

**Convocation Speech of  
Prof. Bakul H. Dholakia, Director, IIMA  
40<sup>th</sup> Convocation – Saturday, April 2, 2005**

Dr. Raghuram Rajan, the Chief Guest of our 40<sup>th</sup> Convocation, Shri N.R. Narayana Murthy, Chairman of our Board of Governors, Members of the IIMA Society, the distinguished invitees, my colleagues, the proud parents of graduating students and the graduating class of 2005.

This day is a memorable day for IIMA as we had the pleasure of listening to our distinguished Alumnus Dr. Raghuram Rajan. Raghu, your thought provoking convocation address has inspired our faculty and the graduating class. We are all grateful to you for accepting our invitation to be the Chief Guest of this convocation.

IIMA is now widely recognised as the best and the most respected management school not only in India but the whole of Asia. In the year 2004, five external rating agencies conducted surveys of B-Schools. All of them have rated IIM Ahmedabad as the best business

school in India. The international rating agency, EIU, has rated IIM Ahmedabad as the best business school in Asia.

Today, IIMA Alumni occupy key positions in Top organizations in India and abroad. A large number of our Alumni have distinguished themselves as outstanding business leaders and as leading academicians or professionals. While we are proud of our achievements, our aspirations are much higher. Our vision is to emerge as a top ranking management school in the world and our aim is to achieve global recognition as a leading player in the field of management education. Our success in this endeavour has the potential of making India one of the most attractive destinations in the world for acquiring management education.

By now, it is well established that IIMA operates in the premium segment of the recruitment market and it has emerged as the first choice of both domestic and foreign recruiters. This year's placements have reaffirmed IIMA's position among the world's top ranking business schools, with almost one-third of the batch being placed overseas. The number of companies recruiting at IIMA

increased by 40%, the number of job offers increased by 75% and the average salary for the entire batch increased by 34%. Notwithstanding the largest ever batch-size of the graduating class of 2005, all of them were placed within three slots of campus recruitment.

IIMA has been making a significant contribution to management research in a wide range of areas which are relevant to practitioners and policy makers. We take pride in saying that we are a school of management. Our scope is much wider than that of a traditional business school. The thrust of our research and training activities also extends to the areas of concern for the society at large. Several initiatives were taken in this direction during the academic year 2004-05.

Ravi Matthai Centre for Educational Innovations offered specially designed programmes on Strategic Leadership for Principals of CBSE Schools. The Centre for Innovation, Incubation and Entrepreneurship launched the third round of a unique national search cum competition of high tech and mass impact innovations

called Anveshan, which is now being conducted online throughout the year resulting in a large database of live projects.

The Centre for e-Governance developed a unique Motor Vehicle SMS System and helped in its implementation in the Office of the Superintendent of Police at Ahmedabad. This year, the Centre for Management in Agriculture also made a significant contribution to the on-going research in the field of Agriculture and Agri-Business Management. The Public Systems Group carried out significant research work in the fields of Health Systems Management, Energy & Environment, Infrastructure Management and Telecom Policy.

The Institute set up two new research centres this year. The Centre for Management of Health Services was set up in June 2004 to address the managerial challenges in the delivery of health services and make a contribution to the formulation and implementation of policies for the health sector. In September 2004, the Institute set up the Centre for Retailing to enhance the existing intellectual capital engaged in retailing and to augment interaction between academia

and industry to promote developmental activities in organized retailing.

The PGPs organised Confluence, the annual international business school meet of IIM Ahmedabad in October 2004. Eighty foreign participants from 17 international business schools and 350 participants from 12 Indian schools attended Confluence 2004. The event was quite successful in showcasing the achievements of IIMA to the management community worldwide. This year, the Institute organised the first ever B-school Meet titled "Amaethon 2005" with sole focus on Agri-Business, Rural Management and allied fields. Fifty-five students from twelve B-schools participated in Amaethon 2005.

In January 2005, IIMA conducted the first major International Conference in Marketing on "Marketing Paradigms for Emerging Economies". In view of the overwhelming response to this conference from the international academic community, it has been proposed to hold the event at IIMA on a regular basis.

During the year, the Institute took several initiatives to establish international collaborations and strengthen global linkages. The Institute entered into a collaboration with the National Kidney Foundation Singapore to design develop and launch a management development programme for non-profit organizations. NKF Singapore will serve as an "off-shore" campus for this programme. The Institute also entered in a collaboration with Future Generation Foundation, Egypt to strengthen management education in Egypt and to conduct management development programmes in Cairo for senior executives in Egypt and neighbouring countries. The Institute will conduct the first programme in Egypt in May 2005. The Institute played a major role in the creation of an Association of Asia Pacific Business Schools and I am happy to inform you that the Director of IIMA has been elected as one of the four founding members of the Executive Committee of this Association. During the year, the Institute entered into agreements with six reputed foreign business schools to enlarge and strengthen the international student exchange programme.

Over the last two years, we have implemented a major expansion programme by increasing the intake in the PGP and FPM. As a result, this year the total student strength on IIMA campus including PGP, PGP-ABM and FPM crossed the level of 600. With this expansion, the Institute is now on a high growth path. As you know, we are already in the process of constructing a new campus adjoining the existing campus. By now, we have already constructed seven hostels, five class rooms, 12 seminar rooms, additional rooms for faculty, research & administrative staff and an underpass connecting the main campus with the new campus. During the next year, we plan to complete the construction of an International Management Centre for executives, married student accommodation, Incubation Centre and several related facilities in the new campus.

It is the endeavour of the Institute to ensure that no student be denied opportunity to pursue Post Graduate Programme at IIMA for want of adequate financial resources. To serve this purpose, the Institute implemented an enlarged and enhanced Need Based Scholarship Scheme during the year, under which 79 students were given Need

Based Scholarships amounting to Rs. 70 lakhs, representing more than six fold increase in the scholarship amount.

In addition to the expansion of our existing programmes, we should now think in terms of introducing new programmes to cater to the growing needs of management education in the country. We have announced the launch of a new one year full time residential Post Graduate Programme for Executives commencing in April 2006 and its admission process has already commenced. We feel that there is also a need for a separate programme in the field of Public Management. I am happy to announce that in the meeting of the Board of Governors held this morning, we have decided to launch a one year full time residential Post Graduate Programme in Public Management.

We have been able to achieve all this only through the sustained and dedicated efforts of our distinguished faculty and highly committed administrative support staff and I am confident that with their collective effort and team work we will achieve our mission during the years to come.



Before I conclude, I would like to say a few words to the graduating class of 2005. I congratulate you on successfully completing the highly demanding programme of IIMA. As you leave us this evening, we wish each one of you brilliant success and sustained happiness in whatever you choose to do while climbing the ladder of progress in your career. Let me also add that we are delighted to welcome you as our Alumni. You are going to be our best ambassadors. Remember, no world-class institution has been able to achieve its glory without an effective contribution from its alumni. I am sure you would like to come back to your alma mater to make your own contribution to the fulfillment of its vision and future plans.

God Bless you. Thank you.