabhan-Pant (joint), and Sahir Memorial (joint)*
- Patrali Chakrabarty (Marketing)  
*IFCI, Chaudhary-Padmanabhan-Pant (joint), and Sahir Memorial (joint)*
- Omkar D. Palsule Desai (P&QM)  
*IFCI Award*
- Siddhartha Kumar Rastogi (Economics)  
*IFCI Award*
- Megha Sharma and Sandeep A. Karmarkar (P&QM)  
*IFCI Award (joint)*
- Harish V. Rao (P&QM)  
*Best Scholastic Performance*

### Second IIMA Doctoral Colloquium

Initiated by the FPM students 2008, the objectives of the IIMA Doctoral Colloquium are to:

- initiate networking among management researchers
- share knowledge and learn from each other
- explore emerging areas of research in management

The second colloquium was held on January 5-6, 2009.

Participants included doctoral students from international management schools such as E.M. Lyon Business School, Kellogg School of Management, London Business School, National University of Singapore, and Brunel University. Doctoral students from more than twenty top higher educational institutions in India including IIM Ahmedabad, IIM Calcutta, MDI Gurgaon, XLRI Jamshedpur, IIT Madras, IISc. Bangalore, ISI Delhi, IRMA, IIT Kharagpur, and TISS Mumbai participated in addition to three industry delegates (senior vice presidents) from IMRB International.

While 90 research abstracts were received, 65 were selected for presentation and 50 were actually presented.



Other sessions held as part of the colloquium included:

- A panel discussion on “Industry Academic Collaboration for Research”
- Discussion on researcher’s role in current financial turmoil
- Workshop on qualitative methodology
- Workshop on publishing research
- Workshop on cross-cultural research
- Academic careers in Europe

Two senior professors from the Institute and industry experts from Infosys, TCS, BNP Paribas, and Thomas Cook participated in the panel discussion. The event was moderated by the FPM chair.

In association with the V.S. Library, an exhibition of books and other information products was organized.

The colloquium was supported by IMRB International, Emerald, EBSCO, and several other book publishers.

The third IIMA Doctoral Colloquium will be held on January 8-9, 2010.

#### Papers/Conferences/Seminars

Details of papers published, conferences/seminars attended, and papers presented by FPM students will be found in the Research and Publication Committee’s annual report published separately.

## 6. PLACEMENT

The Indian Institute of Management, Ahmedabad (IIMA), is a globally recognized brand today. The consistently hundred per cent placement record is an acknowledgement of this recognition and the rigorous training focusing on innovation, leadership, teamwork, and global business climate. The Institute’s ability to continually produce graduates capable of matching and surpassing the best globally was reaffirmed during final placements. Remarkably, nine students (including one ABM) preferred to start their own enterprises.

#### New Website “TalentBouquet”

The 2008 survey of business schools by the *Economist* ranked the career opportunities available to the students at the Institute as the best among all business schools in the world. The Institute is committed to providing recruiters not just access to a rich and varied source of managerial talent but also an efficient recruitment process. The students developed a placement portal named “IIMA TalentBouquet” with the help of the computer centre. This is built on the social networking structure, and it intends to provide a much better matching of talent demand and supply. It contains the profiles of every student of all programmes as well as information of each recruiter. Both students and recruiters have the ability to gauge interests about the resumes and career openings.

However, the timeframe to get suggestions from recruiters and the start of the placement season was short and hence the operation of the website was kept in abeyance till the next placement season. A very positive response has been received to this new innovation. Efforts are on to make further improvements and make it operative in the next placement season.

Recruitments in the year under review once again underscored the Institute's ranking amongst the top B-schools of the world. The successful placement of a larger batch size of 258 students confirms the robustness of the academic processes and the world-class quality of the graduates. A remarkable feature this year was the increased diversity of jobs on offer. Also, a successful lateral recruitments process ensured that the students got credit for relevant work experience. This year, the batch size of lateral candidates was 114. The Institute expects this trend to continue, bolstered by increasing salaries, better job profiles, and more challenging opportunities across the globe.

This year also the process of different placements took place under one roof of the Placement Office. Efforts were made to strengthen the coordination between PGP, PGP-ABM, PGPX, and PGP-PMP. This helped effective cross-selling and ensured successful placements for all programmes.

#### Highlights of PGP, PGP-ABM, PGPX and PGP-PMP Placements

Despite the economic downturn and a volatile job market, all PGP students were placed in a period of nine days between February 25 and March 5, 2009. This year saw an exciting range of roles and opportunities on offer. Several new companies visited the campus. The recruiters included public sector companies, nationalized banks, and some new multinational firms.

Placements of PGP-ABM students took place amidst fears of recession. All students were placed with an average compensation package of Rs. 8.50 lakh.

Placements for PGPX participants took place over an extended period of time from December to March. More efforts were made to pitch companies for placement of PGPX this year to match jobs on offer and PGPX profiles. Out of 77 students, 72 were placed at the time of compiling this report.

The second batch of PGP-PMP participants graduated in March 2009. They had diverse backgrounds and substantial work experience in fields such as state administration, taxation, telecom industry, IAS, IPS, etc. Twenty-two out of 39 participants were sponsored. Dynamic efforts were made to place those who opted for placement.

The FPM Chairperson and the FPM Placement Faculty Advisor suggested eight FPM candidates for placement this year. One student received an offer from NISG. Three students received offers from IIM, Indore, through their own efforts.





### Final Placement—PGP

This year, final placement took place between February 25 and March 5, 2009, at IMDC, New Campus. A total of 303 job offers were made to 245 students who participated in placement. The number of companies which confirmed participation was 108.

As many as 52 companies held pre-placement presentations on campus prior to campus recruitment. Seven companies held video conferences for various placement activities including interviews. Teleconferencing was also used for interviews.

Not only did existing recruiters maintain their relationship with the Institute through recruiting a large number of students but many new companies also recruited. Fifty-three companies came for the first time.

### Highlights

Major consultancy companies such as McKinsey & Company, BCG, Bain & Co., and A.T. Kearney continued their association with the Institute as did the global investment banks such as Deutsche, Barclays, Morgan Stanley, HSBC, and Citigroup. Approximately half the foreign offers were based in UAE and the Asia-Pacific region. Amongst the domestic companies, Union Bank of India offered 18 positions. Apart from that, firms such as Royal Bank of Scotland, EXL, and Frost & Sullivan were some of the new additions in Slot Zero this year.

Twenty students were placed overseas. Domestic placement accounted for 225 students.

### Greater Job Diversity

There was a greater choice available to the graduating students in terms of jobs being offered in different sectors and greater diversity within a sector. The sectors in which students were placed this year included analytics, private equity (finance), consulting, corporate treasury, and marketing. A conscious attempt was made to broaden the base of recruiters.

### Compensation

Maximum domestic salary offered ranged from Rs.25 lakh to Rs.33 lakh. Highest overseas salary ranged from US\$ 80,000 to US\$ 1,33,000.

### Pre-Placement Offers

Based on the performance of students in summer internships, 57 pre-placement offers were made by 28 companies out of which 55 offers were accepted.

### Lateral Placement

Lateral placement this year remained satisfactory. Companies recognized and gave credit for previous work experience by making commensurate lateral offers.

### Entrepreneurship

In recent years a growing preference is seen among students to reject lucrative job offers in order to start their own venture. This year as many as nine (8 PGP and 1 PGP-ABM) students either opted out of placement or rejected job offers to start their own enterprise.

In response to the enthusiasm shown by the students, the Placement Committee has decided to give them two years of placement holidays. Those who opt out of placement for taking up entrepreneurship will be eligible for taking placement assistance from the Institute during the next two years.

### Faculty-Recruiter Interaction

In order to establish and sustain the linkages of the Institute with industry, meetings between faculty and recruiters of each and every company were organized during final placement. Feedback from the recruiters will be incorporated to strengthen the placement system.

### Summer Placement

The summer internship of eight to ten weeks provides students an opportunity to work with top level Indian and foreign companies. It nurtures world-class managers for success in a rapidly and highly competitive global business climate by exposing students to real life, unstructured situations and providing them with frameworks, skills, and analytical tools to address such situations. Students work on projects which are diverse and challenging, and provide intense learning experiences in new product launches, global brand extensions, market research, financial and risk valuation and analysis, etc.

The summer internship placement was held from November 13 to 18, 2008. The first year batch comprised 298 students.

In response to the invitations, 71 companies made pre-placement presentations on campus. Ten companies held presentations through video conferencing. Fifty-eight companies came for the first time.

Interviews for summer internships were scheduled in three slots. There were 40 companies in Slot 0, 42 companies in Slot 1, and 26 companies in Slot 2. The entire batch was placed at the end of Slot 2. Some companies conducted interviews through teleconferencing and video conferencing. The maximum number of acceptances (14 students) was for IFMR. In Slot 0, 121 offers were made and 117 offers were accepted. In Slot 1, 143 offers were made and 125 offers were accepted. In Slot 2, against 82 offers, 48 offers were accepted. Students were placed in sectors like international banking/finance, consultancy, marketing, operations, IT and ITES, and general management.

### Final Placement—PGP-ABM

Final placement for PGP-ABM students concluded amidst fears of recession looming large.

The highlight of PGP-ABM placement was the diversity of recruiters and roles offered by them. Presence of heavyweight private and public players in campus recruitment has been the focal point. For a batch of 20 students, 25 companies participated in the placement process. Regular recruiters such as RPG, Godrej, and Marico came along with public sector players like Union Bank, Bank of Baroda, and Indian Oil Corporation. Start-ups such as FINO and ABTL also offered higher corporate positions with greater responsibility. Microfinance major FWFB too made its mark. This has reinforced PGP-ABM's position as the best sector-specific programme in the country.

The average compensation package was Rs. 8.50 lakh. This is also an indication of industry's appreciation for the immense value-add that a PGP-ABM student brings forth to the company.

### FPM Placement

Eight FPM students sought placement assistance and were involved in the placement process. Four of them were placed, three of them through their own efforts.

### PGPX Placement

The third batch of 70 PGPX students sought placement in a challenging economic environment. Sixty-five students were placed. Four students have launched exciting entrepreneurial ventures in fields such as clean energy, manufacturing, and services.

The class of 2009 attracted a particularly diverse pool of recruiters of all sizes and in multiple sectors, thus alleviating the effects of widespread hiring restrictions across industry. This year's recruiter list spanned a variety of conglomerates, large MNCs, small and medium enterprises (SMEs), and start-ups. There were several first-time recruiters as well.

Firms that returned for recruitment included Adani, IBM, McKinsey, Mastek, NISG, Polaris, PRTM, and RPG, while first-time recruiters included Alcatel Lucent, Amazon, Eli Lilly, eInfochips, Emergent Ventures, Hero Honda, Marg Infrastructure, NMCE, Siemens Information Systems, Sundaram BNP, and VBHDC. IBM made the largest number of offers.

Placement was made in senior roles such as GM, VP, AVP, and functional heads. Several growing SMEs have benefited this year by picking up PGPX graduates for executive roles. Former employers made attractive offers owing to value addition from the programme.

The average domestic annual salary for the class of 2009 was Rs.20.16 lakh. Two students were placed abroad at an average salary of USD 122,000.

### PGP-PMP Placement

The PGP-PMP programme, unlike other post-graduate programmes offered by the Institute, is unique because, out of the 39 participants who were admitted to the programme, 85 per cent of the participants are sponsored candidates or are holding jobs in various sectors and public services and generally go back to sponsoring organizations.

Firms that made offers included PricewaterhouseCoopers, Axis Bank, FWWB, BASIX, Ramky Group, and the Gujarat Government. The average salary of the first batch of PMP participants was Rs. 24 lakh a year. This year, the average salary was around Rs. 18 lakh a year. Participants have been recruited for senior leadership positions in areas such as consultancy, government reforms, microfinance, power infrastructure, and social development.

Details of number of students seeking placement, offers made and accepted, salary packages, sector-wise placement breakup, etc. for all these programmes are given in Appendix E.

### 7. CONVOCATION

The forty-fourth convocation of the Institute was held on March 28, 2009. Shri Deepak Parekh, Chairman, Housing Development Finance Corporation Limited, delivered the convocation address. At the convocation, 12 FPM students were awarded the title of the Fellow of the Indian Institute of Management, Ahmedabad, 257 students were awarded the Post-Graduate Diploma in Management, 21 students were awarded the Post-Graduate Diploma in Agri-Business Management, 77 students were awarded the one-year Post-Graduate Diploma in Management for Executives, and 39 students were awarded the one-year Post-Graduate Diploma in Public Policy and Management.

Following students of the Post-Graduate Programme in Management were awarded the Indian Institute of Management Ahmedabad Medals for Scholastic Performance:

- Gagandeep Singh
- Abhishek Verma
- Ishant Goyal



Shri Deepak Parekh at Forty fourth Convocation of the Institute



Gagandeep Singh



Abhishek Verma



Ishant Goyal



Sauri Gudlavalleti



Rakesh Ranjan

Sauri Gudlavalleti, student of the one year Post-Graduate Programme for Executives, received the Indian Institute of Management Ahmedabad Medal for Scholastic Performance.

Rakesh Ranjan, student of the one-year Post Graduate Diploma in Public Policy and Management, received the Indian Institute of Management Ahmedabad Medal for Scholastic Performance.

### 8. FACULTY DEVELOPMENT PROGRAMME IN MANAGEMENT

The 30th Faculty Development Programme (FDP) was offered from June 16 to October 4, 2008. This was the eighth time that this programme for management teachers and researchers was offered as an intensive, four-month long programme. Out of the 51 applicants who were shortlisted, 33 management teachers from Indian institutions, 3 from Nepal, and 1 from Maldives were selected. Nine of the 37 held doctorates in disciplines related to management; ten of the 37 were women.

The curriculum included the following courses: Organizational Behaviour, Business Policy, and Foundations of Management, which were aimed at developing competence in general management education; Information Technology for Management, Communication for Management Teachers, and Writing for Publishing which were designed to help improve the teaching skills of the participants; and a course on Research Methods that focused on developing management research skills. In addition, functional management courses on Economic Environment and Policy, Financial Management, Management Accounting, Human Resource Management, Marketing, and Operations Management were offered. Few eminent visiting faculty members delivered lectures on topics such as International Management, Designing and Managing EDP and Media Optimizer, and Human Resource Application of Operation Research.

Fellowships covering part of the programme fee were made available to 10 participants from India who had financed themselves. Two participants received the Surendra Paul Fellowship, and four received support from the Sir Dorabji Tata Trust. In addition, four participants from Gujarat were awarded scholarships.





## RESEARCH AND PUBLICATIONS

Research constitutes an important academic activity at the Institute. Funding for research projects – classified as large, small, or seed money depending on quantum of funding and other support – is provided by the Institute. Case writing is another important activity that is funded by the Institute. Publications in various forms – books, monographs, papers in journals, or cases – result from these research projects.

During the year, three small research projects, four seed money projects, and 11 case development projects were initiated. Six small research projects, five seed money projects, and five case development projects were completed. While two case development projects were dropped, one large research project, two small research projects, one seed money project, and 10 case development projects were terminated. Summer internship projects are a new initiative, and six projects were sponsored during the summer break.

The small research projects will study e-governance and its impact on citizens, closure of call centres, and socio-cultural aspects of workplace bullying. Corporate communication as a tool to enhance reputation, role of arbitrators in infrastructure disputes, revenue management in the Indian Railways, and the relationships between business, government, and law will be the focus of the study in the small seed money projects.

During the year, the academic community wrote 12 books, 8 monographs, and 75 articles in journals. They contributed 35 chapters in books, presented 131 papers in conferences, and wrote 49 working papers. Details are given in Appendices F and G.

Research activity at the Institute is covered in greater detail in the Research and Publication Committee's annual report published separately.



### Vikalpa: The Journal for Decision Makers

*Vikalpa: The Journal for Decision Makers* is a quarterly publication of the Indian Institute of Management, Ahmedabad. Currently in its 34th year of publication, *Vikalpa* has emerged as a premier management journal in India and has acquired a respectable position among similar publications abroad. It disseminates modern concepts of professional management to academicians and managers, contributing to a better understanding of the context, resources, structures, systems, processes, and performance of organizations. The focus is on applied research and reflections that are relevant to practising managers and that meet the standards of academic rigour.

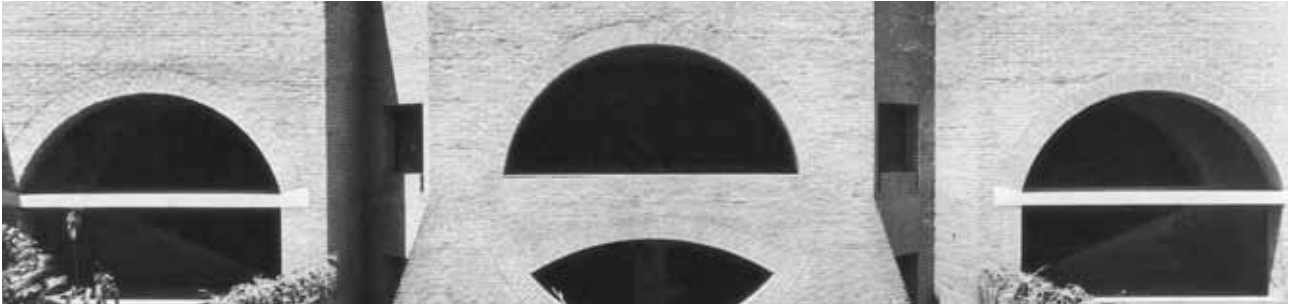
Each issue of *Vikalpa* has the following regular features: Perspectives which presents emerging issues and ideas that call for action or rethinking by managers, administrators, and policy makers in organizations. Research has articles that focus on the analysis and resolution of managerial and academic issues based on analytical or case-based research. Interfaces presents articles which are of practical utility to managers and which would help them in updating their managerial skills. Notes and Commentaries covers preliminary research, review of literature, and comments on published papers or any relevant subject. Colloquium includes debate on a contemporary topic by eminent panelists. Management Case describes a real-life situation faced, a decision or action taken by an individual manager or by an organization at the strategic, functional, or operational levels. Diagnoses features analyses of a case by academicians and practitioners. Since last year, *Vikalpa* has started carrying the case and its Diagnoses in the same issue against the previous practice of publishing Diagnoses in subsequent issues. Apart from these, *Vikalpa* also features book reviews, abstracts, and a bibliography of articles pertaining to important management topics. Each article carries an executive summary for quick comprehension.

*Vikalpa* is a peer-reviewed journal. All contributions received for publication are blind reviewed by two or more referees and accepted contributions are edited suitably to meet the high standards required by the journal. In all, 96 reviewers were involved in reviewing.

During 2008-09, *Vikalpa* received 230 papers: 110 were rejected at the preliminary stage; 120 were sent for review out of which 18 papers were accepted; 33 papers were rejected after review, and 69 await final decision. Twenty-four papers were published under different features.

Four Colloquia on contemporary themes were published during the year: Emerging IPR Consciousness in India: Strengthening IP and Open Source Systems of Technological Innovations; The Entrepreneurial Life Cycle: Perspectives and Experiences; Impact Assessment of e-Governance Projects: A Benchmark for the Future; and The Satyam Story: Many Questions and a Few Answers. An Interview with Professor A.P.J. Abdul Kalam was carried in the January-March issue.

Articles published in *Vikalpa* can be accessed from the journal's website: [www.vikalpa.com](http://www.vikalpa.com).



## MANAGEMENT DEVELOPMENT PROGRAMMES

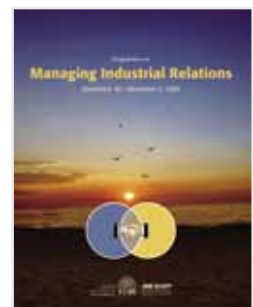
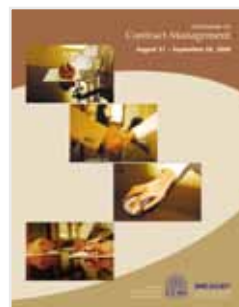
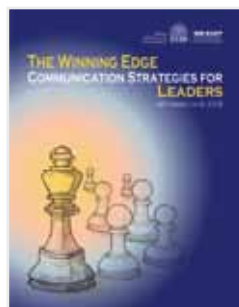
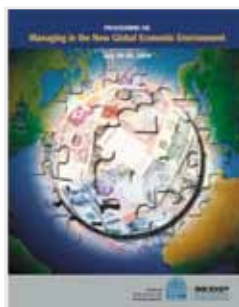
The year passed was one of global recession, and the Institute could not escape its effects. The Institute could offer only 34 programmes compared to 46 in the previous year. This year, 1,032 executives from private and public sector organizations including government departments participated in various programmes, accounting for 8,156 participant-days.

Of the 34 programmes, four were General Management Programmes. The flagship general management programme – 3-TP Middle Management Programme – was offered twice despite the recession.

Of the remaining 30 programmes, seven programmes were new and 23 were repeat offerings. Of the seven new programmes, one was a global programme and six were offered by Personnel and Industrial Relations Area, Production and Quantitative Methods Area, Centre for Management in Agriculture, and Centre for Management of Health Studies and Public Systems Group (offerted).

Initially, 47 programmes were planned to be offered but, subsequently, 13 programmes were cancelled or postponed.

Details of programmes offered, number of participants, areas offering programmes, etc. are given in Appendix J.







## INTERDISCIPLINARY CENTRES AND GROUPS

### 1. CENTRE FOR INFRASTRUCTURE POLICY AND REGULATION

The Centre for Infrastructure Policy and Regulation (CIPR) promotes consultancy, education, publication, research, and training in the area of infrastructure, policy, and regulation. CIPR attempts to leverage the considerable experience in policy research in the area of infrastructure and regulation.

#### Management Development Programmes

CIPR offered three programmes, the faculty for which belonged to PSG but also belong to CIPR:

- Aviation Management, September 21-27, 2008
- Infrastructure Development and Financing, October 20-25, 2008
- Strategic Port Management for Senior Management, November 23-29, 2008.

#### Training Programmes

- Executive Development Training Programme for Senior Officers of the Rajasthan Power Sector Companies, Jaipur, June 16-20, 2008
- 2nd Executive Development Training Programme for Senior Officers of the Rajasthan Power Sector Companies, Jaipur, June 30 - July 4, 2008
- Executive Development Training Programme for Senior Officers of the M.P. Poorva Kshetra Vidyut Vitaran Company Ltd., IIMA, August 18-23, 2008
- Training Programme in Public Private Partnerships in joint collaboration with the Planning Commission, November 17-22, 2008
- Second Training Programme in Public Private Partnerships in joint collaboration with the Planning Commission, February 9-14, 2009

### National Conferences and Workshops

- Second Annual Conference on Special Economic Zones: Progress, Issues, and Way Forward, in joint collaboration with Indian Infrastructure Publishing, New Delhi, July 22-23, 2008.
- Second Annual Conference on Developing Container Infrastructure: Progress and Plans, Approaches, and Solutions, in joint collaboration with Indian Infrastructure Publishing, New Delhi, July 28-29, 2008.
- Indian Infrastructure Report 2009: Writers' Workshop, in collaboration with IDFC and IIT, Kanpur, November 1-2, 2008.
- Second Annual Conference on Expansion and Upgradation of the Railways: Focus on Infrastructure: Challenges and Opportunities, in joint collaboration with Indian Infrastructure Publishing, New Delhi, December 10-11, 2008.

### Research Projects

CIPR office assisted in proposal writing and submission of the following research works:

- Study on "Electricity Reforms and Regulations: A Critical Review of Last 10 Years Experience with Focus on Constraints and Gaps between the Vision and Achievements," by Professors Ajay Pandey and Sebastian Morris and undertaken for the Forum of Regulators (FOR), Central Electricity Regulatory Commission (CERC).
- Study on "Existing Electricity Pricing and Future Alternatives" by Professors Ajay Pandey and Sebastian Morris for National Thermal Power Corporation Ltd. (NTPC), New Delhi.

### Proposals/Bids/Collaborations/Initiatives

The CIPR office assisted in submission of following proposals for consultancy and training assignments:

- Consulting services for the Core Training Programme for the Competition Commission of India - a World Bank project. This was submitted in collaboration with George Town University. While the Institute won the contract, because of technical reasons, the World Bank backed out.
- Proposal to the Planning Commission for preparation of the report "India Infrastructure Sector: Current Policy and Regulatory Environment for Attracting Investments". This proposal was done jointly with the Indian Infrastructure Publishing Pvt. Ltd. The Planning Commission later revised its terms and sought fresh tenders. The Institute did not participate the second time.
- Consulting services to develop/create new management training programmes - a World Bank funded project under the Business School Linkage Programme for the Tanzania Private Sector Foundation, Dar es Salaam, Tanzania.

- Consulting services to conduct private sector/ government and business schools dialogue on human capital development – a World Bank funded project under the Business School Linkage Programme for the Tanzania Private Sector Foundation, Dar es Salaam, Tanzania.
- Consulting services to evaluate the existing curriculum of four business schools and develop comprehensive enhancement plan - a World Bank funded project under the Business School Linkage Programme for the Tanzania Private Sector Foundation, Dar es Salaam, Tanzania.
- Proposal for development and conduct of a training programme on “Leadership and Perspective Building for Senior Officers of the Indian Foreign Service”. Submitted to the Foreign Service Institute, Government of India.
- PPP Training Content and Curriculum Development and Training of Trainers – a World Bank funded project under the Infrastructure PPP Capacity Building Programme. This was bid jointly with IDFC.
- Proposal for consultancy services for drafting of the Indian Post Office Bill 2009 submitted to the Department of Posts, Ministry of Communications and IT, Government of India.

## 2. CENTRE FOR INNOVATION, INCUBATION, AND ENTREPRENEURSHIP

The Centre for Innovation, Incubation and Entrepreneurship (CIIE), set up in 2001, is expanding its activities and focusing on different programmes in association with corporate and government institutions.

### Renewable Energy Search Programme

Renewable Energy Search is an endeavour by CIIE and the Ministry of New and Renewable Energy (MNRE), Government of India, to identify, encourage, and incubate innovators’ entrepreneurial ideas aimed at solving the energy crisis through use of existing clean energy related research and networking. The programme was launched in March 2009.

### Piramal Prize for Innovations that Democratize Healthcare

- Launched in collaboration with Piramal Foundation.
- Aimed at providing better healthcare facility to marginalized Indian population through innovation.
- The Piramal Prize was given to Aravind Eyecare.
- AnaeMedia, a haemoglobin measurement device along with diagnosis of anaemia, was given incubation offer by CIIE and has subsequently joined.

### iAccelerator Programme

- CIIE organized the iAccelerator programme for the first time from May to July 2008. Teams with IT product ideas were selected and provided help to develop a prototype. During this period the teams interacted with entrepreneurs, technologists, industry specialists, and others. Voice Pitara, a technology based on semantic web for creating voice and keypad based applications accessible via mobiles and the Internet, was selected for incubation.
- The programme was launched a second time in March 2009.
- Microsoft, Nokia, and Upstart.in are partners
- Professionals from the IT field to develop a prototype of their concept and, most importantly, achieve some traction from potential customers.

### IIMA Entrepreneurs' Meet

- Launched a book on 25 top successful IIMA entrepreneurs titled *Stay Hungry Stay Foolish*
- More than 65,000 copies of the book have been sold since its commercial launch in September 2008
- Getting the book translated into different Indian languages
- Building an entrepreneurial ecosystem
- Commitment for starting CIIE satellite centres in some cities in India as an outcome of the meet

### Technology Commercialization Workshop

A two-week workshop for participants of three programmes, Imagine Cup of Microsoft, Solar Innovation Programme with MNRE, and iAccelerator, was carried out from May 10 to 31, 2008. Throughout the two weeks, industry experts were called for sharing their experiences. The workshop was aimed at providing the basic commercialization exposure to young innovators. The first week was devoted to conceptual building exercise by the faculty and in the second week, emphasis was on hands-on business plan development.

### Barcamps and Events

- After the success of first IdeaCamp held in July 2007, CIIE organized the First Bar Camp in Ahmedabad. It attracted over 150 tech-buffs from across the country to discuss their technology-based ideas. It was the first informal brainstorming session to promote team building, idea development and problem, and need-gap identification amongst entrepreneurs, students, and technologists. Barcamp 2 was successfully completed in September 2008.
- CIIE partnered with Microsoft for the Imagine Cup and participated in the process of identifying winners.
- CIIE partnered with NEN for the TATA-NEN Hottest startups and supported the evaluation and mentoring process.

### Courses

- Independent Project (IP) on CIIE Incubatees – IIMA students took up three incubatee projects for business analysis, funding, market analysis, and developing a business model during the last year.
- CIIE Fund Management – three seed funds focused on information technology, renewable energy, and science and technology were managed through project courses using simulating VC situations.
- Social Entrepreneurship – Students provided entrepreneurial solutions for social problems by working with NGOs on live projects.

### Research Projects

- Study for Technology Development Board suggesting possible approaches for structuring repayments (royalty etc.) for organizations getting funds from the Department of Science and Technology.
- Waste management – technologies available and feasibility.

### Nokia Project

- CIIE in association with the Nokia Research Centre and the National Institute of Design has initiated a research project on increasing the penetration of mobile phones in India, especially in the rural market and low-income groups. The project aims at the following:
- market research – identify key features, price points, and penetration strategy for the rural market
- identify unique applications for the product to target the under-served market
- product designing – develop prototypes for various applications.

The project is in the final stage and a report will be submitted soon.

### Awards and Recognition

Some of the incubatee companies of CIIE received recognition during the year:

- One of the technologies that CIIE planned to incubate won the Microsoft Imagine Cup Interoperability Award at the international finals in Paris. The SKAN group of four engineering students has developed an innovative software product to save power in computer networks.
- The ISBA Entrepreneurship Award 2008 in the Incubatee category of ICT went to Vmukti Solutions, a CIIE incubatee company.

### Other Activities

- Integrating incubation with research and training at the Institute.
- Involving students in various live projects for incubatees and inspiring students to become entrepreneurs. Students of PGP and PGPX programmes have shown keen interest in CIIE activities. A few were offered internship at the centre.

- More students are interested in entrepreneurship (e.g. summer jobs in start-ups and setting enterprises).
- Documentation of innovation search and effective incubation processes and case studies on innovation based start-ups and incubation experiences have been undertaken. One such study will be completed soon.

### 3. CENTRE FOR MANAGEMENT IN AGRICULTURE

The Centre for Management in Agriculture (CMA) is an interdisciplinary group at the Institute engaged in applied, policy and problem-solving research in food, agribusiness, rural, and allied sectors. CMA is also involved in teaching, training, and consulting activities in these sectors/areas.

#### Courses

CMA offered 26 courses in the second year of the Post-Graduate Programme in Agri-Business Management (PGP-ABM).

#### Management Development Programmes

CMA offered two management development programmes:

- Managing Contract Farming
- Food Supply Chain Management

#### Research

##### Completed

Four research projects were completed during the year:

- Evaluation of Participatory Irrigation Management in India: Study of Andhra Pradesh, Gujarat and Maharashtra (coordinated AERC research project for the Ministry of Agriculture)
- Agricultural Machinery Industry in India: A Study of Growth, Market Structure, and Business Strategies (Ministry of Agriculture)
- Making Great Rann of Kutch Capable of Producing Food by Specially Designed Hydroponics System (Ministry of Agriculture)
- Performance of Formal Rural Credit in India (Centre for Management in Agriculture)

Brief write-ups on these projects will be found in Appendix K.

##### In Progress

Returns to Bt Cotton vis-à-vis Traditional Cotton Varieties: A Study Covering Gujarat, Maharashtra, Andhra Pradesh, and Tamil Nadu (coordinated AERC Research Project)

Economic Policy Reforms and the Indian Fertilizer Industry

Management of Agribusiness Contracts and Organizations

South Asia Region Case Studies and Training in Agri-Business

Management of Credit Plus Approach for Livelihood Promotion through

Agri-Business and Allied Activities (being revised as per suggestions of the Ministry of Agriculture)

Fresh Food (F & V) Retail Chains in India: An Exploratory Study of their Impacts on Primary Producers and Small Local Retailers/Vendors.

#### 4. CENTRE FOR MANAGEMENT OF HEALTH SERVICES

The objectives of the Centre for Management of Health Services (CMHS) are to address managerial challenges in the delivery of health services to different segments of the population efficiently and effectively, build institutions of excellence in the health sector, and influence health policies. CMHS is collaborating with a number of funding agencies, universities, and governments in projects on health.

#### Research

##### Completed

- Safe Motherhood: Learning from South Asia – Pakistan, India and, Bangladesh. Supported by DFID, UK, through a grant to the International Center for Diarrheal Diseases Research, Bangladesh.
- Health Policy Making in Vietnam, India, and China; Key Determinants and their Interrelationships. Funded by the European Commission, Brussels, through a grant to Nuffield Institute, UK.

##### Ongoing

- Developing Inter-Institutional Collaboration between Institutions in India and Sweden for Improving Midwifery and EmOC services in India. Supported by SIDA.

##### Workshops/Seminars

During the year the CMHS faculty offered several workshops and seminars on issues related to health sector management:

- Seminar on “Estimation of the Burden of Dengue and Chikungunya”, supported by Oxford Insect Technologies, Oxford University
- Hospital Management Programme, in collaboration with Johnson & Johnson.
- Management and Leadership Workshop for Nursing and Midwifery Leaders under the Swedish Midwifery Project.
- Stakeholder’s Workshop for the Health Policy Making in Vietnam, India, and China Project.
- Workshop for Private Doctors and Association Officebearers on the Chiranjeevi Scheme of the Government of Gujarat.
- Workshop on Infection Control in Maternal Health Facilities in Gujarat, in collaboration with Aberdeen University.

## 5. CENTRE FOR RETAILING

The Centre for Retailing's objectives are to generate and disseminate knowledge on retail management to improve the efficiency and quality of delivery of products and services to the consumer. An interdisciplinary team of nine faculty members is engaged in research, training, and consulting activities.

### Research

The Centre has funded six research projects. In 2008-09 the status of these projects was as follows:

- A centre-funded FPM thesis was completed and a presentation was made.
- Another Centre-funded FPM thesis is in progress and the centre has received a preliminary report.
- Preliminary report on the findings of a research project has been received.
- Three research projects in progress.

### Independent Projects (PGP/PGP-ABM students)

- "Exploring the Feasibility of Online / Telephone Retailing of FMCG Products in India," Alok Praveen and Priyambhu Arya (PGP 2006 - 08), Supervisor: Professor Piyush Kumar Sinha .
- "Study of Trading Concepts (Modern vs. Traditional)", Aashish Jindal and Ashish Bansal (PGP 2006-08), Supervisor: Professor Piyush Kumar Sinha.

### Independent Research Projects – PGPX

- "State of Loyalty Programmes in Retail Industry in India", Pramod Mundra (PGPX 2008-09), Research Guide, Professor Piyush Kumar Sinha , Track Guide: Professor Atanu Ghosh.
- "Real Estate Challenges for Indian Retailers", Tripti Jaipuria, Research Guide: Professor Piyush Kumar Sinha; Guide: Professor Atanu Ghosh.
- "Industry note: Agribusiness Supply Chain", Harish Chasmawalla, Research Guide: Professor Piyush Kumar Sinha; Guide: Professor Atanu Ghosh.
- "Industry Note: Retailing", Gowrish Prabhu (PGPX 2008-09), Research Guide: Professor Piyush Kumar Sinha; Guide: Professor Atanu Ghosh.

### Management Development Programmes

Over the years the Centre faculty has offered several programmes for retail executives of BPCL, Infosys, Call One, and Indian Oil Corporation. During 2008-09, the Centre offered two management development programmes:

- One year Programme on Retail Management, Dubai
- Managing Retailing



## 6. COMPUTER AND INFORMATION SYSTEMS GROUP

The Computer and Information Systems Group (CISG) faculty offered several compulsory and electives courses in the programmes offered by the Institute. They also actively pursued research activities on topics related to the interests of the group.

### Courses

The faculty offered three new electives for the second year students of PGP.

For details of books and papers, conferences, and seminar presentations, see the Research and Publication Committee's annual report published separately.

## 7. PUBLIC SYSTEMS GROUP

During the year, the Public Systems Group focused its activities on environment, transportation, infrastructure, urban management, and health management.

### Courses

#### PGP

- Environment Management
- Hospital and Healthcare Management
- Infrastructure Development and Financing
- Legal and Regulatory Issues in Infrastructure Services Management

#### FPM

- Interpretive Research Methods
- Public Finance
- Public Policy

#### PGP-PMP

- Logistics and Infrastructure Management for Agriculture
- Public Finance
- Public Policy and Management of Development-Induced Displacement
- Public Policy Formulation and Implementation

An elective course titled "Transport Infrastructure" was offered jointly for PGP, PGPX, and PGP-PMP participants.

### Management Development Programmes

The group offered the following programmes during the year:

- Aviation Management
- Data Analysis and Interpretation for Health Programme Monitoring\*
- Hospital Management \*

- Infrastructure Development and Financing
- Management and Leadership Workshop for Nursing and Midwifery Leaders\*
- Strategic Port Management
- Urban Management

\* Offered jointly by CMHS and PSG faculty.

### Conference

A conference on “Urban Governance and Service Delivery” was organized by the group faculty and was supported by the Ford Foundation.

### Research Projects

The Globalizing State, Public Services, and the New Governance of Urban Local Communities, funded by the Ford Foundation.

Strengthening Midwifery and Emergency Obstetric Care Services in India, an inter-institutional collaboration project supported by SIDA (jointly with CMHS).

Health Policy Making in Vietnam, India and China, supported by the European Commission (jointly with CMHS).

Aligning Energy, Development, and Climate Priorities in India.

Research jointly undertaken with the Earth Institute of Columbia University:

- Scaling up Primary Education Services in Rural Tamil Nadu.
- Scaling up Primary Healthcare Services in Rural Tamil Nadu
- An Early Evaluation of the National Rural Health Mission

Research as a part of the Indian Railways Chair

- How Can Indian Railways Service the Steel Sector Better?
- JSW Steel Ltd.: Logistics at Vijayanagar Works
- Ghaziabad Goods Shed: Strategies for Improved Servicing of the Customer

## 8. RAVI J. MATTHAI CENTRE FOR EDUCATIONAL INNOVATION

### Courses

#### PGP II

Enterprise and Innovations in Education (elective)

### Management Development Programmes

The Centre offered the following management development programme:

Strategic Leadership for Schools in a Changing Environment (for school principals organized in collaboration with the Central Board of Secondary Education).

### Research

#### Ongoing

- Case Studies of Innovative Schools
- Case study on the Directorate of Education, Delhi

## 9. GENDER RESOURCE CENTRE

### Management Development Programmes

The programme on Effective Communication Strategies: Men and Women @ Work has been developed in response to the growing need in the business world to understand the communication patterns in mixed and same-gender teams and develop strategies that enhance workplace culture and help sustain superior performance. Aimed at middle and senior managers—both men and women—the programme will help take a new look at the existing communication patterns and in developing a fresh perspective about self and the other gender. Participants would be encouraged to explore the mind-set of both genders, and identify and fortify communicative behaviour that supports a productive work environment.

### Personality Development Programme for Women Executives of ONGC

The Personality Development Programme for Women Executives is part of the development programmes conducted by ONGC for enabling their women executives to match the best in the industry. With the rapid expansion of ONGC and prevalence of a diverse culture, it is essential to help the women managers build on skills which would aid them in moving rapidly on their career path.

### Colloquium on Governance and Gender

A colloquium on Governance and Gender was offered at the Institute of Applied Manpower Research, New Delhi, with support from the Ford Foundation. The issues included underrepresentation of women in parliament and legislatures. There was also considerable concern about overrepresentation of women in the caring professions. Findings from a research on politics of disharmony in the management of gender differences were also presented.

## Research

### Crossing the Digital Barrier: Enhancing Leadership Opportunities for Women in IT and ITES Sector

This project attempts at identifying factors that enable greater participation of women in the IT and ITES sector and identifying organizational inhibiting and facilitating factors that play a role in the advancement of women to organizational leadership positions.

Paycheck India ([www.paycheck.in](http://www.paycheck.in)), a research project undertaken by the centre in collaboration with the AILS University of Amsterdam and Wage Indicator Foundation, collects salary data with the help of an on-line survey. Similar surveys are run in 45 countries. Paycheck website's objective is to provide the web visitor (employees, employers, trade unions, and NGOs) with information related to salary, working conditions, minimum wages, and other work-related issues. Paycheck India would soon be launching a dedicated website for women workforce that would cater to the demand and other work related issues.

In December 2008, a new project "Decisions for Life" was launched which targets adolescent female workers and job seekers in the service industry. The objective is to raise awareness amongst the young female workforce about future employment opportunities and career possibilities, family building, and the work-family balance. This project, spanning 14 countries, is sponsored by ITUC, Belgium.

## 10. CENTRE FOR ELECTRONIC GOVERNANCE

The Centre for Electronic Governance (CEG) has carried out a major study on the impact assessment of 36 state level and three national level e-Governance projects for the Department of Information Technology (DIT), Government of India. The findings of the study were published by DIT and were shared in a national level workshop at the Institute. In addition, CEG has developed an analytical framework to assess the economic and financial feasibility of projects proposed under e-Bharat of the National e-Governance Plan.

A long duration training programme on "Planning and Implementation of Information Systems for Electronic Governance" was offered for the eighth time to senior officers of the Andhra Pradesh Government. With this programme, CEG has trained around 230 senior officers of the Andhra Pradesh Government.

In pursuance of the knowledge sharing objective, CEG continued to publish the electronic newsletter of the International Federation for Information Processing (IFIP) Working Group 9.4 (Information Technology in Developing Countries). Three issues were brought out during the year. In addition, a number of reports related to studies undertaken by CEG were uploaded on the CEG website.



## DISCIPLINARY AREAS

There are eight disciplinary areas in the Institute: Business Policy, Communications, Economics, Finance and Accounting, Marketing, Organizational Behaviour, Personnel and Industrial Relations, and Production and Quantitative Methods.

### 1. BUSINESS POLICY

#### Courses

##### PGP

With the introduction of a new curriculum in PGP from 2008-09, the area faculty redesigned and restructured two compulsory courses, Strategy Formulation and Implementation and Legal Aspects of Business, offered in the first year. The area also introduced a new course, Business Taxation, in the first year. The core courses offered the first year were:

- Legal Aspects of Business
- Business Taxation
- Strategic Management

In the second year, the area offered two compulsory courses and nine elective courses as follows:

#### Compulsory

- Strategy Formulation and Implementation II
- Legal aspects of Business

#### Electives

- Business, Government, and Law
- Business Intellectual Property
- Competence, Capabilities, and Competitive Strategy
- Corporate Tax Planning
- Economics of Strategy (new elective course)
- International Business
- International Business Dispute Resolution

- Leadership: Vision, Meaning, and Reality
- Securities Regulations

#### Post-Graduate Programme in Management for Executives (PGPX)

The area offered the following courses for PGPX participants:

- Capstone Strategy Simulation
- Competitive Strategy
- Corporate Governance
- Leadership and Values
- Mergers and Acquisitions (jointly with F&A Area)
- Role of a General Manager
- Strategies for Corporate Growth
- Value Creation through Corporate Restructuring (new elective course)

#### Post-Graduate Programme in Public Management and Policy (PGP-PMP)

The area offered the following core courses for PGP-PMP:

- Competitive Strategies
- Issues in Ethics and Leadership

The area offered a common elective course, Legal and Regulatory Issues in Infrastructure, for participants of PGP, PGPX, and PGP-PMP.

#### Fellow Programme in Management (FPM)

The area offered three compulsory and three elective courses for FPM students:

##### Compulsory

- International Strategic Management
- Strategic Management I
- Strategic Management II
- Advanced Seminar on Action Research Methodologies

##### Electives

- Economics of Strategy
- Strategy and Innovation

#### Faculty Development Programme

The area faculty offered the Business Policy course to participants of the Faculty Development Programme.

#### Management Development Programmes

The area offered two management development programmes:

- Contract Management
- Organizational Leadership for the Twenty-first Century

The area faculty taught strategy and law related modules in general management programmes at the Institute and in programmes offered abroad.

## 2. COMMUNICATIONS

### Courses

The Communications Area offered two compulsory courses, Written Analysis and Communication I (WAC I) and written Analysis and Communication II (WAC II), for first year students of PGP and PGP-ABM. Another compulsory course, Spoken Business Communication, was offered to first year students of PGP and PGP-ABM.

Managerial Communication, an elective course, was offered to second year PGP students in all three terms and to PGP-ABM students during the second term. Business French and Business German were other electives that the area offered to second year PGP students.

Management Communication was offered for PGPX students during the induction module and in the first and second terms. In the fifth term, the course, Building and Managing Corporate Reputation, was offered.

The area offered a communication module in the PGP-PMP induction programme and followed it up with two electives, Management Communication I in the first term and Management Communication II in the second term.

Other courses offered by the area were Communication for Management Teachers for FPM and FDP participants, and Academic Writing for Management Teachers for FDP.

### Management Development Programmes

The area offered two management development programmes during the year:

- Effective Communication Strategies: Men and Women @ Work
- The Winning Edge: Communication Strategies for Leaders

## 3. ECONOMICS

### Courses

The area faculty offered the following compulsory courses in various programmes.

### PGP I

- Economic Environment and Policy
- Micro Economics
- Macroeconomics and Policy

**PGPX**

- Firms and Markets
- International Economics and Political Environment
- Open Economy Macroeconomics

**PGP-PMP**

- Firms and Markets
- Open Economy Macroeconomics

**FPM**

- Advanced Macroeconomics
- Advanced Microeconomics
- Econometric Analysis

**FDP**

- Economics Module

Elective courses offered by the area faculty included the following:

**PGP-II**

- Economics of Organization
- International Trade and Investment
- Strategic Management of Intellectual Property Rights

**FPM**

Game Theory and Strategic Behaviour

**Research**

Significant research has been done on infrastructure, efficiency of public enterprises, financing of public sector undertakings, taxation, agricultural policy, animal health, monetary policy, comparative rates of growth in developing countries, determinants of export behaviour of firms, increasing regional disparity in economic development in India, planning for rural development, scaling up of rural services in primary health and education, business concentration and industrial policy in India, Indian competition policy and technology policy, development strategy for Gujarat, foreign direct investments, informal sector and labour, and economics of education.

**4. FINANCE AND ACCOUNTING****Courses**

The courses were comprehensively reviewed to suit the recommendations of the PGP Review Committee.

**PGP I**

- Corporate Finance
- Costing and Control Systems



- Financial Reporting and Analysis
- Financial Markets

#### PGP II

- Computational Finance
- Fixed Income Securities
- Futures, Options, and Risk Management
- Management of Financial Institutions
- Modern Investment and Portfolio Management
- Seminar Course on Corporate Finance

#### PGPX

- Corporate Finance
- Financial Markets
- Financial Reporting and Analysis
- Strategic Cost Management
- Computational Finance (elective)
- Effective Management of Finance Function (elective)
- Management Control Systems (elective)
- Private Equity and Venture Capital (elective)
- Tracking Organizational Performance (elective)

The area also offered courses in PGP-PMP.

## 5. MARKETING

During 2008-09 the Marketing area made significant contribution towards teaching, research, consultancy activities, and academic administration.

#### Courses

The area offered compulsory and elective courses to participants of FPM, FDP, PGP, PGPX, and PGP-PMP. During the year a new course, Relationship Marketing, was offered for FPM students.

#### Management Development Programmes

The area offered four programmes during the year:

- Advanced Data Analysis for Marketing Decisions
- Developing and Managing Brands
- Enhancing Sales Force Performance
- Pricing for Profits

The area faculty also offered programmes in Egypt, Dubai, and France.

### IIMA Conference on Marketing Paradigms for Emerging Economies

The area organized the third IIMA Conference on Marketing Paradigms for Emerging Economies in January 2009. It was sponsored by Professor Labdhi R. Bhandari Memorial Fund, IIMA, and Infosys Technologies Limited.

Ninety-five papers were presented at the conference by 181 delegates from 18 countries.

Professor John Dawson, Professor of Marketing at the University of Edinburgh, was the keynote speaker. Eight esteemed international reviewers of conference papers participated. They were: Professor Rajeev Batra, University of Michigan; Professor Narasimhan Srinivasan, University of Connecticut; Professors Nathalie Prime and Jean-Paul Lemaire, ESCP-EAP; Professor Ravi Sohi, University of Nebraska; Professor Pradeep Rau, George Washington University; Professor Patrick Van Kenhove, Ghent University, and Professor Dag Bennett, London South Bank University.

The area faculty, research staff, and FPMs students shared their research in the conference through presenting 10 papers.

### Research and Seminars

The area faculty conducted research on a variety of topics and shared their findings through more than 25 published papers and presentations in national and international journals/books and conferences. Topics included consumer behaviour, consumer satisfaction (in offline and online businesses), branding (product and corporate), retailing, customer portfolio management, customer servicing in the context of infrastructural services, and fortune at the bottom of the pyramid.

For publications of the area faculty, see the Research and Publication Committee's annual report published separately.

## 6. ORGANIZATIONAL BEHAVIOUR

### Courses

In addition to the compulsory courses in PGP and FPM, the following elective courses were offered.

#### PGP II

- Developing the Creative Self
- Explorations in Role and Identity (PGP)
- Talent Management

#### PGP-PMP

- Organization Behaviour and Leadership in Organizations

#### PGPX

- Leadership: Meshing Theory and Practices
- Managing Across Culture
- Organization Behaviour

### FDP

- Understanding Organizational Behaviour

### Research

Recent research by the area faculty has been on team leadership, cross-cultural leadership, psychological well being and organizational commitment, transformational commitment, organization citizenship behaviour, social beliefs, transformation of organization and industry, corporate leadership, ICTs and organizations, identity and self, work-family issues, ethnicity and diversity at the workplace, technology and work, downsizing and labour relations, women in management, employee voice and collective formation in the Indian call centre and BPO industry, and work experiences of ITES/BPO employees.

## 7. PERSONNEL AND INDUSTRIAL RELATIONS

The Personnel and Industrial Relations area made an attempt to redefine itself by deploying its research endeavours to provide voice to the marginalized and vulnerable. The Fellow Programme in Management (FPM) is the main instrumentality to be able to move in the desired direction. Several FPM students are doing research on issues connected to providing a voice for the marginalized and vulnerable:

- An Exploratory Study of Discriminatory Disadvantage and Affirmative Action: Narratives from the Higher Professional Education Context
- An Exploratory Grounded Incursion into Gender Dilemmas and their Informal-Formal Resolution in the Person-Workplace Interface and Interactions: Insights from Women's Narratives:
- An Ethnographic Study of Caste and Retail Entrepreneurial Networks
- Ethnic Conflicts, Stateless Displaced, and the Quest for Livelihood

### Courses

The area contributed to the core and elective components of PGP. Seven FPM students registered with the area were at various stages of the programme.

### Management Development Programmes

The area offered five programmes during the year:

- Advanced Human Resource Management
- The Leadership Zone Soft Skills Clinic
- Negotiations Skills Clinic
- Performance Management for Competitive Advantage
- Team Behaviour Management

## 8. PRODUCTION AND QUANTITATIVE METHODS

### Courses

#### PGP I

- Decision Making I and II
- Operations Management I and II
- Probability and Statistics I, II, and III

#### PGP II

- Advanced Methods of Data Analysis
- Logistics Management
- Modelling for Management Decision Making

#### PGPX

- Analysis of Data
- Designing Operations to Meet Demand
- Modelling for Decision
- Quality Management
- Revenue Management and Dynamic Pricing
- Setting and Delivering Service Levels
- Supply Chain and Logistics Management
- Understanding and Evaluating Risks

#### PGP-PMP

- Data Analysis
- Operations Management
- Quantitative Approaches to Decision Making

#### FPM

- Advanced Probability for Management
- Operations Research I and II
- Seminar on Operations Management I and II
- System Analysis and Simulation
- Modelling for Management Decision Making (elective)

### Management Development Programmes

The area offered the following management development programmes during the year:

- Delivering Logistics Solutions
- Project Management
- Revenue Management and Dynamic Pricing
- Supply Chain Management

### Research

Technology management, technology-based innovations, manufacturing, decision support systems, logistics, supply chain management, optimization, network optimization and meta-heuristics, network reliability, statistics in genetics, survey sampling, statistics in health, statistics in education, statistical modelling in finance, and statistical inference are areas where area faculty have contributed through papers, reports, and a book.





## ALUMNI CENTRE ACTIVITIES

With an active membership of around 27,000 members, the Institute has one of the largest networks of alumni. The role of the alumni centre is to keep the network active by informing the members about the events and activities at the Institute and informing the members about the achievements, news, and events about the alumni and the IIMA community. The centre publishes the *IIMA Alumnus* magazine three times a year and this magazine is sent to all active members of the alumni association. It also maintains an exclusive website: [iimaalumni.org](http://iimaalumni.org). Besides, the Centre organizes the annual reunion of the silver jubilee batch – the batch that graduated 25 years ago. The centre encourages various chapters in their activities and promotes and markets souvenir items.

### New Membership

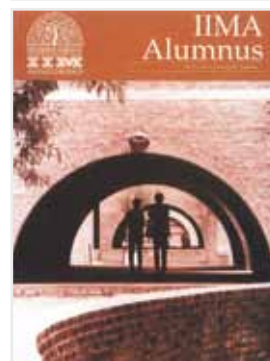
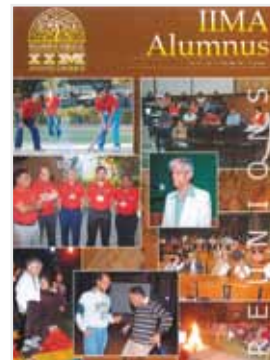
Every year, participants of various programmes automatically become members of the alumni association. These programmes include the Post-Graduate Programme in Management, Post-Graduate Programme in Agri-Business Management, Fellow Programme in Management, Post-Graduate Programme in Management for Executives, Post-Graduate Programme in Public Management and Policy, Student Exchange Programme, Faculty Development Programme, Management Development Programmes, and Armed Forces Programme for defense personnel. During 2008-09 membership subscription decreased to about 16.10 per cent compared to the previous year (Rs.31.55 lakh during 2007-08 and Rs.26.47 lakh during 2008-09).

### IIMA Alumnus

The *IIMA Alumnus*, published three times a year, is the major medium to keep in touch with the alumni. Articles from the alumni based on their experiences are published regularly. Advertisement revenue through the *Alumnus* registered an increase of 69.63 per cent (Rs.3.49 lakh during 2007-8 and Rs.5.92 lakh during 2008-09).

### Silver Jubilee Reunion

One of the major activities of the centre is to conduct the silver jubilee reunion of the alumni who attended long duration programmes 25 years





Silver Jubilee Reunion for the graduated batch of 1984 (1982-84)

ago. The reunion takes place during December every year. The silver jubilee reunion for the graduating batch of 1984 (1982-84) was held during December 26-28, 2008. Around 71 alumni with their families took part. During the reunion, 16 faculty members who taught the 1984 batch were honoured. The batch made an initial contribution of Rs.1,00,000 to the corpus for endowment fund.

Apart from the silver jubilee reunion, reunions of different (1966-1968 (40 years), 1991-93 (15 years), and 1987-89 (20 years) batches were also organized.

#### Souvenir Items

The centre markets souvenir items like T-shirts, silk ties, wall hangings, brass plates, beautifully designed coffee mugs, etc. Participants of various programmes and alumni members carry memories of the Institute through these items. During 2008-09, the centre generated sales of Rs.1.71 lakh.

#### Chapter Activities

Chapters located in Chennai, London, Hyderabad, etc. organized various activities during the year.





## STUDENTS' ACTIVITIES

### Annual Events

#### Amaethon

Amaethon is an initiative towards developing a platform for sharing vision, ideas, and strategies in the field of agribusiness. The aim is to enhance and inculcate sensitivity and awareness about different avenues in this field. With a humble beginning in 2005, Amaethon has become the biggest business summit of its kind in the Asia-Pacific region.

Amaethon 2009 was organized on January 16-18, 2009. The central theme was "Identify, Innovate, and Integrate". The Institute had the honour of having eminent dignitaries like Mr. Piruz Khambhatta, MD and Chairman, Rasna; Mr. Ajit Kumar, Joint Secretary, Ministry of Food Processing industries; Mr G. Srivastava, President, Foretell Business Solutions; and Mr. Praveen Kumar Laheri, former Chief Secretary, Gujarat Government, who, with their immense experience and expertise in the sector sensitized all on the significance of this effervescent sector in realizing the holistic and swift socio-economic development of the masses.

Mr. Ajit Kumar, Joint Secretary, Ministry of Food Processing Industries, described the stature the agribusiness sector has acquired. He shed light on the challenges facing the sector. He also pointed out the positive signs that are emanating from the sector with increased emphasis to move on to international level of quality while enabling inclusive growth.

The Amaethon 2009 juggernaut also included tantalizing bidding games, quizzes, management games, and case analysis contests. Besides adding fervour to the event, these helped in imbibing new skills.

#### T-Nite

The T-Nite is the biggest and most sought after event for the PGP Is. It is an inter-section cultural competition that brings the whole campus at one place. It needn't be mentioned that rivalry hits a peak and there is just one aim for those four days: Win your section the T-Nite trophy! More than just a platform for showcasing talent, T-Nite is a podium for intra-sectional bonding where every soul has to perform a unique job. It consists of a plethora of events, of which dance, skits, and music are the main ones.



Amaethon 2008



Ultimately, only one section emerges as the champion, but the bonding is the real winner, which is concomitant with the biggest asset of the Institute’s networking.

**Insight**

Insight is an innovative platform for students to design and conduct on-the-ground market research and it is the Institute’s oldest fest. Since its inception in 1986, Insight has grown into a full-fledged marketing convention where companies and students come together to understand consumer behaviour.

Several leading firms give projects to students which include concept testing, buyer behaviour, price elasticity, and effectiveness of communication campaigns. Students design and conduct games to get in-depth responses from the audience and make recommendations to the companies based on their findings.



**Confluence**

Confluence, the annual business school event, is the largest event of its kind in the Asia-Pacific region. Confluence 2008 aimed at understanding and unfolding the mysteries of wealth creation. In its tenth edition, the central theme – “Wealth: Legacy, Dimensions, Frontiers” – was significant considering the contemporary global economic conditions.

Over 4000 students from 106 institution participated in the events, and got an opportunity to test out their ideas and skills at various competitions and workshops.



Galaxy of speakers at Confluence 2008



### Chaos

Every January, the Institute comes alive with the arrival of Chaos, which is the annual inter-college cultural festival and one of the biggest of its kind in India. It is second only to Navratri in terms of size and popularity in Gujarat. Chaos has seen the likes of Pandit Hariprasad Chaurasia, Indian Ocean, Euphoria, Jal, Strings, Fuzon, and many others light up the stage at the famed Louis Kahn Plaza year after year. Beyond the Pro-Nites, Chaos also features extremely popular competitions for budding amateur dancers, choreographers, rock bands, and fashion models from colleges all over the country. There are also literary, debating, dramatics, music, fine arts, and personality-based competitions.



### Combos

Combos is one of the most exciting of the sports events that take place on campus. It involves participation from all dorms. All the dorms are divided into four teams that compete fiercely over the course of the event. Apart from team sports like frisbee, basketball, cricket, football, volleyball, girls cricket, and throwball, it also includes crowd pulling events like tug-of-war and relay. It is played with full competitive spirit and all the teams put in their best efforts to clinch the title.

### Leverage

In February 2008, Leverage, the PE/VC club of the Institute, organized the first edition of its Private Equity and Venture Capital conference. It saw participation from over 400 students and renowned firms such as the Texas Pacific Group, Draper Fischer Jurveston, Citi Venture Capital, Nexus India Capital, and Apollo Investment Corporation. The conference presented an opportunity for students to gain insights into the world of private equity/venture capital.

### Special Interest Clubs

Be it singing, dancing, music or photography. Be it a fascination, interest, hobby or passion. You will have ample opportunity to pursue extra-curricular and co-curricular of your choice and meet like-minded people.

**Abacus**, the quant club, aims at generating interest for the mathematical field and shows the relevance of mathematics in business by highlighting its various applications.



**Beta**, the finance club, conducts a series of industry interactions to help the PGP Is gain a perspective on the various career choices that confront them. Beta also conducts remedial sessions and mock interviews to help the PGP Is prepare for their summer placements. *Money Manager*, the finance journal, is jointly published by the finance clubs of IIMA, IIMB, and IIMC, with contributions from all top b-schools in the country.

**Consult Club** serves as a hub of all consulting related activities on campus. It organizes various events like strategy games, B-plan contests, industry workshops, and alumni interaction sessions. It also publishes a newsletter and a magazine to meet the evolving needs of the IIMA student community. If it is an industry report you need, the Consult Club repository is the first place you look.

**Dance** is the dance club of IIMA. Apart from organizing and performing at different events on and outside campus, it also conducts a series of workshops for budding dancers.

**FII** (Forum for Industry Interaction) provides consulting services to various organizations including large corporates, startups, and NGOs. Through this, it provides opportunities for students to apply learning to real-time problems.

**GeneSys**, the systems club, works to bring together students and IT professionals from the best IT firms in the world. It aims at providing exposure to emerging trends in the IT industry, disseminating information about the opportunities available and the challenges faced by managers in this all pervasive sector.

**IIMActs** is the dramatics special interest group. Its aim is to facilitate dramatics in every form. IIMActs has produced full length plays, street plays, and many other different formats in English and Hindi.

**Leverage** is the Private Equity and Venture Capital club. Leverage's mission is to provide students with opportunities to learn about the private equity and venture capital industry and to interact with entrepreneurs.

**Music Club** is responsible for playing live music in various events such as Welcome Night, Western Acoustic Night, Chaos, and Farewell Night. A variety of genres come together in its shows, not to mention the innumerable jam sessions that continue all through the night.

**Niche**, the marketing club, brings in a flutter of activities related to increasing knowledge and understanding of the field of marketing. From brand quizzes to marketing remedial sessions, Niche sets the groundwork for tomorrow's top marketing managers.

**Perspectives** is the photography club. Over the last few years, there has been an exponential growth in the number of photography lovers on campus and the activities of the club.

**Prakriti**, the nature club, promotes interest and knowledge about wild-life, forests, and the environment, and provides opportunities to acquire values and skills needed to protect and improve the natural environment. It conducts a number of nature camps and tree plantation drives every year.

**Prayaas** is the students' initiative to provide education to children living in slums around the Institute and enable them to merge with the mainstream. It was started in 2004 as part of a student project and has been carried forward from there by the subsequent batches.

The **Literary Symposium Desk** is home to three self-sustaining literary ventures. The Quiz Club aims at popularizing the queried way of life on campus and hosts as well as facilitates participation in various quiz meets across the country. The Debating Society consists of some of the best public speakers on campus and aims at involving itself in a series of verbal jousts through the Internal Debating League. The Literary Team, the group of thinkers, poets and writers, pull off amazingly insightful Lit events, be it Dumb Charades, JAM sessions, or their magnum opus, the Yearbook.





## INFRASTRUCTURE DEVELOPMENT

### New Campus

Dormitories to accommodate the increased number of students as a result of the implementation of reservation for OBC will come up soon. The process was initiated by the setting in motion the procedure for selection of the architect. The Institute has received 24 valid responses. Construction is expected to start by November/December 2009.

### Old Campus

In order to accommodate about 40 students in the main campus, more rooms were created by relocating offices on the ground floor of various dormitories.

Construction of buildings for the faculty club and crèche near CR 324 is in progress.





## GRANT-IN-AID

During 2008-09 the Institute did not receive grant-in-aid under Non-Plan (Regular) and Plan (Regular) from the Ministry of Human Resource Development.

During 2008-09, the Institute received grant of Rs. 225.25 lakh from Government of India, Ministry of HRD, for OBC expansion.



## PERSONNEL

During 2008-09, nine faculty members and thirty-six staff members joined the Institute. One faculty member and two staff members resigned from the services of the Institute. One research staff and fourteen staff members retired after attaining the age of superannuation, while two officers and one staff member opted for voluntary retirement.

Leave of absence was granted to six faculty members to take up assignments elsewhere while five faculty members rejoined after expiry of leave of absence.

During the year, the academic staff strength of the Institute has grown from 155 to 173 whereas the administrative staff strength grew from 311 to 319.

### Officers and Staff Development Activity

During the year several officers and staff members were sponsored for programmes conducted by Ahmedabad Management Association as well as other training institutes in skill upgradation as well as in general supervisory and managerial functions. The Institute continued to sponsor several staff members to pursue various courses.

### Official Language Implementation

The Institute is fully committed to the implementation of the official language policy of the Government of India. Hindi Fortnight was celebrated at the Institute from September 15 to 30, 2008, with various competitions such as Hindi Essay, Hindi Poem Recitation, Word Knowledge, Debate and Calligraphy, which were attended by more than 100 Hindi speaking and non-Hindi speaking staff members of the Institute. An exhibition of Hindi books on various subjects available in the Vikram Sarabhai Library was organized for the information of staff members and students. Copies of messages sent by the Human Resources Development Minister and the Secretary, Higher and Secondary Education Department, were displayed on all notice boards. On the concluding day, cash prizes and certificates were distributed by the Chief Administrative Officer to the winners.

A Hindi workshop on noting and drafting was organized during the year, in which 25 staff members participated. Eminent speakers were invited to deliver lectures in these workshops.

Four meetings of the Official Language Implementation Committee were held during the year. In these meetings stress was laid on achieving the targets for implementation as stipulated in the Annual Programme for Region B.

#### Staff Awards/Honours

During the year two faculty members and three staff members were given awards on completing 20 years of service. K. C. Chandran, T. K. Jose, Laxmanbhai G. Solanki, Kalu G. Makwana, K. T. Thomas, V. M. Mohanan Nambiar, Devjibhai N. Patel, Vishwanath B. Yadav, V.K.S. Nair, T. Gangadharan Nair, C. H. Trivedi, D. S. Nandanwar, Nanubhai G. Makwana and Dr. N. Vishnu Namboodiri were given the Institute's Long Service Award for retiring employees with a record of long service in the Institute.

Details are given in Appendix L.

#### Right to Information

Under the Right to Information Act 2005, 74 applications were received during the year and disposed off.



Hindi Fortnight celebrations







## VIKRAM SARABHAI LIBRARY

The Vikram Sarabhai Library supports and facilitates teaching, learning, research, training and consulting needs of its users. It offers a range of services and its website <<http://www.iimahd.ernet.in/library/>> is linked to various online databases that are available from any networked PC within the Institute. The library spares no efforts to fulfil its mission by identifying, selecting, acquiring, organizing, reserving, maintaining, and providing access to a collection of materials (both print and non-print) and electronic resources.

The library added 2774 books and 1484 bound volumes of journals to its collection.

### Resources

	No. of Items
Books	1,67,590
Bound volumes of periodicals	39,722
Working papers	2,118
Theses	230
Project reports	1,628
Educational video cassettes	128
CDs (books, databases, etc.)	1,445
Subscription to journals	539
Newspapers	33
Books withdrawn	2132

### E-Resources

The library subscribes to a number of electronic resources that can be classified into categories such as company and industry, E-journals (current and backfiles) and legal and others. To facilitate advanced and specialized search, especially in e-journals, the library subscribes to AtoZ for journal title/subject search and Webfeat for federated searching across databases.

- **Company/Industry/Country**

Bloomberg, CAPITALINE, CMIE – Insight, Alpha, Business Beacon, Capex, EIS, First Source, IAS, IEICO, India Harvest, India Trades, M & A, Prowess and SAS, CRISINFAC, DSI Data Service, EIU (Market Indicators and Forecast), EIU Country Reports (Brazil, Russia, China and Egypt), Euromonitor (GMID), INDIASTATS, INDLAW, Infra-line – Coal Sector, Oil and Gas Sector, Power Sector and Telecom Sector, Invest India, ISI Emerging Markets – India, MAG INDIA, and NASSCOM

- **E-journals – Current**

ABI/Inform Complete (2000+ titles), ACM Digital Library (40+ titles), EBSCO Academic Search Premier (4500+ titles), EBSCO Business Source Complete (1200+ titles), EBSCO Psycarticles (66 titles), EBSCO Econlit (Abstracts), Elsevier – Business Management and Accounting, Decision Science, Economics, Econometrics, and Finance (300+ titles), Emerald Management Extra (with backfiles) (170+ titles), IEEE Electronic Library (IEL), IGI Full-Text (50+ titles), INFORMS (12 titles), JSTOR (1300+ titles), Kluwer – Springer Link (33 titles), Oxford University Press (86 titles), Project Muse (296 titles), Sage (400+ titles), Taylor and Francis (41 titles), and Wiley-Blackwell (500+ titles)

- **E-Journals – Backfiles**

Elsevier (Agriculture and Biological Science; Social Science; Pharmacology, Toxicology and Pharmaceutics, Business Management and Accounting, Decision Science Economics, Econometrics, and Finance), Emerald Management Extra

- **Legal and Other Databases**

AIR (All India Reporter) High Court (1965-2008), Criminal Law (1960-2008), Supreme Court (1950-2008), Privy Council (1930-1950), FT.Com, ISI Web of Knowledge (Citation), J-Gate, Papers-Invited, Westlaw, and World Bank E-Library

### Specialized Search Software

Webfeat and EBSCO's AtoZ

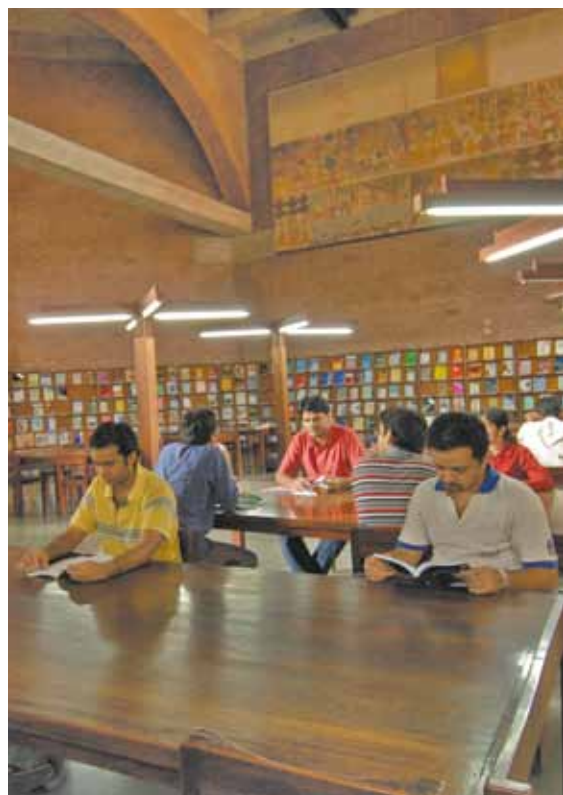
### Services

- Circulation
- Mail alert service
- Reference and information
- Database search service
- Research assistance for faculty
- Inter-library loan
- Photocopying
- Indexing and bibliography
- Abstracting

### Publications

The library has been publishing two quarterly information bulletins under the aegis of the National Information Centre for Management (NIC-MAN) since 1998:

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





## WELFARE ACTIVITIES

A general health check-up was organized during April-May 2008 for the community. A total of 449 community members (307 + 142 mammography) benefited from this activity.

During June 2008 the Welfare Committee distributed textbooks and note books to eligible employees. In addition to this, in July 2008 and January 2009, an amount of Rs.1,500 per child was disbursed towards purchase of textbooks and other related educational aids. One hundred and thirty children availed this facility.

On October 31, 2008, the committee organized a get-together to celebrate the Gujarati New Year. The New Year was greeted by lighting lamps. Sweet packets were also distributed to the community.

The Institute Day was celebrated on December 11, 2008. The Officiating Director, Professor B. H. Jajoo, presented awards to 53 Children of IIMA employees who had performed well in academics and sports. A cultural programme was organized on Louis Kahn Plaza.

The Welfare Committee, jointly with the Students' Affairs Council, organized seven blood donation camps and collected approximately 530 units of blood. Approximately 60 units of blood were used by the community and their relatives.

Taekwondo, lawn tennis, and yoga coaching classes are conducted regularly. A football camp was organized in May-June 2008.

Pranayam classes were organized during February 13 to 25, 2009.

A musical sandhya was organized on June 28, 2008.



At blood donation camp



Talent display on Institute Day



APPENDICES





## POST-GRADUATE PROGRAMME IN MANAGEMENT

### PGP Student Strength

**A1**

	PGP I	PGP II
<b>JOINED THE PROGRAMME</b>	<b>297</b>	<b>258</b>
(-) Discontinued	3	-
(-) Permitted/asked to rejoin in 2009	-	-
(+) Repeaters	4	1
(+) Permitted to rejoin in 2008	1	
<b>NUMBER IN THE FIRST YEAR</b>	<b>299</b>	<b>-</b>
(-) Asked to withdraw	7	-
(-) Asked to repeat	2	
(-) Not graduated due to non-completion of academic requirements	-	4
(+) Graduating from earlier year	-	
(+) Graduated under the Double Degree Programme	-	2
<b>TOTAL PROMOTED/GRADUATED</b>	<b>290</b>	<b>257</b>

### New Elective Courses

**A2**

- Business Turnaround and Organizational Transformation
- Carbon Finance
- The Contemporary Film Industry
- Digital Inclusion for Development
- Economics for Strategies
- Fixed Income Securities—Credit
- Fixed Income Securities—Rates
- International Business
- Managing Insurance Business: Perspectives, Analytics, and Operations
- Media and Society: The Economics, Politics, Ethics, and Technologies of Mass Communication
- Project Course in Corporate Finance
- Seminar Course on Globalizing and Resurgent India through Innovative Transformation
- Strategies for the Future
- Transport Infrastructure



## POST-GRADUATE PROGRAMME IN MANAGEMENT

### A3 Student Exchange Programme: IIMA Students at Collaborating Institutions Abroad

	No. of Students		No. of Students
<b>ASIA</b>		Pforzheim University of Applied Sciences	5
Hong Kong University of Science and Technology	1	Solvay Business School	2
<b>CANADA</b>		Stockholm School of Economics	1
McGill University	2	University of Bocconi	4
Sauder School of Business	1	University of Cologne	6
Schulich School of Business	1	University of Maastricht	2
	<b>94</b>	University of Mannheim	2
<b>EUROPE</b>		University of St. Gallen	2
Copenhagen Business School	4	Vienna University of Economics and Business Administration	2
EDHEC	3	WHU Koblenz Graduate School of Management	1
ESADE	2	<b>UNITED STATES</b>	
ESCP-EAP	10	Stern School of Business	2
ESC-Toulouse	4	The Anderson School at UCLA	1
ESSEC	8	The Kenan Flagler Business School	2
European Business School (EBS)	3	University of Chicago Graduate School of Business	1
HEC School of Management	2	University of Texas, Austin (McCombs School of Business)	2
Helsinki School of Economics and Business Administration	1	Washington University (John M. Olin School of Business)	1
Instituto de Empresa	2	Columbia Business School	2
Jonkoping International Business School	4	<b>DOUBLE DEGREE PROGRAMME</b>	
KOC University	1	University of Bocconi	2
Leipzig Graduate School of Management	3		
Norwegian School of Economics and Business Administration	4		



## POST-GRADUATE PROGRAMME IN MANAGEMENT

### Student Exchange Programme: Students from Collaborating Institutions at IIMA

**A4**

	No. of Students		No. of Students
<b>ASIA</b>		University of Bocconi	2
Asian Institute of Management	2	University of Cologne	3
Asian Institute of Technology	1	University of Mannheim	2
Nanyang Business School	1	University of St. Gallen	1
The Chinese University of Hong Kong	2	<b>UNITED STATES</b>	
<b>EUROPE</b>		University of Chicago Graduate School of Business	2
Copenhagen Business School	4	Washington University (John M. Olin School of Business)	1
EDHEC	3	Columbia Business School	1
ESCP-EAP	10	<b>CANADA</b>	
ESC-Toulouse	1	Schulich School of Business	1
ESSEC	8	<b>SOUTH AMERICA</b>	
European Business School	2	University of Bogota (Universidad De Los Andes School of Management)	1
HEC School of Management	2		
Leipzig Graduate School of Management	1		
Norwegian School of Economics and Business Administration	1		
Solvay Business School	2		
Stockholm School of Economics	2		
			<b>55</b>
		<b>Double Degree Programme</b>	
		ESSEC	1
		University of Bocconi	2





## POST-GRADUATE PROGRAMME IN MANAGEMENT

### A5 Industry Scholarships

First Year		Second Year	
Gagandeep Singh	Infosys	Gagandeep Singh	Mphasis
Abhishek Verma	ICICI	Abhishek Verma	IFCI Ltd
Nikhil Marwah	SBI Mutual Fund	Fehrzard Bomi Behnaz Patel	IFCI Ltd
Agarwal Ashutosh Rakesh	S. M. Shah	S. Balaji	S.M. Shah
Anita Kishore	Jet Age Finance Pvt. Ltd.	Ashish Gupta	Monsonto
Nishaant Mathur	IIMA Silver Jubilee/PGP 87 Batch/Faculty Memorial & Audco	Talluri Satish	Jet Age Securities Pvt. Ltd.
Divya Gupta	IIMA	Mudit Chandra	Surrendra Paul
Nirmesh Mehta	IIMA	Sumant Bhutoria	Dun & Bradstreet Informa- tion Services India Pvt. Ltd.
Sneh Praveenkumar Jain	IIMA	Akanksha Purshottam Thakore	IIMA
		Gopesh Vijayraj Modi	IIMA
		Ishant Goyal	IIMA
		Piyush Nahar	IIMA
		Rajat Tuli	IIMA

#### ADITYA BIRLA SCHOLARSHIPS

Amit Gupta  
Perseus A. Patrawala

#### SIR RATAN TATA SCHOLARSHIPS

Ashish Gupta  
Devdutt V. Marathe  
Ishant Goyal  
Saurabh Mishra

#### T. THOMAS SCHOLARSHIPS

Abhishek Verma  
Gagandep Singh

#### O.P. JINDAL ENGINEERING AND MANAGEMENT SCHOLARSHIPS

Modi Gopesh Vijayraj  
Subodh Sangwan

### A6 Applications Received for PGP

Category	Batch 2008-10			Batch 2009-11		
	Male	Female	Total	Male	Female	Total
General	120038	45087	165125	145470	54877	200347
NC-OBC	18967	4139	23106	18427	3553	21980
SC	8367	2073	10440	10023	2523	12546
ST	1972	652	2624	2263	787	3050
Disabled	722	149	871	724	118	842
<b>Total</b>	<b>150066</b>	<b>52100</b>	<b>202166</b>	<b>176907</b>	<b>61858</b>	<b>238765</b>
<b>Percentage</b>	<b>74.2</b>	<b>25.8</b>	<b>100</b>	<b>74.1</b>	<b>25.9</b>	<b>100</b>



## POST-GRADUATE PROGRAMME IN MANAGEMENT

### PGP Admissions: 2009-2011

**A7**

Particulars	Gender	General Category	Reserved Category					Total
			OBC	SC	ST	DSB	GMAT	
No. of CAT takers	Male	149159	19186	10499	2437	752	NA	182033
	Female	56987	3811	2723	868	124	NA	64513
	<b>Total</b>	<b>206146</b>	<b>22997</b>	<b>13222</b>	<b>3305</b>	<b>876</b>	<b>NA</b>	<b>246546</b>
No. of Applicants to IIMA	Male	145386	18427	10023	2263	724	84	176907
	Female	54861	3553	2523	787	118	16	61858
	<b>Total</b>	<b>200248</b>	<b>21979</b>	<b>12546</b>	<b>3050</b>	<b>842</b>	<b>100</b>	<b>238765</b>
Candidates called for interview	Male	537	79	70	22	10	15	733
	Female	72	7	16	3	1	2	101
	<b>Total</b>	<b>609</b>	<b>86</b>	<b>86</b>	<b>25</b>	<b>11</b>	<b>17</b>	<b>834</b>
Candidates who attended interview	Male	528	78	66	20	10	10	712
	Female	71	7	16	3	1	2	100
	<b>Total</b>	<b>599</b>	<b>85</b>	<b>82</b>	<b>23</b>	<b>11</b>	<b>12</b>	<b>812</b>
Admission offered through prime list	Male	174	37	37	12	8	7	275
	Female	34	4	10	2	1	1	52
	<b>Total</b>	<b>208</b>	<b>41</b>	<b>47</b>	<b>14</b>	<b>9</b>	<b>8</b>	<b>327</b>
Candidates placed in waiting list	Male	21	2	5	0	0	0	28
	Female	4	0	0	0	0	0	4
	<b>Total</b>	<b>25</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32</b>
Preparatory programme	Male	1	9	33	12	7	0	62
	Female	1	1	8	2	1	0	13
	<b>Total</b>	<b>2</b>	<b>10</b>	<b>41</b>	<b>14</b>	<b>8</b>	<b>0</b>	<b>75</b>



## POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT

### B1 List of Compulsory Courses: 2008-09

#### FIRST YEAR COMPULSORY COURSES

	Credit Units	No. of Sessions
Rural Environment and Institutions	Non-Credit	15 sessions

#### SECOND YEAR COMPULSORY COURSES

Agricultural and Food Policy	1.00	25
Agricultural Finance	1.00	25
Marketing of Agricultural Inputs	1.00	25
Strategic Agro-Food Marketing	1.00	25

#### FIRST YEAR COMPULSORY COURSES, COMMON WITH PGP

##### Slot 1

Financial Reporting and Analysis	0.75	15
Probability and Statistics I	0.75	15
Managerial Computing	0.75	15
Microeconomics	0.50	10
Individual Dynamics	0.50	10
Written Analysis and Communication I	0.50	10
Managing Ethically	-	10

**Sub total** 3.75 85

##### Slot 2

Financial Reporting and Analysis	0.75	15
Internet Technologies for Business	0.25	05
Probability and Statistics II	0.75	15
Microeconomics	0.50	10
Interpersonal and Group Processes	0.50	12
Financial Markets	0.50	10
Marketing I	0.50	12
Written Analysis and Communication I	0.25	05

**Sub total** 4.00 84

##### Slot 3

Management Accounting and Control System	0.50	10
Probability and Statistics III	0.50	10
Macroeconomics	0.50	10
Organizational Dynamics	0.50	10
Legal Aspects of Business	0.50	10
Financial Markets	0.50	10
Marketing I	0.50	12
Operations Management I	0.50	10
Socio-Cultural Environment of Business	0.50	10

**Sub Total** 4.50 92

##### Slot 4

Management Accounting and Control System	0.50	10
Decision Making I	0.50	10
Macroeconomics	0.50	10
Leadership Skills	0.50	12
Business Taxation	0.50	10
Legal Aspects of Business	0.50	10
Operations Management I	0.50	10
Spoken Business Communication	0.50	10

**Sub Total** 4.00 82

##### Slot 5

Information Systems for Business	0.50	10
Decision Making II	0.50	10
Economic Environment and Policy	0.50	10
Organizational Diagnosis	0.25	05
Corporate Finance	0.50	10
Marketing II	0.50	11
Operations Management II	0.50	10
Personnel Competence and Capability	0.50	10

**Sub Total** 4.75 96

Building Systems	0.50	10
Written Analysis and Communication II	0.50	10

**Sub Total** 4.75 96

##### Slot 6

Information Systems for Business	0.25	05
Economic Environment and Policy	0.25	05
Corporate Finance	0.75	15
Business Research Methods	0.50	10
Marketing II	0.50	10
Operations Management II	0.75	15
Personnel Competence and Capability	0.50	10
Building Systems	0.50	10
Written Analysis and Communication II	0.25	05

**Sub Total** 3.75 75

**Total** 4.75 514



## POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT

### List of Elective Courses: 2008-09

#### ELECTIVE COURSES

- Agricultural Futures and Option Markets
- Agricultural Systems
- Business Forecasting
- Digital Inclusion for Development
- Econometric Analysis for Agribusiness
- Franchising in Agribusiness
- Global Agribusiness: Operations and Strategies
- International Agriculture Trade and Policy
- International Marketing
- Logistics, Supply Chain, and Infrastructure Management for Agribusiness
- Management of Microfinance
- Management of Agribusiness Contracts
- Management of Contract Farming
- Management and Finance of Agro-Food Projects
- Managerial Communication
- Market Research for Agribusiness
- Private-Public Community Partnership for Inclusive Agribusiness
- Rural Advertising
- Rural Marketing
- Sales and Distribution Management for Agriculture
- Seminar Course on Globalizing and Resurgent India Through Innovative Transformation
- Shodh Yatra
- Strategic Management of Intellectual Property Rights
- Theory and Practice of Business Negotiation

#### Number of Applicants

**B2**

Batch	2007-09	2008-10
General	16028	23534
OBC	3028	4474
SC/ST	1533	2119
Physically Handicapped	92	171
<b>Total</b>	<b>20681</b>	<b>30298</b>



## FELLOW PROGRAMME IN MANAGEMENT

### C Graduating Students in 2008-09

Student	Area	Thesis Title	TAC Members
Amit G. Karna	BP	Building Capabilities for Global Service Delivery: A Study in the Indian Software Services Sector	M. R. Dixit (Chair) Rakesh Basant Sanjay Verma
Anshuman Jaswal	ECO	Commodities Spot and Future Markets in India: Efficiency, Integration, Returns and Risk	R. H. Dholakia (Chair) Sebastian Morris Sidharth Sinha
Diptiranjana Mahapatra	PSG	Life Cycle Costs and Energy Market Equilibrium: A Policy Assessment for India	P. R. Shukla (Chair) R. H. Dholakia Prem Pangotra
Nisha Nair	OB	A Study of Alienation Among Knowledge Workers	Neharika Vohra (Chair) Deepti Bhatnagar Pradyumana W. Khokle
Richa Saxena	OB	A Study of Career Mobility Decisions of Dual Career Couples	Deepti Bhatnagar (Chair) Ernesto Noronha Parvinder Gupta
Rohit Kapoor	P&QM	A Simulation and Genetic Algorithm Based Optimization of Closed-Loop Multi-Echelon Inventory System	N. Ravichandran (Chair) Devanath Tirupati Tathagata Bandyopadhyay
Satyam Shivam Sundaram	PSG	Formation Process of Public-Private Partnership in Transport Infrastructure in India	G. Raghuram (Chair) Ajay Pandey Prem Pangotra
Sumanta Basu	P&QM	Efficient Tabu Search Implementations for Asymmetric Traveling Salesman Problems	Diptesh Ghosh (Chair) G. S. Ravindra Tathagata Bandyopadhyay
Sunil Sharma	BP	Identification and Building of Capabilities for Knowledge Intensive, Highly Risky and Uncertain Activities: A Study in the Oil & Gas Sector	M R Dixit (Chair) Pankaj Chandra Rakesh Basant
Sushanta Kumar Mishra	OB	The Effect of Organizational Identification on Emotional Labour: A Study in the Indian Pharmaceutical Sector	Deepti Bhatnagar (Chair) Ernesto Noronha Premilla D'Cruz
Vinaysingh Chawan	CISG	Dual Channel Selling in Online Stores: Simultaneous Auctions and Posted Prices	V. Venkata Rao (Chair) Devanath Tirupati Rajanish Dass
Salman Shakir Khan	PSG	Managing Climate Change Risks in Cities: A Study of Mitigation and Adaptation Strategies	P. R. Shukla (Chair) Ramesh Bhat Prem Pangotra Amit Garg



## STUDENT STRENGTH: FELLOW PROGRAMMES AND POST-GRADUATE

	Post-Graduate Programme in Management	Post-Graduate Programme in Agri-Business Management	Fellow Programme in Management	Total
1998-99	371	-	45	416
1999-00	406	-	37	443
2000-01	381	-	46	427
2001-02	353	60	45	458
2002-03	357	61	46	464
2003-04	424	55	49	528
2004-05	501	55	54	610
2005-06	493	56	69	618
2006-07	488	55	66	609
2007-08	518	54	75	647
<b>2008-09</b>	<b>560</b>	<b>44</b>	<b>84</b>	<b>688</b>



## PLACEMENT

### E1 Batch Profile

Function	% of students	Duration	% of students
<b>Academic Background</b>		<b>Work Experience</b>	
Engineering/Technology	89	Fresher	40
Commerce	3	1 – 12 months	18
Science	3	13 – 24 months	20
Arts	1	25 – 36 months	11
Others	4	37 – 48 months	7
		> 48 months	4

### E2 Distribution of Recruiters

Location	2007		2008		2009	
	No.	Per cent	No.	Per cent	No.	Per cent
India	160	71.4	182	75.21	225	91.84
USA	20	8.9	9	3.72	4	1.63
Europe	23	10.3	18	7.44	5	2.04
Asia Pacific (Hong Kong, Singapore, Tokyo)	16	7.1	26	10.74	6	2.45
Kuwait, UAE	5	2.0	4	1.65	5	2.04
Australia, Liberia	0	0	3	1.24	0	0
	<b>224</b>	<b>100.00</b>	<b>242</b>	<b>100.00</b>	<b>245</b>	<b>100.00</b>

### E3 Sector/Functionwise Placements

Sector / Function	2007			2008			2009		
	Overseas	Indian	% of Total	Overseas	Indian	% of Total	Overseas	Indian	% of Total
Sales/Marketing	0	23	1.3	6	15	8.7	0	36	14.7
Investment Banking Commercial Banking/Finance	55	60	51.4	38	75	46.6	13	89	41.6
Systems/IT/ITES	0	7	3.2	0	5	2.1	0	17	6.9
Operations	5	6	4.9	4	4	3.3	0	0	0
Consulting	4	58	27.6	12	63	31	4	59	25.7
General Management (Retail, Real estate, Private Equity, etc.)	0	6	2.6	0	20	8.3	3	24	11.0
	<b>64</b>	<b>160</b>	<b>100</b>	<b>60</b>	<b>182</b>	<b>100</b>	<b>20</b>	<b>225</b>	<b>100</b>



## PLACEMENT

### Sectorwise Top Recruiters

**E4**

Sector	Recruiter	Numbers Recruited	% to total Acceptance
Consulting	McKinsey & Co.	8	3.3
	Bain	8	3.3
	BCG	7	2.9
Banking and Finance Services	Union Bank of India	14	5.7
	Jaypee Capital	12	4.9
	Deutsche Bank	4	1.6
General Management	TAS	7	2.9
	IOCL	4	1.6
IT	Infrasoft Tech.	2	0.8
	Digicable	2	0.8
	Infosys	2	0.8
Marketing	P&G	4	1.6
	HUL	4	1.6
	Nestle	3	1.2

### Pre-Placement Offers

**E5**

Company	Offers	Accepted	Company	Offers	Accepted
ABN Amro (taken over by RBS)	2	2	Goldman Sachs	2	2
Aditya Birla Group	1	1	Greater Pacific Capital	1	1
Arthur D. Little	3	3	Hindustan Unilever	3	3
Amazon	1	1	ING	1	1
A.T. Kearney	2	2	McKinsey & Company	6	6
Audax	1	1	Merrill Lynch	1	1
Bain & Company	5	5	Morgan Stanley	3	3
Barclays	2	2	Ocwen	2	2
Boston Consulting Group	4	4	P&G	1	1
Boston Analytic	1	0	SEBI	1	0
Citibank	1	1	TATA Administrative Services	3	3
Citigroup Global Markets	2	2	USTech	1	1
Coca-Cola India Inc.	1	1	Value Partners	1	1
Deutsche Bank	4	4		<b>57</b>	<b>55</b>





## PLACEMENT

### E6 Lateral Offers

Company	Offers Made	Accepted	Company	Offers Made	Accepted
Alvarez & Marsal	1	1	Infosys	4	3
Aditya Birla Group	2	2	L&T Finance	4	1
Amazon	1	1	Sanghavi Exports	2	2
Directi	1	1	Strategic Management Group	3	3
FinIQ	1	1	Wipro	2	2
Fundtech India	2	2	Yes Bank	2	2
FWWB	3	1	Eli Lilly India	0	0
Hinduja	2	1		<b>35</b>	<b>28</b>
Illumine	5	5			

### E7 Students Opting for Entrepreneurship

Name of Student	Entrepreneurial Sectors
<b>PGP</b>	
Aravind R.S.	Food delivery website
Dhiren Makhija	Food delivery website
V. Krishna Kanth	Education and career
Nirmesh Mehta	Food delivery website
Siddhartha Priya	Consulting in tourism and education
Tanuj Kumar Solanki	Consulting firm providing support to SMEs in Gujarat and A.P.
Himanshu Jain	General consulting
Kalyan Chakravarthy M.	Entrepreneurial venture
<b>ABM</b>	
Nishant Singh	Geographical Information System (GIS)

### E8 Male-Female Students Placements

	Males	Females		Males	Females
No. of Students	225	33	Highest—Overseas (USD in thousands)	1.33	86.00
Own Placement	5	NA	Average—Domestic (Rupees in lakh)	11.74	14.47
Domestic Placement	193	32	Average—Overseas (USD in thousands)	62.92	86.00
Overseas Placement	19	1	Pre-placement offers	45	10
Entrepreneur	8	0	Lateral placement offers	25	2
Highest—Domestic (Rupees in lakh)	33.00	32.00			

A B C D **E** F G H I J K L M N O

## PLACEMENT

### Placement of SC/ST/PH/NBS Students

**E9**

	SC	ST	Physically Challenged	NBS
No. of total Students	46	4	8	1
Placement by self	2	0	0	0
Entrepreneurs	2	0	1	0
No. of Students Seeking Placements	42	4	7	1
Laterals	5	0	0	0
Finals	34	4	7	1
Pre-placement offers	3	0	0	0

### Slotwise Placements and Compensation Details

**E10**

	SC	ST	Physically Challenged	NBS
No. of Students	46	4	8	1
Own placement	2	0	0	0
Entrepreneurs	2	0	1	0
No. of Students Seeking Placements	42	4	7	1
Slot 0 (No. of Acceptance)	2	0	0	0
Slot 1 (No. of Acceptance)	11	1	3	1
Slot 2 (No. of Acceptance)	9	0	1	0
Slot 3 (No. of Acceptance)	20	3	3	0
<b>Average Salary—Domestic (Rs. in lakh)</b>	<b>9.49</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

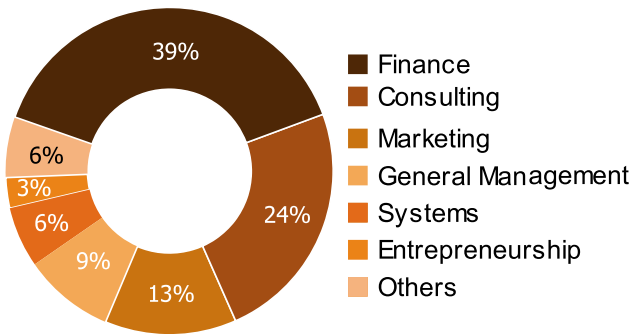
A B C D **E** F G H I J K L M N O

**PLACEMENT**

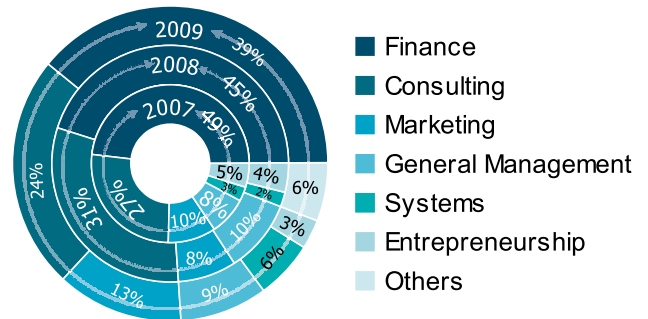
**E11 Sectorwise Distribution of Summer Placement**

Sector	No. of placement	Percentage (%)
Consulting	60	20.20
Marketing and Sales	81	26.94
General management	32	10.77
Banking and Financial Services	97	32.66
IT/ ITES	15	5.05
Operations	3	1.01
Others	4	1.35
Government	4	1.35
Entrepreneurs ventures	2	0.67
<b>Total</b>	<b>298</b>	<b>100.00</b>

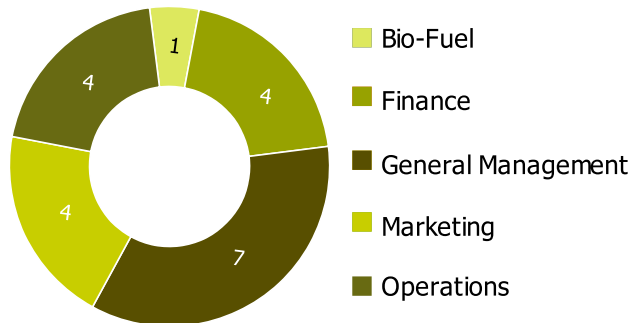
**Breakup of Jobs Across Sectors for Final Placement**



**Breakup of Jobs Across Years for Final Placement**



**Sectorwise Distribution (PGP-ABM)**





## PLACEMENT

### PGPX Placement E12

Key Facts	PGPX 2007-08	PGPX 2008-09
Average domestic salary	INR 26,81,000	INR 20,16,000
Average overseas salary	USD 145,000	USD 122,000
No. of domestic placements	62	63
No. of overseas placements	7	2
In Process *	0	5
Entrepreneur ventures	0	4
Did not seek placement	0	3
<b>Total</b>	<b>69</b>	<b>77</b>

\* as of May 31, 2009

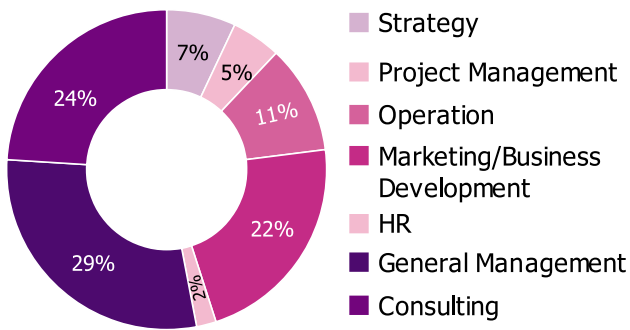
Industry Break-up	PGPX 2007-08 (in per cent)	PGPX 2008-09 (in per cent)
Management consulting	6	20
Finance	6	7
Telecommunication/Hi-tech	11	11
IT and ITES	23	29
Sunrise (Retail and Realty)	9	0
Conglomerates/MFG/Logistic/Ops	29	13
Energy/Infrastructure	5	11
Healthcare	0	4
Others (media, education)	6	5

Functional Break-up	PGPX 2007-08 (in per cent)	PGPX 2008-09 (in per cent)
General management	22	29
Sales/Business development	16	22
Operations	27	11
Strategy and planning	18	7
Consulting	13	24
PE/VC/Ibank/Fin services	4	0
HR	0	2
Project Management	0	5

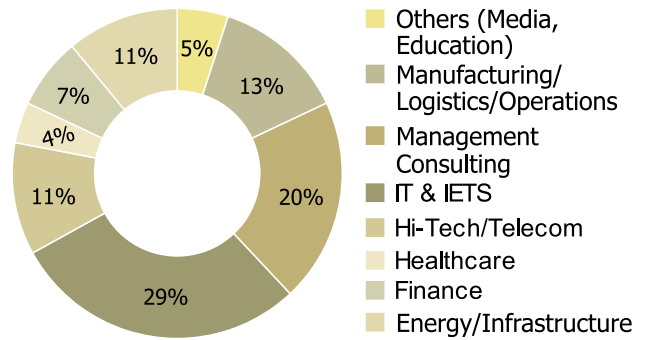


**PLACEMENT**

**Functionwise Breakup**



**Sectionwise Breakup**



**E13 PGP-PMP Placement**

Sponsored students	22
Non-sponsored students who have returned to their previous organization	7
Non-sponsored students who are placed	9
Offer in process	1
<b>Total</b>	<b>39</b>

**E14 FPM Placement**

	Area	Company	Remark
Prabal Vikram Singh	PSG	NISG	Offer Accepted
Diptiranjana Mahapatra	PSG	Offer from IIM-I*	-
Satyam Shivam Sundaram	PSG	IIM-I*	Joined
Vinay Singh Chawan	CISG	IIM-I*	Joined

\* placed on their own



## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

### ONGOING PROJECTS

Type of Project	Status			Projects		
	Projects Ongoing	Projects Initiated	Total	Completed	Dropped	Terminated
Large Research Project	3	-	3	-	-	1
Small Research Project	5	3	8	6	-	2
Seed Money Project	6	4	10	5	-	1
Case Development Project	6	11	17	5	2	10
<b>Summer Internship Project</b>				<b>6</b>		
<b>Seminar Organized by R &amp; P</b>				<b>10</b>		

The details of the above projects are given below:

### RESEARCH PROJECTS INITIATED

#### Small Research Projects

1. E-governance and Its Impact on Service Delivery to Citizens (Development of the Jan Seva Kendra) (Professor Abhishek Mishra)
2. Exploring the Closure of Call Centres and Its Impact on Employees (Professor Ernesto Noronha)
3. Socio-Cultural Antecedents of Workplace Bullying (Professor Premilla D'Cruz)

#### Seed Money Projects

1. Corporate Communication as a Strategic Tool to Enhance Reputation (Professor M.M. Monippally)
2. Infrastructure Disputes and Role of Arbitrators (Professor Anurag K. Agarwal)
3. Revenue Management with Optimization Based Modelling in Railways (Professor Goutam Dutta)
4. Business, Government, and Law (Professor Anurag Agarwal)



## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

### Case Development Projects

1. Strategic Imperatives of Mining POS Data at Nike Showrooms in India  
(Professor Rajanish Dass)
2. Indore Bus Transport Service  
(Professor G. Raghuram)
3. Ernest and Young: Transaction Advisory Services  
(Professor Arvind Sahay)
4. Dastkar Andhra  
(Professors M.S. Sriram and Ankur Sarin)
5. Citibank Japan: Online Banking  
(Professor Arvind Sahay)
6. Subhiksha Retail Chain  
(Professor Atanu Ghosh)
7. Technology Planning and Management at ICICI Group  
(Professor Rajanish Dass)
8. BabaJob.Com: Digitizing the Information Job Sector  
(Professors Kavitha Ranganathan and Ankur Sarin)
9. Radio Mirchi Private Limited: Redesigning Product for the Bangalore Market  
(Professor A.K. Jaiswal)
10. Cross-Cultural Communication  
(Professor Meenakshi Sharma)
11. Nilobray Vidyalaya, Ahmednagar  
(Professor Rajeev Sharma)

### RESEARCH PROJECTS COMPLETED

#### Small Research Projects

1. Optimization Based Decision Support System for Strategic Planning: Application in an Aluminium Company in India (Professor Goutam Dutta)
2. Arbitration: Principal Civil Court of Original Jurisdiction  
(Professor Anurag K. Agarwal)
3. Assessing the Changing Employment Profiles with the Telecom Sector: Implications for Education and Training (Professor Rekha Jain)
4. Contemporary Economics Lessons Drawn from Two Recent Indian Films  
(Professor Tejas Desai)
5. Scheduling of Preemptive Jobs with Partial Ordering and Resource Constraints  
(Professor Sanjay Verma)
6. Exploring Interpersonal Bullying in Indian Workplaces  
(Professor Premilla D'Cruz)



## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

### Seed Money Projects

1. Evolution of Forest Management Systems and Processes in West Bengal: An Exploratory Study to Conceptualize the Stylized Facts and Data Sources  
(Professor Samar K. Datta)
2. An Exploratory Study of the Role of Educational Incentives in Primary Education in Gujarat (Professors Vijaya Sherry Chand and Tathagata Bandyopadhyay)
3. Corporate Communication as a Strategic Tool to Enhance Reputation  
(Professor M.M. Monippally)
4. A Predictive Index for Length of Stay in Intensive Care Unit Following Cardiac Surgery: Case of an Indian Hospital (Professor Goutam Dutta)
5. Infrastructure Dispute and Role of Arbitrators  
(Professor Anurag K. Agarwal)

### Case Development Projects

1. A Futures Perspective for Agri-Business Cooperatives: The Case of Gandevi Taluka Union (Professor Samar K. Datta)
2. Radio Mirchi Private Limited  
(Professor A.K. Jaiswal)
3. Godrej Aadhaar Stores  
(Professor P.K. Sinha)
4. Case of CESE Limited: Loss Control Cell  
(Professor A.K. Laha)
5. Cash Tech Solutions (I) Private Limited  
(Professor Prathap Oburai)

## RESEARCH PROJECTS DROPPED

### Case Development Projects

1. Unichem Laboratories Limited (A) & (B)  
(Professors Prafull Anubhai, N. Venkiteswaran)
2. India Cements Limited: The Raasi Acquisition (A) & (B)  
(Professor N. Venkiteswaran)

## RESEARCH PROJECTS TERMINATED

### Large Research Projects

1. Impact of Disinvestment on Performance of Public Sector Enterprises  
(Professor T.T. Ram Mohan)

### Small Research Projects

1. Sales Promotions in India: An Empirically Based Classification  
(Professor Abraham Koshy)
2. Estimating the Degree and Effect of Agricultural Subsidies in India  
(Professor Sebastian Morris)





## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

### Seed Money Projects

1. Diffusion of Emerging Technologies: Policies for Long-Term Penetration of Renewable Energy Technologies in India (Professor P.R. Shukla)

### Case Development Projects

1. Morris Electronics Limited  
(Professor Shekhar Chaudhuri)
2. OTC Exchange of India  
(Professor Sanjay Verma)
3. Prototyping the Delivery of Business Dynamics Knowledge Services  
(Professors V. V. Rao and Suresh Ankolekar)
4. V. Guard Industries Private Limited  
(Professors Abraham Koshy and Biju Varkkey)
5. NIIT Limited: Penetrating the Chinese Market  
(Professor Arvind Sahay)
6. Times Internet Limited: Emerging Economy e-business  
(Professor Arvind Sahay)
7. Alliance Advertising and Marketing Private Limited: Media Planning and Client Relationships (Professor Prathap Oburai)
8. A.P. Housing Board: Public Private Partnership  
(Professor Sebastian Morris)
9. Behind the Screen: Launching Movies at Sony Pictures and Entertainment (India): Current State and Future Directions of Decision Making (Professor Rajanish Dass)
10. New Product Development Initiatives in India  
(Professors A. K. Jain and Kannan Sethuraman)

### Summer Internship Projects

1. a) Optimization based Decision Support System for Hotel Management Programme  
b) Game for Revenue Management Programme  
(Professor Goutam Dutta)
2. To Learn the Operations of Earth-Tube-Heat-Exchanger-Based Cooling Systems  
(Professor Girja Sharan)
3. Bayesian Analysis of Rank Data Using MCMC and Gibbs Sampling  
(Professor A.K. Laha)
4. Can Large Corporations Make Profits while Serving the Bottom of the Pyramid Markets? (Professor Anand Kumar Jaiswal)
5. Modelling of Temperature and Humidity Time Series with Applications to Valuation of Weather Derivatives (Professor A.K. Laha)
6. Chapter in a book on Securities Regulations  
(Professor Sandeep Parekh)



## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

### Seminars Organized During 2008-09

**F**

Speaker	Topic	Date	Area/Centre/Group
<b>Dr. Nita Kumar</b> Claremont McKenna College	Education and the Modernity of India	May 27, 2008	RJMCEI
<b>Mr. Ankur Sachdeva</b> Business Development with Credit Analysis and Research Limited	Credit Rating and Related Aspects	June 27, 2008	PGP-PMP
<b>Mr. Rajul Awasthi</b> Ministry of Finance, Government of India	Politics of Economic Reforms: Are Reforms Pro-Poor?	July 1, 2008	PGP-PMP
<b>Dr. Joydeep Dutta</b> IIT, Kanpur	Generalized Nash Equilibrium Problems	July 7, 2008	P & QM
<b>Dr. Varsha Apte</b> IIT, Bombay	Performance Modelling of Web Servers under Overload	July 14, 2008	Research & Publications
<b>Mr. Hiranya Mukhopadhyay</b> India Resident Mission of the ADB	ADB Operations in India	July 15, 2008	PGP-PMP
<b>Dr. Diwakar Gupta</b> University of Minnesota	Carrier-Forwarder Contracts in the Air Cargo Industry	July 21, 2008	Research & Publications
<b>Mr. P. K. Choudhary</b> ICRA Ltd	Development in Credit Rating Industry in India: An Overview	July 22, 2008	PGP-PMP
<b>Mr. K. K. Mohanty</b> Srei Infrastructure Finance Ltd	Infrastructure Finance: Public Private Partnership	July 29, 2008	PGP-PMP
<b>Mr. V. K. Kaul</b> Dedicated Freight Corridor Corporation of India Ltd	Dedicated Freight Corridor	August 5, 2008	PGP-PMP
<b>Ms. Harini Raval</b> The University of Twente, The Netherlands	Building Capacity of Community-Based Educators in India: Research Based Guidelines	August 6, 2008	RJMCEI
<b>Dr. Jayan Jose Thomas</b> Madras School of Economics	Small-Scale Non-Farm Enterprises in India: An Enquiry into its Problems	August 11, 2008	CMA
<b>Dr. Vipul Jain</b> INRIA-Lorraine France	Analysis of Dynamic Integrated Supply Chains Using Novel Hybrid Approaches	October 17, 2008	P & QM
<b>Dr. Ashish Kumar Pandey</b> MDI	Synthesis of Some Traditional and Contemporary Thought In Management Research: Personal Narrative of a Novice Researcher	October 22, 2008	OB
<b>Shri Sanjay Dubey IAS,</b> Government of Madhya Pradesh	Removal of Religious Encroachments	October 23, 2008	PGP-PMP
<b>Shri Sanjay Dubey IAS,</b> Government of Madhya Pradesh	ISO Certification for Collector Office in Jabalpur	October 23, 2008	PGP-PMP



## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

### F Seminars Organized During 2008-09

Speaker	Topic	Date	Area/Centre/Group
<b>Dr. Deepika Chakravarty</b> Centre for Economic and Social Studies	Girl Children in the Care Economy: Domestics in West Bengal	November 7, 2008	P & IR
<b>Dr. Jeremy Bentham</b> Global Business Environment Shell International B.V.	Shell Energy Scenario to 2050	November 11, 2008	PGP-PMP
<b>Dr. Vinay K. Garg</b> Missouri State University	Developing Programmatic Research	November 11, 2008	Research & Publications
<b>Shri Partha Bhattacharyya</b> Coal India Ltd.	Coal Sector in India—Retrospect and Prospects	November 14, 2008	PGP-PMP
<b>Mr. Gajendra Haldea</b> Planning Commission	Public Private Partnership	November 17, 2008	PGP-PMP
<b>Shri R. Chandrashekhar</b> Government of India	Transformation for Public Service Delivery	November 19, 2008	PGP-PMP
<b>Ms. Amita Sharma</b> Government of India	National Rural Employment Guarantee Act (NREGA) 2005: Achieving the Millennium Development Goals	November 20, 2008	CMA
<b>Prof. Gilbert Etienne</b> Institute of International Studies and Development	Emerging Asian Countries versus the Shadows of the Industrial Revolution in the West	November 22, 2008	PGP-PMP
<b>Lord Meghnad Desai</b> London School of Economics	Global Meltdown: What's Economic Theory Got to Do With It?	November 24, 2008	Economics
<b>Dr. A.P.J. Abdul Kalam</b> Former President of India	Vision 2020	November 26, 2008	PGP-PMP
<b>Dr. David Souter</b> ICT Development Associates	International Experience of Urban Poverty and Management	November 28, 2008	PGP-PMP
<b>Dr. Hari Bapuji</b> University of Manitoba	Toy Recalls and China: Emotion vs. Evidence	December 11, 2008	Research & Publications
<b>Prof. Kanti V. Mardia</b> University of Leeds England	Holistic Statistics and Contemporary Life Sciences	December 15, 2008	Research & Publications
<b>Mr. Tarun Jain</b> University of Virginia	Where there is a Will: Fertility Behaviour and Sex Bias in Large Families	December 18, 2008	Economics
<b>Prof. M.M. Srinivasan</b> The University of Tennessee, Knoxville	What is the Value of Real-Time Shipment Tracking Information?	December 24, 2008	Research & Publications
<b>Dr. S.M. Jharwal</b> Ministry of Agriculture	Indian Agriculture and its Sustainability	January 1, 2009	CMA
<b>Prof. Rakesh Niraj</b> Marshall School of Business University of Southern California	The Impact of Social Contagion on What to Buy, How to Buy, and Whom to Buy from: Evidence from High-Tech Durable Goods Market	January 2, 2009	Research & Publications



## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

### Seminars Organized During 2008-09

F

<b>Prof. Kirti Sharda</b> Indian Institute of Management Ahmedabad	Do Those with Common Afflictions Crowd Together? The Search for Configurations of BPO Firms	January 7, 2009	OB
<b>Prof. Jagdip Singh</b> Case Western Reserve University	A Multi-level Analysis of Organizational and Individual Determinants of Performance and Satisfaction of Frontline Employees in Service Organizations	January 12, 2009	Research & Publications
<b>Prof. Isabelle Milbert</b> Graduate Institute of International and Development Studies, Geneva	International Experience of Urban Poverty and Management	January 16, 2009	PGP-PMP
<b>Mr. M.N. Vijayakumar, IAS</b>	Role of Whistle Blowers in State/Corporate Governance	January 19, 2009	PGP-PMP
<b>Prof. Krishna Ladha</b> University of Maryland, Baltimore	Analyzing Politics	January 20, 2009	PGP-PMP
<b>Prof. Krishna Ladha</b> University of Maryland, Baltimore	Justice in an Adversarial system with a Judge, a Prosecutor, and a Defendant	January 20, 2009	PGP-PMP
<b>Ms. Sohini Sahu</b> State University of New York	Business Cycle Accounting for India in a Multi-Sector Dynamic General Equilibrium Model	January 21, 2009	Economics
<b>Dr. Prabir Neogi</b> Government of Canada	ICTs and the Internet Economy: Issues and Challenges	January 27, 2009	PGP-PMP
<b>Dr. Madhava Menon</b> Commission on Centre-State Relations	Centre-State Relations: Issues and Concerns	January 28, 2009	PGP-PMP
<b>Prof. Niina Nummela</b> International Business Turku School of Economics, Finland	Value Chain Management of Globally Operating Companies	February 5, 2009	Research & Publications
<b>Dr. David Beale</b> University of Manchester	Public Sector Restructuring and Reform in the UK, Context and Labour Relations Implications	February 13, 2009	Research & Publications
<b>Mr. Stuart John Fraser</b> Policy & Resources Committee City of London	London as an International Financial Centre: The Regulation on the Financial Sector that Underlie	February 18, 2009	PGP-PMP
<b>Mr. B. S. Baswan, IAS</b> Indian Institute of Public Administration	Public Policy and Governance Issues in the Changing Environment	February 18, 2009	PGP-PMP
<b>Dr. Biresh K. Sahoo</b> Amrita Vishwa Vidyapeetham	A Non-Parametric Cost Approach to Measuring Scale Economies	March 2, 2009	Economics
<b>Dr. Amar Sapra</b> University of Florida	How Much Demand Should be Fulfilled?	March 13, 2009	P & QM
<b>Mr. Dipankar Bose</b> Indian Institute of Management, Kolkata	Capacity Planning Under Demand Uncertainty: Impact of Postponement Decisions and Product Flexibility	March 31, 2009	P & QM



## PUBLICATIONS

### Books

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## CASES, RESEARCH, AND CONSULTING

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
1998-99	2828	595	1579
1999-00	2840	601	1639
2000-01	2856	608	1715
2001-02	2868	621	1788
2002-03	2889	636	1854
2003-04	2920	649	1957
2004-05	2933	655	2044
2005-06	2945	675	2118
2006-07	2977	709	2137
2007-08	2988	729	2186
<b>2008-09</b>	<b>3037</b>	<b>749</b>	<b>2272</b>



## MANAGEMENT DEVELOPMENT PROGRAMMES

### Distribution of Participants

Programmes	No. of Programmes	No. of Participants			Foreign Participants
		Public Sector	Private Sector	Total	
General Management	4	54	119	189	16
New Programmes	7	59	90	160	11
Regular/Repeat Programmes	23	277	394	683	12
<b>Total</b>	<b>34</b>	<b>390</b>	<b>603</b>	<b>1032</b>	<b>39</b>

### General Management Programmes

Programme	No. of Participants			Foreign Participants
	Public Sector	Private Sector	Total	
3-TP Middle Management Programme July 6 to August 2, 2008	13	51	69	5
February 1-28, 2009	5	26	35	4
3-TP Senior Management Programme August 3 – 23, 2008	36	23	66	7
Small and Medium Enterprises Programme November 20-December 3, 2008	-	19	19	-
<b>Total</b>	<b>54</b>	<b>119</b>	<b>189</b>	<b>16</b>



## MANAGEMENT DEVELOPMENT PROGRAMMES

### New Programmes

New Programmes	No. of Participants			Foreign Participants
	Public Sector	Private Sector	Total	
<b>Global Programme</b>				
Luxury Management June 16-20, 2008 (at ESSEC, France) August 18-22, 2008 (at IIMA, India)	-	8	9	1
<b>Personnel and Industrial Relations</b>				
Team Behaviour Management August 18-20, 2008	12	12	25	1
The Leadership Zone: Soft Skills Clinic September 22-24, 2008	7	28	36	1
<b>Production and Quantitative Methods</b>				
Delivering Logistics Solutions September 21-27, 2008	4	13	19	02
<b>Centre for Management in Agriculture</b>				
Managing Contract Farming February 2-4, 2009	5	11	16	-
Food Supply Chain Management February 15-21, 2009	5	12	17	-
<b>Centre for Management of Health Studies and Public Systems Group</b>				
Aviation Management September 21-27, 2008	26	6	38	6
<b>Total</b>	<b>59</b>	<b>90</b>	<b>160</b>	<b>11</b>



## MANAGEMENT DEVELOPMENT PROGRAMMES

### Regular/Repeat Programmes

Programmes	No. of Participants			No. of Foreign Participants
	Public	Private	Total	
<b>Business Policy Area</b>				
Organizational Leadership for the 21st Century November 24-27, 2008	11	13	25	01
Contract Management August 25-29, 2008	18	25	43	-
<b>Communication Area</b>				
Effective Communication Strategies: Men and Women @ Work April 23-26, 2008	08	09	17	-
The Winning Edge: Communication Strategies for Leaders September 15-20, 2008	06	20	26	-
<b>Computers and Information Systems Group</b>				
ERP Systems: Technology Planning and Implementation December 11-13, 2008	10	02	13	01
Advanced Analytics for Management December 4-7, 2008	01	12	13	-
<b>Educational</b>				
Strategic Leadership for Schools in a Changing Environment October 13-18, 2008	40	-	40	-
<b>Marketing Area</b>				
Pricing for Profits August 26-29, 2008	04	24	29	01
Developing and Managing Brands September 8-10, 2008	06	43	49	-
Advanced Data Analysis for Marketing Decisions September 15-20, 2008	01	11	13	01
Enhancing Sales Force Performance January 15-17, 2009	01	19	20	-
<b>Organizational Behaviour Area</b>				
Interpersonal Effectiveness and Team Building January 19-22, 2009	14	12	26	-
Leadership and Change Management December 14-18, 2008	13	25	38	-



## MANAGEMENT DEVELOPMENT PROGRAMMES

Programmes	No. of Participants			No. of Foreign Participants
	Public	Private	Total	
Enhancing Leadership Capacities and Potential Among Professional Women January 31 – February 3, 2009	14	07	21	-
<b>Personnel &amp; Industrial Relations Area</b>				
Negotiation Skills Clinic July 14-16, 2008	08	20	29	01
Performance Management for Competitive Advantage October 13-15, 2008	08	14	23	01
Advanced Human Resource Management December 1-6, 2008	12	26	39	01
<b>Production &amp; Quantitative Methods Area</b>				
Project Management June 2-7, 2008	08	31	40	01
Revenue Management and Dynamic Pricing September 1-4, 2008	06	19	25	-
Supply Chain Management December 8-13, 2008	05	15	24	04
<b>Public Systems Group</b>				
Infrastructure Development and Financing October 20-25, 2008	42	14	56	-
Strategic Port Management for Senior Management November 23-29, 2008	25	01	26	-
<b>Centre for Management of Health Studies &amp; Public Systems Group</b>				
Hospital Management August 25-29, 2008	16	32	48	-
<b>Total</b>	<b>277</b>	<b>394</b>	<b>683</b>	<b>12</b>



## CENTRE FOR MANAGEMENT IN AGRICULTURE

### Abstracts of Research Projects

#### **Evaluation of Participatory Irrigation Management in India: Study of Andhra Pradesh, Gujarat and Maharashtra (coordinated AERC research project for the Ministry of Agriculture).**

Management of water across vast areas of the country and amongst millions of users in a sustainable manner has become a major challenge. Participatory irrigation management (PIM) has been actively promoted by the government to overcome many deficiencies of the system and improve efficiency. The study is based on an extensive farmer and institutional survey and examine the impact and outcomes of the approach and draws lessons for future government policy and action.

A key objective of PIM is the devolution of power and decision-making to the Water User Associations (WUAs). Well over three-quarters of decisions on allocating water are now being made either by WUAs or jointly with the irrigation department, indicating a good degree of devolution of powers. Results on the impact of PIM on the farm economy indicate that the cropped area increased by 8.28 per cent and the irrigated area increased by 31.43 per cent. With respect to the impact on water use efficiency, equity, and empowerment of users, a positive to highly positive impact is reported by 78 per cent respondents for adequate availability of water, 72 per cent for timely availability of water, 76 per cent for better maintenance, 85 per cent for more equitable distribution, and 71 per cent for empowerment.

The most important problems and difficulties reported are inadequate field channels, lack of government support or funding, lack of training for members, difficulties in handling extreme water scarcity, high cost of maintenance, high cost of electricity, non-availability of water in the canal, complaints from tail-reach farmers, and lack of freedom in determining water rules. A positive to highly positive contribution of PIM/WUAs to the village economy is reported by 78 of the sample households across irrigation systems and types. Thus, participative irrigation management has emerged as a very useful practice.

#### **Agricultural Machinery Industry in India: A Study of Growth, Market Structure and Business Strategies (Ministry of Agriculture).**

The agricultural machinery industry plays a crucial role in furthering agricultural development. It comprises a large number of segments even in the organized sector. This study examines the nature of growth and market structure in the tractor, thresher/reaper/combine harvester, and micro irrigation equipment industries. It explores the changing nature of demand in these industries, especially the tractor and harvesting industry, and analyses the marketing and business strategies of various types of players. The focus is on the market – buying and selling aspects at the dealer and farmer level – to understand distribution level issues and strategies. The three industries have been studied with focus on their major locations. Most common use of tractors which were owned by large or medium farmers with average operational holding size of 12.38 acres was 401-600 hours a year with 30 per cent farmers reporting that. The tractor was used only for 751 hours (much below the NABARD norm for viability). Sixty-five per cent of the farmers had part of their land under MIS and another 35 per cent their entire land under MIS. Ninety-five per cent MIS area was on landholdings >10 hectares. Most of the farmers (80 per cent) bought the equipment from dealers on sub-dealers. The combine owners were large landholders in Gujarat



## CENTRE FOR MANAGEMENT IN AGRICULTURE

(average size of operations holding being 23 acres and owned holding being 19 acres) compared with 14 and 9 acres in Maharashtra and 15 and 13 acres in Punjab respectively. In Gujarat, no combine owner was small holder or even medium holder (<10 acres) while in Maharashtra and Punjab there were some small, medium land holders; even landless persons in Maharashtra had combines. In Maharashtra, both types of combines were preferred but Punjab and Gujarat had huge majority of tractor driven combines. Maharashtra had higher capacity combines because of predominant custom hiring practice. In Punjab, popular brand image was a major factor in the purchase decision; in Gujarat, dealer advice (57.2 per cent) and popular brand image (42.9 per cent) influenced the purchase decision of a majority of farmers; in Maharashtra, farmers went by popular brand image (33.3 per cent) and good experience of other farmers (44.4 per cent). Annually, combine was used for 41-55 days in general by one-third of owners, 26-40 days by 16 per cent, and 56-70 days by 19 per cent. It was used for higher number of days (>70 days) by 88 per cent owner in Maharashtra owing to custom hiring practice as 80 per cent owners hired out combines for more than 90 per cent of its usage.

### **Making Great Rann of Kutch Capable of Producing Food by Specially Designed Hydroponics System (Ministry of Agriculture)**

Kutch is characterized by high ambient temperatures, wide occurrence of salt-affected soils, poor quality water, and highly erratic and low rainfall. Nearly the entire Kutch is a difficult place. But its northern part – the Great Rann of Kutch – is particularly so. The Rann is a vast area – 10,800 square miles – about the size of Haryana and Kerala put together.

The Rann is inaccessible and harsh – no water, heat, stark terrain with no vegetation. It is desirable that this region be developed and possibly made capable of producing food, herbs and other commodities of value. As demand for food increases and yields in humid areas with irrigation get saturated, it will be necessary to improve the productivity of arid and marginal areas. Moreover the Rann holds some of the biggest colonies of flamingoes and wild ass herds which can attract eco-tourists.

The authors have a totally new vision around this difficult terrain – the vision of an economically productive Rann. Their plan is to turn the Rann into an economically productive territory, accessible and capable of supporting food production and eco-tourism. They have proposed to do this by innovative application of engineering to build new types of eco-tour facilities powered by renewable sources of energy available on location – solar, wind and shallow geothermal. The study outlines four basic strategies to achieve this goal:

1. Use onsite energy sources – sun, wind, shallow geo-thermal resources – to produce cheap power in stand-alone mode – to start with 30 KW plant
2. Use that power to desalinate water and run other utilities
3. Create an artificially shaded ground with shade nets; install special hydroponics (soil-less media) units to produce vegetables
4. Develop cost effective solar cottages for tourists with communication and entertainment facility, use deep earth for cooling and heating the cottages.



## CENTRE FOR MANAGEMENT IN AGRICULTURE

### **Performance of Formal Rural Credit in India (Centre for Management in Agriculture)**

The study covers institutionalization of rural credit, regulatory policy, credit planning, access to credit, and credit use by rural borrowers. It explains the concept of performance and its measurement on the basis of identified performance indicators in the system. Access to formal credit has been looked at from three aspects: location of offices, connectivity, and eligibility of households. Changes in credit planning over time are highlighted. The use of credit is analysed for advances, outstanding, recovery, and default and refinance support from NABARD for pre- and post-reforms periods. The study relies primarily on aggregate data obtained from published and unpublished sources. District level data collected from the lead bank office of one selected district has been analysed. Suggestions have been made to make the system more efficient and responsive to the changing economic scenario.





## PERSONNEL

### New Appointments

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- **Atanu Ghosh**, Honorary Visiting Professor, Business Policy Area
  - **Meenakshi Sharma**, Visiting Associate Professor, Communication Area
  - **Joshy Jacob**, Visiting Assistant Professor, Finance and Accounting Area
  - **Shailendra Mehta**, Honorary Visiting Professor, Business Policy Area
  - **Sandeep Parekh**, Visiting Associate Professor, Business Policy Area
  - **Smeeta Mishra**, Visiting Assistant Professor, Communication Area
  - **Arpita Ghosh**, Visiting Assistant Professor, Finance and Accounting Area
  - **Premchander**, Visiting Professor, Finance and Accounting Area
  - **Kirti Sharda**, Visiting Assistant Professor, Organizational Behaviour Area
- 
- |                            |                              |
|----------------------------|------------------------------|
| • Mahendrasinh R. Chauhan* | • Monika R. Agrawal*         |
| • Dineshkumar D. Joshi*    | • Solanki Dharmendra N.*     |
| • John Varghese*           | • Shylaja Deepak*            |
| • Lalit Ramswaroop Sharma* | • Laxmansingh S. Rajput      |
| • Kannan M. Gomathi*       | • Ullhaskumar S. Chauhan     |
| • Rajput Zalak*            | • Prakash B. Rathod          |
| • Umesh Maganbhai Patel*   | • Kirit Narsinhbhai Gosalia  |
| • Vijita G. Nair*          | • Kanabhai Devabhai Bhatti   |
| • Shaikh Mohamed Ishak F.* | • Dahyabhai Naranbha Bhatti  |
| • Divya Biju*              | • Ramkishor V. Passi         |
| • Arunya Minesh Pillai*    | • Khodabhai Ramabhai Makwana |
| • Seena Nair*              | • Govindbhai Mangal Solanki  |
| • Sandhya Chandran*        | • Ambalal Galabhai Vaghela   |
| • Pala Veja Detharia*      | • Babban Passi               |
| • Rakesh R. Chauhan*       | • Vinod Ishwarbhai Solanki   |
| • Rajiv Unnithan Preeti*   | • Ramkeval Kori              |
| • Sadanandan K. Reshmi*    | • Bhavin B. Bhadrakia        |
| • P. Panicker Latha*       | • Ravikumar C. Rabhadia      |

\* Formal appointment was given during this financial year

Professor Chetan Soman was Visiting Assistant Professor from May 1, 2006 to April 30, 2008 and he was regularized as Assistant Professor w.e.f. May 1, 2008.

Professor A.K. Jaiswal was Visiting Assistant Professor from October 17, 2006 to October 16, 2008 and he was regularized as Assistant Professor w.e.f. October 17, 2008.



## PERSONNEL

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### Resignations

- Professor Raji Srinivasan
- Devendra S. Thakar
- Vishak V. Pillai

The Institute extends its best wishes to all of the above in their new jobs.

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### Retirements

- |                        |                       |
|------------------------|-----------------------|
| • Dr. N.V. Namboodiri  | • Vishwanath B. Yadav |
| • K.C. Chandran        | • V.K.S. Nair         |
| • T.K. Jose            | • T. Gangadharan Nair |
| • L.G. Solanki         | • C.H. Trivedi        |
| • Kalu G. Makwana      | • D.S. Nandanwar      |
| • K.T. Thomas          | • Nanubhai G. Makwana |
| • V.M. Mohanan Nambiar | • A.V. Gameti         |
| • Devjibhai N. Patel   |                       |

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### Voluntary Retirement

- Bharat K. Panchal
- T.M. Durairajan
- Ashok K. Shah\*

\* At the end of one year leave of absence, he voluntarily retired from the services of the Institute.

The Institute thanks all of them for their long, devoted, and distinguished services.

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### Deaths

- Chhagan C. Valodara
- Puransingh Khanayat

The Institute deeply regrets their untimely death.



## PERSONNEL

### Leave of Absence

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- Professor Ramesh Bhat was granted leave without pay for one year from April 1, 2008, to take up an assignment with NMIMS University, Mumbai.
- Professor K.V. Ramani was granted leave without pay for two years from April 7, 2008, to take up an assignment with Indian Institute of Public Health, Gandhinagar.
- Professor Sunil Maheshwari was granted leave without pay for one year from August 20, 2008, to take up an assignment with Wone Management Systems Ltd.
- Professor G.S. Ravindra was granted leave without pay for one year from August 29, 2008, to take up an assignment with HCL Techno, Bangalore.
- Professor N. Ravichandran was granted leave without pay for five years from November 27, 2008, to take up an assignment with IIM, Indore.
- Professor Bakul H.Dholakia was granted extension of leave without pay for one year from November 29, 2008, to continue with the Adani Group.

### Sabbatical Leave

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- Professor Vijaya Sherry Chand was granted Sabbatical Leave for one year from October 7, 2008.
- Professor M.M. Monippally was granted Sabbatical Leave for one year from December 1, 2008.

### Rejoined

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- Professor Tejas Desai rejoined on May 1, 2008, after availing leave of absence from February 4, 2008, to April 30, 2008.
- Professor Ajeet Mathur rejoined on May 21, 2008, after availing leave of absence from May 21, 2007, to May 20, 2008.
- Professor A.K. Jain rejoined on August 3, 2008, after availing Sabbatical Leave from August 1, 2007, to August 2, 2008.
- Professor M.R. Dixit rejoined on March 23, 2009, after availing leave of absence from February 1, 2008 to January 31, 2009, and earned leave from February 1, 2009, to March 20, 2009.
- Professor Ramesh Bhat rejoined on March 28, 2009, after availing leave of absence from April 1, 2008, to March 27, 2009.



## PERSONNEL

### Promotions

- Professor Neharika Vohra promoted as Professor
- Professor Satish Deodhar promoted as Professor
- Professor Akhileshwar Pathak promoted as Professor
- Professor Vijay Paul Sharma promoted as Professor
- Professor Vinod Ahuja promoted as Professor
- Professor Premilla D'cruz promoted as Associate Professor

### MANPOWER

Year	Faculty	Research Staff	Administrative Staff	Total
1998-99	77	57	467	601
1999-2000	81	54	461	596
2000-1	83	52	441	576
2001-2	84	61	430	575
2002-3	80	58	367	505
2003-4	76	69	359	504
2004-5	79	58	329	466
2005-6	81	69	314	464
2006-7	83	63	316	462
2007-8	86	69	311	466
<b>2008-9</b>	<b>94</b>	<b>79</b>	<b>319</b>	<b>492</b>



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Ministry of Human Resource  
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New Delhi

S.K. Ray  
Financial Advisor (HRD)  
Department of Higher Education  
Ministry of Human Resource  
Development  
New Delhi

Dr. R.A. Mashelkar, FRS  
CSIR Bhatnagar Fellow  
National Chemical Laboratory  
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M.B. Lal  
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N.V. Pillai  
 Chief Administrative Officer  
 Indian Institute of Management  
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Anang A. Lalbhai Managing Director Arvind Products Ltd. Ahmedabad	A.K. Bhandari Zonal Manager Bank of India Ahmedabad
Chintan Parikh Chairman and Managing Director Ashima Ltd. Ahmedabad	V.R.S. Natarajan Chairman and Managing Director Bharat Earth Movers Ltd. Bangalore
Jalaj Dani President - International Asian Paints Ltd. Mumbai	Ashok K. Puri Chairman and Managing Director Bharat Heavy Electricals Ltd. New Delhi
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	H. C. Bijawat The Bombay Dyeing and Mfg. Co. Ltd. Mumbai



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General Manager (Operations)  
Central Bank of India  
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EC & C Division  
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New Delhi

Escorts Ltd.  
New Delhi

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Export Credit and Guarantee Corp. of  
India Ltd.  
Mumbai

General Insurance Corporation of India  
Mumbai

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Vice President, South Asia &  
Managing Director, India  
GlaxoSmithKline Pharmaceuticals Ltd.  
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Hindustan Sugar Mills Ltd.  
Mumbai

Aditya Narayan  
Managing Director  
Hindustan Zinc Ltd.  
Udaipur

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Bharat Doshi Executive Director (Finance and Corporate Affairs) Mahindra and Mahindra Ltd. Mumbai	Chairman and Managing Director Punjab National Bank New Delhi
Janmejay Bhagubhai Managing Director Manish Organics Industries Ltd. Ahmedabad	Rajesh R. Mehta Vice Chairman Rajesh Mills – Rohit Group of Enterprises Ahmedabad
Varun Arya President Marwar Education Foundation Jodhpur	Rohit C. Mehta Chairman Rohit Mills - Rohit Group of Enterprises Ahmedabad



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Sarabhai Management Corp. P.Ltd.  
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Saurabh Corporation  
Ahmedabad

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Shanudeep Private Ltd.  
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State Bank of India  
Ahmedabad

Managing Director  
State Industrial and Investment  
Corporation of Maharashtra  
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State Trading Corporation of India Ltd.  
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Tata Chemicals Ltd.  
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Managing Director  
Tata Iron and Steel Co. Ltd.  
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Bomi J. Shroff  
Company Secretary and Senior GM (CA)  
Tata Power Co. Ltd.  
Mumbai

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Torrent Power Ltd.  
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V. Jethmalani  
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Tractor Engineers Ltd.  
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Fellow (IIMA)

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B.H. Jajoo  
Ph.D. (IIT, Kanpur)

#### Chief Administrative Officer

N.V. Pillai  
M.A., LL.B. (Gujarat)

### FACULTY

#### Business Policy

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

M.R. Dixit  
Ph.D. (IIT, Kanpur)

Atanu Ghosh  
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Sandeep Parekh  
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A.C.A.

### Centre for Management in Agriculture

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Member, National Academy of Agricultural Sciences  
Member, World Academy of Art and Science

Gurdev Singh  
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Ph.D. (NDRI, Karnal)

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Asha Kaul  
Ph.D. (IIT, Kanpur)

Smeeta Mishra  
Ph.D. (Texas)

M.M. Monippally\*  
Ph.D. (Manchester)

Meenakshi Sharma  
M.A., Ph.D. (Queensland)

### Computer and Information Systems Group

Rajanish Dass  
Fellow (IIMC)

Rekha Jain  
Ph.D. (IIT, Delhi)

B.H. Jajoo  
Ph.D. (IIT, Kanpur)



## ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

Kavitha Ranganathan  
M.Sc., M.S., Ph.D. (Chicago)

T.P. Rama Rao  
M.Tech. (IIT, Kanpur)

V. Venkata Rao  
Ph.D. (Georgia Institute of Technology)

Sanjay Verma  
Fellow (IIMC)

### Economics

Vinod Ahuja  
Ph.D. (Maryland)

Rakesh Basant  
Ph.D. (Gujarat)

Satish Deodhar  
Ph.D. (Ohio State)

Bakul H. Dholakia\*  
Ph.D. (MSU)

Ravindra H. Dholakia  
Ph.D. (MSU)

Errol D'Souza  
Ph.D. (JNU)

G.S. Gupta  
Ph.D. (Johns Hopkins)

Sebastian Morris  
M.Sc. (IIT, Bombay)  
Fellow (IIMC)  
Union Bank Chair Professor of SME

### Finance and Accounting

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Ph.D. (Delhi School of Economics)

Shailesh Gandhi  
Fellow (IIMA)

Arpita Ghosh  
Fellow (IIMC)

Ramesh Gupta  
P.G.D.M. (IIMC)  
A.I.C.W.A.  
Ph.D. (Berkeley)

Joshy Jacob  
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T.T. Ram Mohan  
B.Tech. (IIT, Bombay), P.G.D.M. (IIMC)  
Ph.D. (Stern School, NYU)

Ajay Pandey  
Fellow (IIMA)

Premchander  
Fellow (IIMA)

Rajendra Patel  
A.I.C.W.A., A.C.A., P.G.D.M. (IIMA)

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ICICI Bank-Lalita D. Gupte Chair Professor in  
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Jayanth R. Varma  
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### Marketing

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Ph.D. (State University of NY)

Bibek Banerjee  
Ph.D. (Purdue)

Abhinandan K. Jain  
P.G.D.M. (IIMA)  
Fellow (IIMA)

Subhashini Kaul  
P.G.D.M. (IIMA)  
Fellow (IIMA)

Anand Kumar Jaiswal  
Fellow (XLRI)

Abraham Koshy  
Fellow (IIMA)

Prathap Oburai  
Ph.D. (Strathclyde)



## ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

Arvind Sahay  
Ph.D. (Texas University, Austin)

Piyush Kumar Sinha  
Ph.D. (SP University)

### Organizational Behaviour

Deepti Bhatnagar  
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Premilla D'cruz  
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Parvinder Gupta  
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Pradyumana Khokle  
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### Personnel and Industrial Relations

Jerome Joseph  
Ph.D. (Madras)

Sunil Maheshwari\*  
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Manjari Singh  
Fellow (IIMC)

Biju Varkkey  
Fellow (NIBM, Pune)

### Production and Quantitative Methods

Tathagata Bandyopadhyay  
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Samir K. Barua  
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Goutam Dutta  
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Diptesh Ghosh  
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Saral Mukherjee  
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G.S. Ravindra\*  
Ph.D. (Texas)

N. Ravichandran\*  
Ph.D. (IIT, Madras)

Chetan Soman  
M.Tech. (IIT, Bombay)  
Ph.D. (Groningen)

Devanath Tirupati  
P.G.D.M. (IIMC), Ph.D. (MIT)

### Public Systems Group

Tejas Desai  
Ph.D. (North Carolina)

Amit Garg  
M.Tech. (IIT, Roorkee)  
Fellow (IIMA)

Navdeep Mathur  
M.A. (Hull)  
Ph.D. (Rutgers)

Dileep V. Mavalankar  
M.D. (Gujarat)  
Dr. Public Health (Johns Hopkins)

Prem Pangotra  
Ph.D. (Wisconsin)

G. Raghuram  
Ph.D. (Northwestern)  
Indian Railway Chairprofessor in Rail  
Transport and Infrastructure Management

K.V. Ramani\*  
Ph.D. (Cornell)

Ankur Sarin  
Ph.D. (Chicago)

P.R. Shukla  
Ph.D. (Stanford)



## ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

### Ravi J. Matthai Centre for Educational Innovation

Rajeev Sharma  
Ph.D. (Allahabad)

P.G. Vijaya Sherry Chand\*  
Ph.D. (Gujarat)

#### Officers

Nina Badlani  
M.B.A. (Finance) (Gujarat)  
I.C.W.A.(Inter)  
Manager (Finance and Budgets)

S. Bhattacharya  
B.Sc. (Calcutta)  
Programmes Officer (MDC)

B.S. Chauhan  
Dip. Civil Engg. (Gujarat)  
Senior Engineer

Pratima Desai  
B.A. (Gujarat)  
Dip. in Book Publishing  
Material Reproduction Officer

V.C. Dodiya  
Dip. in HRM (AMA)  
House Keeping Officer

Gandhi Kamlesh  
B.E.(Civil) (Gujarat)  
Site Engineer (Sr.)

Gohil Laxmandev B.  
B.Com., ACS  
Manager (Accounts and Compliance)

Gurumurthy R.  
B.Com. (Madurai Kamraj)  
Programmes Officer (PGP-ABM)

R. Mahadeva Iyer  
B.Com. (Gujarat), Dip. in HRM  
Manager, Admissions

K. S. Joshi  
B.Com. (Gujarat)  
PGD in IR & PM  
Establishment Officer

Alok Jain  
MA (Rajasthan)  
P.G.D.B.M. (IMS, Ghaziabad)  
Manager, GPX

Arvind M. Mistry  
B.Com. (Gujarat)  
Accounts Officer

N.A. Munshi  
M.Com. (Gujarat)  
LL.B. (Gujarat)  
Accounts Officer

Jatin M. Nagori  
M.Com., LL.B. (Gujarat)  
Dip in Export Mktg.Mgmt (IIE,Baroda)  
Programmes Officer, PGP

A. Sethunathan Nair  
B.A. (Sp.) (Gujarat)  
Officer Incharge

Kamal U. Pandya  
M.Com. (Gujarat)  
Stores & Purchase Officer

Ramachandran K.V.  
B.Com. (Uni of Madras)  
PG Dip.In H.R.M. & Personnel  
(AIIMS,Chennai)  
Programmes Officer, FPM

Ishita Nilesh Solanki  
P.G.D. in Social Comm. & Media  
(Maharashtra)  
P.G.D. in Rural Dev. Mgmt. (IRMA)  
Specialisation Dip. in HRM (IGNOU)  
Manager, Global Partnership & Corporate  
Affairs

B. Sreekumar  
M.Com. (Gujarat)  
Dip. in Management Studies (AMA)  
Manager, Facilities

Revathi Srinivasan (Ms.)  
M.A. (Mysore)  
Manager, PGP(PMP)

Pranaya Srivastava  
B.Tech. (Civil) (Awadh)  
Project Manager

\*On leave



## ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

Harendra J. Vadher  
B.E. (Civil) (SPU)  
MBA (Gujarat)  
Group Head  
(Engineering Services and Estate)

### Library

Anil Kumar H.  
M. Lib. & Inf. Sc. (Bangalore)  
Librarian  
Member of the Faculty

Shreyasi K. Parikh  
M.A., M.L.I.Sc. (Gujarat)  
PGDCA (Xavier), CIC (IGNOU)  
Deputy Librarian

M.S. Nanavati  
B.A. (Saurashtra)  
B. Lib. Sc. (MSU)  
Deputy Librarian

Hima B. Soni  
B.A., B.Lib. Sc. (Gujarat)  
Assistant Librarian

### Research Staff

Jayant Bhatt  
M.Sc. (Gujarat)  
Dip. in Computer Science (SPU)

Ketan Bhatt  
M.Sc. (IIT, Mumbai)

Shruti Dave  
Ph.D. (SP University)

Sunil Kumar Garg  
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MBA (IGNOU)

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PG Dip. Comp. Sc. (Guj. Vidyapith)

R.N. Pandya  
B.Sc. (Gujarat)  
Dip. in EDP and Comp. Mgmt. (Bhavans)  
Dip. in Entrepreneurship (EDI)

Shweta Parikh  
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C.S. Prasad  
M.Sc. (Andhra)

Mitali Sarkar  
M.A. (Patna)

Preeta Vyas  
M.B.A., Ph.D. (Gujarat)







To,  
The Secretary to Government of India,  
Ministry of Human Resource Development,  
Department of Secondary and Higher Education,  
Room No. 502, 5th Floor, D-wing,  
Shastri Bhavan,  
**NEW DELHI 110 001**

No. OAD-III/S-2/IIM/SAR/2008-09/919

**महालेखाकार ( सिविल लेखापरीक्षा ), गुजरात**  
**OFFICE OF THE**  
**ACCOUNTANT GENERAL (CIVIL AUDIT), GUJARAT**  
Annexe Building, Race Course, Post Bag No.27

राजकोट / RAJKOT - 360 001

दिनांक / Date: 8/12/09

**Sub: Audit Report on the accounts of the Indian Institute of Management, Ahmedabad for the year 2008-09**

Sir,

The Accounts of the Indian Institute of Management, Ahmedabad for the year 2008-09 were audited between 01-09-2009 and 09-09-2009 under Section 20(1) of the Comptroller and Auditor General's (Duties, Powers and Conditions of Service) Act, 1971.

Following documents are sent herewith for further necessary actions at your end.

1. Audit Report along with Audit Certificate.
2. Certified Copy of Accounts.

The Audit Report may please be arranged to be placed on the table of both the houses of Parliament and dates on which it is placed may be intimated to this office, along with the printed copy of the Audit Report placed endorsing a copy thereof to the Comptroller and Auditor General of India, New Delhi.

The Report may please be treated as confidential till it is placed before the parliament.

Yours faithfully,

Sd/-

Dy. Accountant General/IC-I

Encl: As above

**By Regd. Post/Confidential**

Copy to:

The Director, Indian Institute of Management, Vastrapur, Ahmedabd.

Certified Copy of Accounts and Audit Report enclosed which may please be treated as confidential till it is placed on the table of both the houses of the Parliament. The dates of placement of Audit Report before the Parliament along with a printed copy of the Audit Report placed may be furnished to Audit.

Sd/-

Dy. Accountant General/IC-I

## **Separate Audit Report of the Comptroller and Auditor General of India on the Accounts of Indian Institute of Management, Ahmedabad for the year ended 31 March 2009**

We have audited the attached Balance Sheet of Indian Institute of Management, Ahmedabad as at 31st March 2009 and the Income and Expenditure Account and Receipt and Payment Account for the year ended on the date under Section 20(1) of the Comptroller and Auditor General's (Duties, Powers and Conditions of Service) Act, 1971 read with Rule 18 of the Indian Institute of Management, Ahmedabad Rules. The Audit has been entrusted for the period up to 2009-10. These financial statements are the responsibility of the Indian Institute of Management, Ahmedabad's management. Our responsibility is to express an opinion on these financial statements based on our audit.

2. This separate Audit Report contains the comments of the Comptroller and Auditor General of India (CAG) on the accounting treatment only with regard to classification, conformity with the best accounting practices, accounting standards and disclosure norms, etc. Audit observations on financial transactions with regard to compliance with the Law, Rules and Regulations (Propriety and Regularity) and efficiency-cum-performance aspects etc, if any are reported through Inspection Reports/ Comptroller and Auditor General's Audit Reports separately.
3. We have conducted our audit in accordance with auditing standards generally accepted in India. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements. An audit includes examining, on a test basis, evidences supporting the amounts and disclosure in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of financial statements. We believe that our audit provides a reasonable basis for our opinion.
4. Based on our audit, we report that:
  - i We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of our audit;
  - ii The Balance Sheet and Income and Expenditure Account dealt with by this report have been drawn up in the format prescribed by the Ministry of Finance. However the Receipts and Payments Account has not been prepared in the prescribed format.
  - iii In our opinion, proper books of accounts and other relevant records have been maintained by the Indian Institute of Management, Ahmedabad as required under Rule 18 of the Indian Institute of Management, Ahmedabad, in so far as it appears from our examination of such books.
  - iv We further report that:

### **Comments on Accounts**

#### **A Income and Expenditure Account**

##### **I. Establishment Expenses**

On the implementation of the recommendation of Sixth Pay Commission for the staff and interim award for the faculty, Institute had paid Rs. 378.69 lakh as 40% arrears to staff faculty, though the final award for the faculty was awaited. The liability on account of remaining 60% of arrears to the staff amounting to Rs. 568.04 lakh was known which should have provided for in the accounts. Non provision of this resulted in understatement of Establishment Expenditure and deficit to that extent.

## **B General**

### **1. Significant Accounting Policy**

Accounting policy No.7 on the Foreign Currency Transactions is deficient to the extent that it does not disclose the valuation of liabilities and assets at the exchange rate prevailing as at the date of balance sheet.

2. A reference is invited to Schedule 5—Fixed Assets where the accumulated depreciation is exhibited as “Depreciation Fund”. The Institute did not disclose the accounting policy defining the system of creation of fund, retention of fund, utilization of fund and, amount utilized so far from the depreciation fund etc.

### **2. Effect on Accounts**

The effect of the above comments on the accounts is that the expenditure has been understated by Rs. 5.68 crore.

## **E Grants in aid**

Out of the grants in aid of Rs 2.25 core received during the year, the organization could utilize a sum of Rs.0.12 crore leaving a balance of Rs.2.13 crore as unutilised grant as on 31<sup>st</sup> March 2009.

- v. Subject to our observations in the preceding paragraphs, we report that the Balance Sheet and Income and Expenditure Account/Receipt and Payment Account dealt with by this report are in agreement with the books of accounts.
- vi In our opinion and to the best of our information and according to the explanations given to us the said financial statements read together with the Accounting Policies and Notes on Accounts, and subject to the significant matters stated above and other matters mentioned in Annexure to this Audit Report give a true and fair view in conformity with accounting principles generally accepted in India:
  - a. In so far as it relates to the Balance Sheet, of the state of affairs of Indian Institute of Management Ahmedabad as at 31 March 2009 and
  - b. In so far as it relates to Income and Expenditure Account of the deficit for the year ended on that date.

For and on behalf of The Comptroller and  
Auditor General of India

Place: Rajkot

Date:

Sd/-  
Accountant General,  
(Civil Audit), Gujarat,  
Rajkot

## **Annexure-I to Audit Report**

### **1. Adequacy of Internal Audit System:**

Internal audit system is adequate and commensurate with the size and nature of the Institute,

### **Adequacy of Internal Control System:**

Internal control system is adequate and commensurate with the size and nature of the Institute.

### **2. System of Physical Verification of Fixed Assets:**

Physical verification of assets is being carried out at regular intervals so as to identify any discrepancy.

### **3. System of Physical Verification of Inventory:**

Physical verification of inventory has been carried out by the management at regular intervals.

### **4. Regularity in Payment of Statutory Dues:**

There is incorrect exhibition of Statutory Dues amounting to Rs. 82.30 lakh at receipt side (item No. 1.6 ) and statutory dues Rs. 50.26 lakh on payment side (item No. 2.5). The Institute is irregular in payment of statutory dues.

Dy. Accountant General (I.C.)

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**BALANCE SHEET AS AT 31ST MARCH, 2009**

(Rs. in Lakhs)

	Schedule	As at 31.03.2009	As at 31.03.2008
<b>CORPUS / CAPITAL FUND AND LIABILITIES</b>			
Corpus / Capital Fund	1	5,105.52	5,100.52
Reserves and Surplus	2	55.72	52.24
Earmarked / Endowment Funds	3	19,896.11	18,408.67
Current Liabilities and Provisions	4	5,185.55	3,412.67
<b>TOTAL</b>		<b>30,242.90</b>	<b>26,974.10</b>
<b>ASSETS</b>			
Fixed Assets	5		
Gross Block		14,068.74	12,920.21
Less : Depreciation Fund		6,482.61	5,361.24
		<u>7,586.13</u>	<u>7,558.97</u>
Capital Work in Progress		53.14	349.67
		<u>7,639.27</u>	<u>7,908.64</u>
Investments of Funds	6	20,061.29	17,585.19
Current Assets, Loans, Advances, etc.	7	1,909.51	1,480.27
Debit Balance of Income and Expenditure Account	2	632.83	0.00
<b>TOTAL</b>		<b>30,242.90</b>	<b>26,974.10</b>
Significant Accounting Policies	19		
Notes forming part of Accounts	20		

Date : 9th June, 2009

Certified

Sd/-  
Nina Badlani  
Manager  
Finance & Budgets

Sd/-  
N.V. Pillai  
Chief Administrative Officer

Sd/-  
S. K. Barua  
Director

Sd/-  
Sr. Audit Officer  
Office of the Accountant  
General (Civil Audit)  
Gujarat, Rajkot

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED ON 31ST MARCH, 2009**

(Rs. in Lakhs)

	Schedule	2008-2009	2007-2008
<b>INCOME</b>			
Fees and Other Income from Long Duration Programmes	8	4,120.37	2,891.71
Income from MDPs, Programmes and Projects etc.	9	3,639.76	3,538.07
Grants	10	0.00	0.00
Interest on Investments	11	417.92	442.41
Other Interest	12	5.06	1.41
Other Income	13	1,129.39	1,009.06
Transfer from Funds	14	412.44	539.45
<b>TOTAL (A)</b>		<b>9,724.94</b>	<b>8,422.11</b>
<b>EXPENDITURE</b>			
Establishment Expenses	15	4,014.64	1,770.04
Other Administrative Expenses	16	791.67	788.84
Direct Expenditure on Long Duration Programmes	17	1,804.69	1,608.09
Expenditure on MDPs, Programmes and Projects etc.	18	2,609.21	2,528.23
Depreciation	-	1,138.01	1,036.37
<b>TOTAL (B)</b>		<b>10,358.22</b>	<b>7,731.57</b>
Excess of Income over Expenditure for the Year (A-B)		(633.28)	690.54
Transfer to Earmarked Funds		0.00	690.45
NET (DEFICIT) / SURPLUS		(633.28)	0.09
CARRIED TO INCOME & EXPENDITURE ACCOUNT IN BALANCE SHEET		(633.28)	0.09
Significant Accounting Policies	19		
Notes forming part of Accounts	20		

Date : 9th June, 2009

Sd/-  
 Nina Badlani  
 Manager  
 Finance & Budgets

Sd/-  
 N.V. Pillai  
 Chief Administrative Officer

Sd/-  
 S. K. Barua  
 Director

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 1 - CORPUS/CAPITAL FUND**

(Rs. in Lakhs)

Fund Account	Balance as on 01.4.2008	Credited during the year	Debited during the year	Balance as on 31.3.2009
1. General Fund (Corpus)	69.80			69.80
2. Endowment Fund (Corpus)				
(i) Revenue Surplus	5,000.00			5,000.00
(ii) Donation u/s. 80G (2) (a) (iii f)	9.72			9.72
3. IIM Society Membership Fee Fund	21.00	5.00 (a)		26.00
<b>TOTAL</b>	<b>5,100.52</b>	<b>5.00</b>	<b>0.00</b>	<b>5,105.52</b>
PREVIOUS YEAR'S TOTAL	5772.03	5.00	676.51	5100.52

(a) Membership Fee received during the year

Date : 9th June, 2009

Sd/-  
Nina Badlani  
Manager  
Finance & Budgets

Sd/-  
N.V. Pillai  
Chief Administrative Officer

Sd/-  
S. K. Barua  
Director

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 2 - RESERVES AND SURPLUS**

(Rs. in Lakhs)

Fund Account	Balance as on 01.4.2008	Credited during the year	Debited during the year	Credit Balance as on 31.3.2009	Debit Balance as on 31.3.2009
1. General Fund	51.79	3.93 (a)		55.72	
2. Income & Expenditure Account	0.45		633.28 (b)		632.83
<b>TOTAL</b>	<b>52.24</b>	<b>3.93</b>	<b>633.28</b>	<b>55.72</b>	<b>632.83</b>
PREVIOUS YEAR'S TOTAL	48.68	3.56	0.00	52.24	0.00

(a) Interest credited during the year

(b) Deficit for the year transferred from Income &amp; Expenditure Account

Date : 9th June, 2009

Sd/-  
Nina Badlani  
Manager  
Finance & Budgets

Sd/-  
N.V. Pillai  
Chief Administrative Officer

Sd/-  
S. K. Barua  
Director



INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 3 - EARMARKED / ENDOWMENT FUNDS**

Fund Account	(Rs. in Lakhs)			
	Balance as on 01.04.2008	Credited during the year	Debited during the year	Balance as on 31.03.2009
	Interest allocation	Others	Capital expenditure	Others
<b>(i) FUNDS FOR CAPITAL EXPENDITURE</b>				
1 Value of Land Donated by GOG	90.90			
2 Capital Funds for Building	1,889.07	11.28	6.38 b	19.36 a
		225.25 f		0.02 e
3 Capital Funds for Furniture, Fixtures, Equipments, Computers etc.	1,006.79	84.09 b		78.70 a
4 Campus Infrastructure and Development Fund	8,732.46	713.05	0.02 e	0.02 c
<b>(ii) FUNDS FOR CII</b>				
1 Capital Grant from GOG	9.49	0.72	0.02 e	0.03 e
2 Capital Grant from DST	12.35	0.03 e	7.07	0.02 e
3 Revenue Grant from DST/Wadhvani Foundation	27.09			11.13 d
<b>(iii) ACADEMIC ACTIVITIES</b>				
1 Fund for CMA Programme	215.27	16.32	29.61 k	20.12 i
		0.85 h	0.57	24.74 h
2 Fund from GOI - Min. of Agri for CMA	-	90.00 f		113.89 i
		24.74 g		0.85 g
3 Research, Publication & Thrust Area Fund	241.24	17.77	38.68 k	40.34 d
4 Donation under section 80 G (2)(a)(iii f)	347.38	17.08	62.51 j	12.56 d
5 Donation for Regional Mgt. Study Centre (Endowment Rs.6.00 lakhs Interest only to be used)	54.81	4.15		1.60 d
6 Centre for Infrastructure Policy & Regulation	8.04		0.94	0.01 i
7 Centre for Education Innovation (Donation including interest)	86.16	6.53		17.31 d
8 Fund for Alumni Activities	114.01	8.64	43.50 k	33.07 d
9 Fund for Vikalpa from Ford Foundation	8.20			
10 Fund for Expenses on Computer	160.05	12.13	174.03 k	113.06 i
			67.62	
				1,012.18
				9,445.51
				3.82
				5.29
				15.96
				216.62
				-0.00
				257.35
				414.41
				57.36
				7.09
				75.38
				133.08
				8.20
				165.53

**SCHEDULE 3 - EARMARKED / ENDOWMENT FUNDS**

Fund Account	Balance as on	Credited during the year		Debited during the year		Balance as on 31.03.2009
	01.04.2008	Interest allocation	Others	Capital expenditure	Others	
<b>(iv) CHAIRS</b>						
1 Chairs for Management Practices (Endowment Rs.291.00 lakhs Interest only to be used)	695.83	52.95	100.00 j		21.94 i	826.84
<b>(v) STUDENTS AID</b>						
1 Endowment Fund For Scholarship to Students (Including Interest on Investments of Funds)	191.37	21.69			13.23 d	199.83
2 Fund for Students' Welfare	23.07		48.29 k		9.13 d	62.23
<b>(vi) OTHER FUNDS</b>						
1 House Building Advance Fund (including interest on investment)	279.75	18.13	7.20 l			305.08
2 Fund for Conveyance advance to Faculty & Staff	32.99	2.04	1.90 l			36.93
3 Pension Fund	635.77	48.19			48.19 i	635.77
4 Retirement Benefit Fund	2,797.14	256.49	586.63 m			3,640.26
5 Pay Commission Contingency Fund	665.20				586.63 n	
6 Faculty, Officer & Staff Development & Welfare Fund	84.24	15.16	78.57 m		78.57 o	0.00
<b>TOTAL</b>	<b>18,408.67</b>	<b>1,222.32</b>	<b>1,637.82</b>	<b>82.58</b>	<b>1,290.12</b>	<b>19,896.11</b>
Previous Year's Totals	16,211.66	940.04	1,996.97	39.33	700.67	18,408.67

a Transferred to Income & Expenditure A/c to the extent of depreciation

b Appropriated for purchase of Fixed Assets

c Adjustment on account of sale of Fixed Assets

d Recurring Expenditure incurred during the year

e Adjustment of earlier years.

f Fund Received during the year

g Transferred to/from Fund for GOI for CMA.

h Transferred to/from CMA Fund.

i Transferred to Income & Expenditure Account

j Donation received during the year

k Income received during the year

l Interest received during the year

m Transferred from Pay Commission Contingency Fund

n Transferred to Retired Benefit Fund

o Transferred to Officer & Staff Welfare Fund

Date : 9th June, 2009

Sd/-  
Nina Badlani  
Manager  
Finance & Budgets

Sd/-  
N.V. Pillai  
Chief Administrative Officer

Sd/-  
S. K. Barua  
Director

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 4 - CURRENT LIABILITIES AND PROVISIONS**

(Rs. in Lakhs)

Particulars	Balance as on 31.3.2009		Balance as on 31.3.2008	
<b>A. Current Liabilities</b>				
<b>1. Statutory Liabilities:</b>				
a) Professional Tax	<b>0.12</b>		0.04	
b) Tax Deducted at Source	<b>82.18</b>	82.30	50.23	50.27
<b>2. Other Current Liabilities:</b>				
a) Project / Programmes	<b>2,053.80</b>		1,760.19	
b) Students	<b>630.04</b>		418.09	
c) Outstanding Liabilities for Expenses & Others	<b>767.33</b>		843.47	
d) Deposits Accepted	<b>332.80</b>		337.96	
e) Scholarships to be credited to students	<b>2.83</b>	3,786.80	2.69	3,362.40
<b>B. Provisions</b>				
a) Retirement Benefits	<b>1,294.71</b>		0.00	
b) Officers and Staff Development	<b>21.74</b>	1,316.45	0.00	0.00
<b>TOTAL</b>		<b>5,185.55</b>		<b>3,412.67</b>

Date : 9th June, 2009

Sd/-  
Nina Badlani  
Manager  
Finance & Budgets

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N.V. Pillai  
Chief Administrative Officer

Sd/-  
S. K. Barua  
Director

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 5 - FIXED ASSETS**

(Rs. in Lakhs)

IMMOVABLE & MOVABLE PROPERTIES	GROSS BLOCK			DEPRECIATION FUND			NET BLOCK			
	Balance as on 1.4.2008	Addition	Sale/ Adjustment	Balance as on 31.3.2009	Balance as on 1.4.2008	For the year	Adjustment	Balance as on 31.3.2009	AS ON 31.03.2009	AS ON 31.03.2008
1.Land (Including Land Donated by GOG)	101.73	0.00	0.00	101.73	0.00	0.00	0.00	0.00	101.73	101.73
2.Buildings	8,129.07	868.80	0.00	8,997.87	2,281.97	793.42	0.00	3,075.39	5,922.48	5,847.10
3.Furniture & Fixtures	1,205.00	92.76	0.25	1,297.51	393.72	98.21	0.24	491.69	805.82	811.28
4.Equipments	1,177.86	76.57	18.88	1,235.55	461.27	115.61	16.00	560.88	674.67	716.59
5.Computers & Peripherals	1,337.78	79.71	0.40	1,417.09	1,259.59	79.94	0.40	1,339.13	77.96	78.19
6.Vehicles	10.36	0.00	0.00	10.36	6.28	0.61		6.89	3.47	4.08
7.Library Books	958.41	50.22	0.00	1,008.63	958.41	50.22	0.00	1,008.63	0.00	0.00
	<b>12,920.21</b>	<b>1,168.06</b>	<b>19.53</b>	<b>14,068.74</b>	<b>5,361.24</b>	<b>1,138.01</b>	<b>16.64</b>	<b>6,482.61</b>	<b>7,586.13</b>	<b>7,558.97</b>
Capital Work in Progress including Payment against Running Bills									53.14	349.67
<b>TOTAL</b>									<b>7,639.27</b>	<b>7,908.64</b>

Date : 9th June, 2009

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Finance & Budgets

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Director

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 6 - INVESTMENTS OF FUNDS**

Particulars	Balance as on 31.3.2009	Balance as on 31.3.2008
		(Rs. in Lakhs)
1 In Government Securities	<b>12,453.96</b>	12,454.19
2 In Fixed Deposits and Bonds with Public Sector Companies	<b>2,930.03</b>	1,180.03
3 In Fixed Deposits with Schedule Banks	<b>4,688.05</b>	3,969.60
TOTAL	<b>20,072.04</b>	<b>17,603.82</b>
Less : Provision for Premium on Redemption of Investment	<b>10.75</b>	18.63
TOTAL	<b>20,061.29</b>	<b>17,585.19</b>

Date : 9th June, 2009

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Nina Badlani  
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Director

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 7 - CURRENT ASSETS, LOANS & ADVANCES, ETC.**

(Rs. in Lakhs)

	Balance as on 31.3.2009		Balance as on 31.3.2008	
<b>A. CURRENT ASSETS</b>				
1. Inventories:				
a) Mess Stock	0.06		0.56	
b) Stationery and Stores Stock	9.35		9.35	
c) Maintenance stock	6.12	15.53	6.66	16.57
2. Cash on hand (Including Imprest)		0.25		0.30
3. Postage Stamps on Hand ( Including Franking Machine Advance)		0.97		0.19
4. Bank Balances:				
a) In Current Accounts				
- Rupee Account	557.52		352.71	
- Foreign Contribution Account	20.54		3.17	
	578.06		355.88	
b) In Savings Accounts				
- Rupee Account	39.00	617.06	33.52	389.40
<b>TOTAL (A)</b>		<b>633.81</b>		<b>406.46</b>
<b>B. LOANS, ADVANCES AND OTHER ASSETS</b>				
1. Loans & Advances to :				
a) Employees	82.22		91.30	
b) Students	35.60		33.45	
d) Others	539.22	657.04	245.20	369.95
2. Security Deposits		11.55		10.34
3. CENVAT Credit Receivable		113.55		63.81
4. TDS Receivable		9.78		6.26
5. Income Accrued:				
a) Interest Accrued	384.74		360.66	
b) Income Outstanding	99.04	483.78	262.79	623.45
<b>TOTAL (B)</b>		<b>1,275.70</b>		<b>1,073.81</b>
<b>TOTAL (A + B)</b>		<b>1,909.51</b>		<b>1,480.27</b>

Date : 9th June, 2009

Sd/-  
Nina Badlani  
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INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 8 - FEES AND OTHER INCOME FROM LONG DURATION PROGRAMMES**

(Rs. in Lakhs)

	2008-2009	2007-2008
a) Fees		
I Two Year - Post Graduate Programme		
1) Post Graduate Programme - Gross Fees	<b>2,242.87</b>	1,127.57
Less : Family Income Linked Fee Waiver	<b>469.13</b>	0.00
	<b>1,773.74</b>	1,127.57
2) PGP - Agri-Business Management - Gross Fees	<b>170.27</b>	109.92
Less : Family Income Linked Fee Waiver	<b>67.46</b>	0.00
	<b>102.81</b>	109.92
II One Year - Post Graduate Programme		
1) PGP - Executives	<b>1,123.93</b>	587.37
2) PGP - PMP	<b>385.22</b>	251.71
b) Fellow Programme in Management	<b>96.23</b>	70.58
c) Income from Common Admission Test (Net)	<b>296.54</b>	296.12
d) Placement Income		
1) Post Graduate Programme	<b>277.75</b>	396.74
2) PGP - Executives	<b>64.15</b>	51.70
<b>TOTAL</b>	<b>4,120.37</b>	2,891.71

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 9 - INCOME FROM MDPs, PROGRAMMES AND PROJECTS**

(Rs. in Lakhs)

	2008-2009	2007-2008
a) Income from Management Development Programmes (MDPs) *	<b>1,213.26</b>	1,468.48
b) Consultancy Project Income	<b>2,062.74</b>	1,772.84
c) Research Project Income	<b>363.76</b>	296.75
<b>TOTAL</b>	<b>3,639.76</b>	3,538.07

\* Includes Income from Faculty Development Programme (FDP)

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

**SCHEDULE 10 - GRANTS**  
(Irrevocable Grants Received)

(Rs. in Lakhs)

	2008-2009	2007-2008
From Central Government		
a) Ministry of HRD	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>

Date : 9th June, 2009

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INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 11 - INTEREST ON INVESTMENT**  
(Including Income on Invest. From Earmarked/Endowment Funds transferred to Funds)

(Rs. in Lakhs)

	2008-2009	2007-2008
a) <b>Interest on</b>		
1) Fixed Deposit with Banks and Public Sector Companies	<b>630.67</b>	379.92
2) Bonds with Public Sector Companies/Govt. Securities	<b>1,048.31</b>	1,055.02
<b>TOTAL A</b>	<b>1,678.98</b>	1,434.94
Less:		
1) Provision for Premium on Redemption of investments	<b>1.00</b>	1.84
2) Transferred to Earmarked & Endowment Funds	<b>1,226.25</b>	943.51
3) Transferred to Project Accounts	<b>33.81</b>	47.19
<b>TOTAL B</b>	<b>1,261.06</b>	992.53
Transferred to Income & Expenditure Account (A-B)	<b>417.92</b>	442.41

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 12 - OTHER INTEREST**

(Rs. in Lakhs)

	2008-2009	2007-2008
a) On Saving Accounts with Scheduled Banks	<b>5.06</b>	1.41
<b>TOTAL</b>	<b>5.06</b>	1.41

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 13 - OTHER INCOME**

(Rs. in Lakhs)

	2008-2009	2007-2008
a) Surplus on Sale/disposal of obsolete Assets: (Acquired out of Grants)	<b>0.65</b>	0.04
b) Income from Other Sources		
1) Income from IMDC/MSH/New Campus Facilities (Net)	<b>675.02</b>	556.33
2) KLMDRC Receipt (Net)	<b>163.37</b>	282.77
3) Rent	<b>43.78</b>	28.25
4) Scholarship from Industries	<b>12.46</b>	15.62
5) Fellowship for Faculty Development Programme	<b>0.00</b>	0.21
6) Royalty Income	<b>89.33</b>	27.39
7) Miscellaneous Income	<b>144.78</b>	98.45
<b>TOTAL</b>	<b>1,129.39</b>	1,009.06

Date : 9th June, 2009

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INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 14 - TRANSFER FROM FUNDS**

(Rs. in Lakhs)

	2008-2009	2007-2008
a) (Maximum to the extent of Expenditure incurred)		
1) Fund from Min. of Agriculture & Contribution from CMA Fund	<b>134.01</b>	117.69
2) Need Based Scholarship	<b>0.00</b>	1.40
3) Chairs	<b>21.94</b>	22.70
4) Various Capital Grant (To the extent of depreciation)	<b>79.40</b>	67.78
5) Depreciation Fund (Written back on account of Sale of Assets)	<b>15.83</b>	0.00
6) Pension Fund (interest only)	<b>48.19</b>	45.58
7) Retirement Benefit Fund (interest only)	<b>0.00</b>	200.55
8) Computer Fund	<b>113.06</b>	81.79
9) Centre for Infrastructure Policy and Regulation	<b>0.01</b>	1.96
<b>TOTAL</b>	<b>412.44</b>	539.45

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 15 - ESTABLISHMENT EXPENSES**

(Rs. in Lakhs)

	2008-2009	2007-2008
a) Salaries and Wages	<b>1,768.62</b>	1,176.82
b) Allowances and Bonus	<b>34.51</b>	27.56
c) Contribution to Provident Fund	<b>44.43</b>	25.75
d) Staff Welfare Expenses	<b>57.13</b>	30.55
e) Expenses on Employees' Retirement and Terminal Benefits #@	<b>1,842.98</b>	286.28
Total	<b>3,747.67</b>	1,546.96
f) Other Establishment Expenses		
1) Centre for Management in Agriculture(CMA)	<b>112.57</b>	93.62
2) Consultancy & Research Projects *	<b>115.38</b>	95.02
3) Chairs (Faculty and Staff)	<b>18.11</b>	18.51
4) Centre Activities	<b>20.91</b>	15.48
5) I.T. Modernization	<b>0.00</b>	0.45
Total	<b>266.97</b>	223.08
<b>TOTAL</b>	<b>4,014.64</b>	1,770.04

# Includes Rs.48.19 Lakhs met out of Interest on Pension Fund (Previous Year Rs. 45.58 Lakhs) and Rs. Nil met out of Interest on Retirement Benefit Fund (Previous Year Rs. 200.56 Lakhs).

\* Salaries and related expenditure on temporary Research/Project staff hired for these projects.

@ Also refer Note No. 6.5 of Schedule 20

Date : 9th June, 2009

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Director

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 16 - OTHER ADMINISTRATIVE EXPENSES**

(Rs. in Lakhs)

	<b>2008-2009</b>	2007-2008
a) Electricity Charges (Net)	<b>149.59</b>	113.31
b) Campus Repairs and Maintenance	<b>174.23</b>	226.00
c) Furniture/Equipments Repairs and Maintenance	<b>56.89</b>	49.24
d) Travelling and Conveyance Expenses	<b>61.60</b>	57.65
e) Computer Expenses	<b>113.06</b>	81.79
f) Security Expenses	<b>59.41</b>	56.53
g) Postage, Telephone and Communication Charges(Net)	<b>31.45</b>	27.73
h) Legal & Professional Charges	<b>14.10</b>	14.50
i) Insurance	<b>16.98</b>	20.93
j) Advertisement	<b>5.12</b>	9.74
k) Rent, Rates and Taxes	<b>30.26</b>	26.76
l) Staff Mess Expenses	<b>5.34</b>	4.61
m) Vehicles Operations and Maintenance	<b>2.58</b>	3.44
n) Printing and Stationery (Net)	<b>14.23</b>	19.47
o) Auditors Remuneration	<b>1.60</b>	1.60
p) Miscellaneous Expenses	<b>55.23</b>	75.54
<b>TOTAL</b>	<b>791.67</b>	788.84

Date : 9th June, 2009

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Director

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 17 - DIRECT EXPENDITURE ON LONG DURATION PROGRAMMES \***

(Rs. in Lakhs)

	2008-2009	2007-2008
<b>a) POST GRADUATE PROGRAMME (PGP)</b>		
I Two Year - Post Graduate Programme		
1) Post Graduate Programme	<b>484.93</b>	422.26
2) PGP - Agri Business Management	<b>46.97</b>	48.27
II One Year - Post Graduate Programme		
1) PGP - Executive	<b>429.05</b>	394.89
2) PGP - PMP	<b>326.27</b>	278.54
<b>b) FELLOW PROGRAMME IN MANAGEMENT (FPM)</b>		
1) FPM Expenses	<b>82.26</b>	38.19
<b>c) SCHOLARSHIPS AND FELLOWSHIPS</b>		
1) Educational Scholarship	<b>15.22</b>	18.04
2) Need Based Scholarships	<b>0.00</b>	1.40
3) Need Based Scholarships out of PGP Fees	<b>11.08</b>	28.87
4) Fellowship to FPM students	<b>210.34</b>	184.10
5) Fellowship to FDP participants	<b>0.00</b>	0.21
<b>d) OTHER ACADEMIC ACTIVITIES</b>		
1) Library Services (Other than Books)	<b>198.57</b>	190.96
2) I I M A Bulletin & Website : C D Rom	<b>0.00</b>	2.36
<b>TOTAL</b>	<b>1,804.69</b>	1,608.09

\* Does not include allocated overhead expenditure

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 18 - EXPENDITURE ON PROGRAMMES / PROJECTS ETC.\***

(Rs. in Lakhs)

	2008-2009	2007-2008
1) Consultancy & Research Projects	<b>1,898.36</b>	1,632.61
2) Management Development Programmes (MDPs)	<b>631.09</b>	813.23
3) CMA Other Expenses	<b>21.44</b>	24.07
4) Centre Activities	<b>22.76</b>	20.09
5) Chairs	<b>3.82</b>	4.19
6) I.T. Modernization	<b>1.16</b>	1.33
7) Faculty & Professional Development Expenses	<b>30.58</b>	32.71
<b>TOTAL</b>	<b>2,609.21</b>	2,528.23

\* Does not include expenditure on salaries and allowances which are included in Establishment Expenditure (schedule - 15)

Date : 9th June, 2009

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Finance & Budgets

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N.V. Pillai  
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INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 19: SIGNIFICANT ACCOUNTING POLICIES**

**1. ACCOUNTING CONVENTION**

- 1.1 The financial statements are prepared on the basis of historical cost convention, and on the accrual method of accounting except for subscription to Journals & Periodicals and development allowance to staff.
- 1.2 The financial statements are broadly prepared on the basis of format prescribed by the Ministry of HRD for Central Autonomous Bodies.

**2. INVENTORY VALUATION**

Stock of stores, stationery, maintenance and mess etc. are valued at cost.

**3. FIXED ASSETS**

Fixed Assets are stated at cost of acquisition inclusive of freight, duties and taxes and incidental and direct expenses related to acquisition. In respect of projects under construction, related pre-operational expenses form part of the value of the assets capitalized.

Fixed assets received by way of Donation are capitalized at values stated, by corresponding credit to Capital Fund.

**4. DEPRECIATION**

- 4.1 Depreciation on Buildings has been provided on Straight Line Method while Depreciation on other Assets has been provided on Written Down Value Method. The rates of depreciation are as specified in the Income Tax Act, 1961 except for Buildings of main Campus. In this case, where separate figures of residential and non-residential building are not available and major portion of the Building is for residential purpose, the rate of depreciation applied is 5%, the rate fixed by the Income Tax Act for residential building; instead of 10% for non-residential building.
- 4.2 Depreciation on assets where actual cost is equal to or less than Rs.5,000/- item-wise are provided at the rate of 100%.
- 4.3 Capital Grants / Funds (Govt. and Non-Govt.) related to Fixed Assets are treated as Deferred Income and recognized in the Income and Expenditure Account on a systematic and rational basis over the useful life of the assets, i.e. Capital grants / Funds are allocated to Income over the periods and in the proportion in which depreciation is charged.

**5. REVENUE RECOGNITION**

Life Membership Fees are treated as Capital Receipt and shown under Corpus/Capital Fund.

Interest on Investments are recognized on accrual basis.

Fees from Students are recognized on accrual basis except for Enrollment fees for PGP for Executives which is accounted for on the basis of the period of academic year.

**6. INTEREST ON INVESTMENT**

Interest on Investment out of Corpus Fund has been recognized in Income and Expenditure Account.

Interest on Investments out of Earmarked, Endowment and other Funds are allocated to respective Fund Account.

**7. FOREIGN CURRENCY TRANSACTIONS**

Transactions denominated in foreign currency are accounted at the exchange rate prevailing at the date of the transaction.

**8. GOVERNMENT GRANTS**

Government grants are accounted on the basis of sanction from Government Department.

Grants in respect of fixed assets are treated as Capital Grant and shown under the head Earmarked Fund.

Grants in respect of fixed assets are treated as deferred income and recognized in the Income and Expenditure Account on a systematic and rational basis over the useful life of the assets i.e. Capital Grant are allocated to income in the proportion in which depreciation is charged.

**9. INVESTMENTS**

Long Term Investments are carried at cost.

Premium paid on acquisition of investment has been amortized pro rata up to the date of maturity.

**10. RETIREMENT BENEFITS**

Accumulated Leave encashment benefit, Gratuity payable on death/retirement and pension are accounted on accrual basis as per the Actuarial Valuation report.

**11. CONTINGENT LIABILITIES**

Provision is made for all known liabilities. Contingent liabilities, if any, are disclosed in the accounts by way of a note.

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 20: NOTES FORMING PART OF ACCOUNTS**

**1. GOI GRANT (PLAN AND NON PLAN)**

GOI Grant (Plan) of Rs.225.25 Lakhs was received during the year (Previous year Rs. Nil).

**2. UNEXECUTED CAPITAL CONTRACT**

Unexecuted Capital Contract (Net of Advances) is Rs.267.40 Lakhs (Previous year Rs.587.11 Lakhs), for which sufficient fund is available in Campus & Infrastructure Development Fund.

**3. CONTINGENT LIABILITIES**

Additional Electricity Duty demand in dispute Rs.34.69 Lakhs (Previous year Rs.34.69 Lakhs) and Service Tax demand in dispute Rs.393.78 Lakhs (Previous year Rs.Nil).

**4. CURRENT ASSETS, LOANS AND ADVANCES**

In the opinion of the Management, the current assets, loans and advances have a value on realization in the ordinary course of business, equal at least to the aggregate amount shown in the Balance Sheet.

**5. TAXATION**

The Institute has obtained Exemption from Income Tax u/s. 10 (23C) (vi) of the Income Tax Act, 1961 for the Assessment Years 2008-2009 to 2010-11, vide order No.F.No.CC-IV/ABD/10 (23C)(vi)/IIMA/2008-09 dated 15.04.2008 from the Office of the Chief Commissioner of Income Tax, Ahmedabad. In view of this, no provision for Income tax has been considered necessary.

**6. OTHER ITEMS**

- 6.1 Market Value of Government Securities as on 31<sup>st</sup> March, 2009 is Rs.78.00 Lakhs (Previous Year Rs. 63.13 Lakhs), Book Value Rs.76.30 Lakhs (Previous Year Rs. 75.00 Lakhs).
- 6.2 Out of the total expenditure for Centre for Management in Agriculture (CMA) of Rs.134.01 (Previous year Rs.117.69 Lakhs), Rs.113.89 (Previous year Rs.86.18 Lakhs) has been met out of Fund from Ministry of Agriculture and balance Rs.20.12 Lakhs (Previous year Rs.31.51 Lakhs) from Institute's own fund (CMA fund).
- 6.3 The Institute has implemented the recommendations of Sixth Pay Commission for the staff of the Institute and the interim award of Sixth Pay Commission for the faculty of the Institute. The final award of Sixth Pay Commission for faculty is awaited. On account of implementation Rs.378.69 Lakhs were debited under the head Establishment Expenses in Schedule 15.
- 6.4 Hitherto, the interest on Retirement Benefit Fund was transferred to the Income & Expenditure Account. From current year and onwards, the interest on Retirement Benefit Fund shall be credited directly to the Earmarked Fund; until the fund equals the actuarial valuation of Retirement Benefit liability. Due to such change in the accounting policy, surplus for the year is lower by Rs.256.49 Lakhs and Earmarked Fund is higher to that extent.
- 6.5 Hitherto, the retirement benefits were provided in books as and when paid. But from current year and onwards, retirement benefits shall be provided on accrual basis, based on the Actuarial Valuation Report. By following such accounting policy, the institute has provided Rs. 1294.71 Lakhs as liability towards Retirement Benefits. Due to such change, deficit for the year and Current Liabilities and Provisions are higher to that extent.

- 6.6 The Institute has transferred an amount of Rs. Nil (Previous year Rs.690.45 Lakhs) from the Income & Expenditure Account to the Earmarked Funds. The details are as under:

(Rs. in Lakhs)

Sr. No.	Particulars	31.03.2009	31.03.2008
1.	Transferred to Pay Commission Contingency Fund	Nil	665.20
2.	Transferred to Officers' & Staff Welfare Fund	Nil	25.25
<b>Total</b>		<b>Nil</b>	<b>690.45</b>

- 6.7 Tax Deducted at Source from:

Particulars	2008 – 09 Rs. in Lakhs	2007 – 08 Rs. in Lakhs
a) Interest Income	2.71	1.50
b) Placement Income	0.57	0.91
c) MDP	0.42	0.33
d) Other Income	0.43	2.61

- 6.8 Expenditure in Foreign Currency

Particulars	2008 – 09 Rs. in Lakhs	2007 – 08 Rs. in Lakhs
a) Foreign Travel	135.81	197.57
b) Books and Case Materials	36.26	30.97
c) Others	3.35	73.79

- 6.9 Earning in Foreign Currency

Particulars	2008 – 09 Rs. in Lakhs	2007 – 08 Rs. in Lakhs
a) Consultancy & Research Project Income	230.98	339.89
b) Placement Income	127.03	202.13
c) Fees & Other Income	73.19	86.73

- 6.10 Figures below Rs.500/- which are required to be shown separately have been shown at actual in the brackets.

- 6.11 Corresponding figures for the previous year have been regrouped / rearranged, wherever necessary to make them comparable with those of current year.

Signature to Schedules 1 to 20

Date : 9th June, 2009

Sd/-  
Nina Badlani  
Manager  
Finance & Budgets

Sd/-  
N.V. Pillai  
Chief Administrative Officer

Sd/-  
S. K. Barua  
Director

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**RECEIPTS AND PAYMENTS FOR THE YEAR ENDED 31ST MARCH, 2009**

(Amount Rs.in Lakhs)

RECEIPTS	CURRENT YEAR	PAYMENTS	CURRENT YEAR
<b>1.1 Opening Balances</b>		<b>2.1 Payments for</b>	
1 Cash in hand	0.30	1 Establishment Expenses	2,698.19
2 Bank balances		2 Administrative Expenses	791.67
- in current accounts	355.88	3 Long Duration Programme Expenses	1,804.69
- in savings accounts	33.52		5,294.55
3 Franking Advance	0.19		
	389.89		
<b>1.2 Grant Received</b>		<b>2.2 Payments against Various Funds</b>	
Plan Grant from MHRD for OBC	225.25	1 Projects/programmes	2,609.21
Non-Plan Grant	0.00	2 Academic Activities	104.90
		3 Student Aid	22.37
		4 Faculty & Staff Development Fund	45.60
		5 CII Fund	11.13
	1,621.09		2,793.21
<b>1.3 Interest Received on</b>		<b>2.3 Investments (Net)</b>	
1 Investments	5.06		2,477.10
2 Saving Bank Account	9.10		
3 Loans,Advances etc.	1,635.25	<b>2.4 Purchase of Fixed Assets</b>	
			871.48
<b>1.4 Other Income Received</b>		<b>2.5 Loans and Advances</b>	
1 Fees	4,284.12	1 Loans & advances	287.07
2 Project/Program/Services	3,639.77	2 CENVAT	49.74
3 Sale of Assets	0.65	3 Security Deposits	1.22
4 Donations	162.51	4 Deposits Accepted	5.16
5 Misc.Receipts	1,128.74	5 Statutory Dues	50.26
6 C M A Fund from GOI	90.00		393.45
7 Computer Centre Receipts	174.03	<b>2.6 TDS Receivable</b>	
8 Academic Activities Receipt	111.80		3.52
11 Students Aid Fund	48.29	<b>2.7 Closing Balances</b>	
12 Faculty,Officer & staff Dev & wel Fund	35.52		
13 IIM Society Membership	5.00	1 Cash on Hand	0.25
		2 Bank balances	
		- in current accounts	578.06
		- in savings accounts	39.00
		3 Franking Advance	0.97
			618.28
<b>1.5 Changes in Inventory</b>			
<b>1.6 Other Receipt</b>			
1 Statutory Dues	82.30		
2 Project/Program & Others Liabilities	437.45		
<b>TOTAL</b>	<b>12,451.59</b>	<b>TOTAL</b>	<b>12,451.59</b>

Sd/-  
Nima Badlani  
Manager  
Finance & Budgets

Sd/-  
N.V. Pillai  
Chief Administrative Officer

Sd/-  
S. K. Barua  
Director



