

भारतीय प्रबंध संस्थान, अहमदाबाद
INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD



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ANNUAL REPORT 2010-11

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Kasturbhai Lalbhai



Dr. Vikram Sarabhai

Our Past Chairmen



Dr. Jivraj N. Mehta



Shri Pyakash Tandon



Shri. S.L. Kirloskar



Shri Keshub Mahindra



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49th **ANNUAL REPORT** 2010-11



भारतीय प्रबंध संस्थान, अहमदाबाद
Indian Institute of Management, Ahmedabad



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Prof. Prem Pangotra



Shri Manvinder Singh
(Vindi) Banga



Professor Samir K Barua



THE YEAR IN RETROSPECT

In the midst of the economic crisis, the Institute demonstrated significant resilience due to policy initiatives taken to deal with the situation. The year in fact marked a turning point in the financial situation of the Institute. I am happy to report that through prudent management of costs and generation of opportunities to earn surplus, *for the first time*, the Institute achieved operating surplus in 2011, after fully funding the pension liability of the Institute. This was achieved despite increase in the actuarial value of the pension liability by about 60% to Rs.860 million (due to sixth pay commission's recommendations) by the end of 2011. No individual drawing pension from the Institute now needs to worry about inability of the Institute to pay pension.



The Two-year Post-Graduate Programmes

While continuing its dominant position as the most coveted post-graduate programme in management in the country, the Institute's flagship programme, the two-year Post-Graduate Programme in Management (PGP), achieved the unique distinction in 2010-11 of becoming the first post-graduate programme in management from India to be ranked at number 8 in the prestigious global ranking of Masters Programmes in Management by Financial Times (FT).

The year witnessed the completion of implementation of the final phase of expansion related to the OBC quota. I am happy to report that unlike some other IIMs, the Institute had planned and created the requisite facilities for increased batch size. The expansion of facilities for lodging and boarding as well as expansion of capacity of classrooms were completed in time to accommodate larger cohorts.

Dealing with the rapid expansion of the batch size has been a challenge. In addition to the increased numbers, the change in the composition of the batch is an issue that the Institute will have to deal with going forward. Some concerted thinking is needed to alter suitably the manner of conducting the programme so as to ensure that the quality of delivery of the programme is maintained.

The Institute's academic programme in the agriculture sector, the two-year Post-Graduate Programme in Agri-Business Management (PGP-ABM), also witnessed a significant increase in size due to OBC quota related expansion. Issues relating to agriculture and livelihood of agrarian societies have taken centre-stage in global dialogue on the future of mankind. The programme is in need of re-design to align it with the emerging issues in the sector.

The Fellow Programme in Management

Pending a comprehensive review, several policy initiatives were taken during the year to strengthen the doctoral programme of the Institute, the Fellow Programme in Management (FPM). A major concern about the programme has been that the extremely resource intensive programme is funded entirely by the Institute. Based on a stated commitment by the government, the Institute has submitted a proposal to the government for funding the doctoral programme. Increasing the size of the programme will be difficult without outside funding for the programme.

There have been proposals, especially from alumni, to admit external candidates to the programme who may be asked to pay fee for being permitted to pursue their doctorate. This option needs to be given serious consideration since expanding the programme in such a manner by the Institute and other management schools is perhaps the only solution to deal with the increasing shortage of management teachers.

The One-Year Post-Graduate Programme for Executives

The post-experience one-year Post-Graduate Programme in Management for Executives (PGPX) added another feather in its cap in 2010-11 by becoming the first from India to be ranked at number 11 in the prestigious global ranking of MBA programmes by Financial Times (FT).

The quality of applications received by the programme continues to be high. It continues to be comparable, if not better, than those for cohorts of the best business schools globally. The Institute completed a comprehensive review of the programme with a view to enhancing the effectiveness of the delivery of the programme. Changes in the design of the programme are being implemented.

The Faculty Development Programme

In the year 2010-11, the four-month Faculty Development Programme (FDP) of the Institute attracted ten management teachers from Ethiopia. This was the first time the programme attracted participation from another country. There is clearly scope for internationalizing this programme as India in general and IIMA in particular is well positioned to train teachers in management. The programme design needs a review so as to achieving more tangible academic output from the participants in the programme while they are at the Institute.

Management Development Programmes

The Institute continued its domination in executive education. The year witnessed continued expansion in demand for executive education. The Institute conducted over 140 management education programmes, training over 4000 participants from a diverse set of organizations. The Institute is in dialogue with couple of neighbouring countries for offering executive education programmes in those countries. There is increasing concern however about the time being devoted by faculty to executive education and its possible negative impact on other academic activities.

Research, Publication, Seminars, and Engagement with Practice

In celebration of the golden jubilee year of the Institute, the year witnessed organization of several international conferences at the Institute. These conferences brought together academics in several niche areas in which the faculty from the Institute is engaged in research.

During the year, the Institute entered into collaboration with Random House to publish books in different fields of management authored by Institute faculty under the banner *IIMA Business Books* series. The first set of four books was published during the year. The books are written by authors who have rich experience of teaching executives from a diverse set of organizations. The books are written in a conversational style with numerous illustrations from the world of practice. The references cited in the books provide readers with ready information on where to look for more detailed knowledge on specific topics and concepts. The books have been received enthusiastically by readers.

The Institute has taken the initiative to create web based access to cases and teaching material of the Institute. Several new initiatives including organization of case writing workshops were taken during the year to increase the number of cases being written by faculty of the Institute.

Considerable focused research and other academic work in the Institute is done by centres that have been created for the purpose. The centres continued to be active and completed significant amount of research and academic work. During the year, CIIE (Centre for Innovation Incubation and Entrepreneurship) initiated steps to set up a venture fund dedicated to incubation of ideas and early stage investment in enterprises based on clean technologies.

Leadership in Academics

IIMA has always demonstrated leadership in bringing about changes to enhance the standards of governance of academic institutions in the country. The year that has gone by saw IIMA take another major initiative to improve the transparency and reliability of information on placement.

Placement has always been one of the key dimensions that influence the choice of school by aspirants for management education. The information published by management schools in India on placement has always been suspect. In a conclave organized in Mumbai, the Institute invited management schools and recruiters and proposed contours of *Placement Reporting Standards* that would ensure probity in reporting on placement. The Institute has announced that it would follow the proposed standards in its own reporting from the current year. The Institute is hoping to persuade adequate number institutes to join in so as to achieve integrity in reporting on placement across management institutes in the country.

Leadership in the Practising World

The ambience at IIMA provides unparalleled opportunity to students to learn in formal and informal settings. The learning imbibed ensures that students are organization ready to assume leadership in the world of practice. It is hardly surprising therefore that a very large number of professional CEOs of Indian organizations are alumni of IIMA. Over the years, a significant percentage of alumni of IIMA have become entrepreneurs. They have contributed significantly to social transformation of the country through their work.

Direct engagement of faculty with the world of practice through membership of boards of a variety of organizations, regulatory bodies, and government committees continued during the year. The faculty also continued to contribute to policy making and decision making in organizations through advisory work.

Leadership for Social Transformation

The association of the Institute with the Jawaja project continued in 2010-11. A group of five committed individuals, that includes two faculty members and one alumnus of the Institute, has come together to form the Rural University Advisory Board. This group has been working to revive the Jawaja project. During the year, workshops were organized to train the artisans of Jawaja in making new products with more contemporary designs to suit the markets of today. The National Institute of Design (NID) has joined IIMA in this effort. Several students have also got involved in the effort. There is every reason to hope that the intervention started by Ravi Matthai decades ago would witness revival of the fortunes of the Artisans Association of Jawaja and the social transformation would continue.

Societal Obligations

In 2008-09, IIMA perhaps became the first business school in the world that educated 23 students absolutely free. The initiative of not charging fee from students who hail from economically poor families has continued. Every year, about 45 students are educated by the Institute without having to pay any fee. In the three years since the initiative was started, the Institute has waived a total of about Rs.234 million of fee.

Global Aspirations

The excellent global ranking achieved by the PGP and the PGPM significantly enhanced the global reputation of the Institute. Internationalization however, as it is interpreted globally, would require citizenship diversity of cohorts admitted to the academic programmes. It would also require citizenship diversity of faculty of the Institute.

Given the high cut-off in the written test that is used to short-list candidates for admission to the PGP and the PGPM, achieving citizenship diversity may require setting aside certain number of seats for candidates of other nationalities. This may compromise (at least to some extent) the quality of candidates chosen to achieve the desired diversity.

Achieving citizenship diversity of faculty may require changes in the compensation structure and work expectations from faculty from other countries. This may, however, create difficulties as two sets of compensation structures and work norms may prevail for faculty.

The above are contentious issues. The Institute needs to take a clear view on these issues. If globalization is desired, then given the way it is measured, the policies of the Institute will have to change.

Institute At Fifty

December 11, 2010 marked the start of the golden jubilee year of the Institute. The occasion was celebrated with events involving over two hundred and fifty alumni from across batches, former members of the Board, and a large number of former faculty and staff members. In a function filled with nostalgia, former board members, members of the faculty and members of the staff who had served the Institute for long period of time were presented with special golden jubilee mementoes.

About five decades ago, the Government of India and the Government of Gujarat had joined hands as co-promoters of IIM Ahmedabad. It was therefore fitting that for the convocation in the golden jubilee year of the Institute, Dr. Manmohan Singh, Hon'ble Prime Minister of India, was the Chief Guest and Dr. Shrimati Kamla, Her Excellency

the Governor of Gujarat and Shri. Narendra Modi, Hon'ble Chief Minister of Gujarat, were the Guests of Honour. Their gracious presence reaffirmed the commitment of both the central and the state governments to the Institute.

In celebration of the golden jubilee year, three special books were published by the Institute.

IIMA is one of the pioneering institutes in management set up in the country. Its history is intimately linked with history of management education in the country. The book titled *IIMA India's Management Athenaeum* is essentially a book of pictures that captures the life on campus, the nuances and the moods of the Institute, and its denizens and the multidimensionality of the achievements of the Institute over the five decades since inception.

The institute campus is one of the greenest patches in the city of Ahmedabad. It is home to a large variety of birds, trees and plants. The mornings on campus begin with chirping of birds welcoming the first rays of light on the tree tops, and the evening sets in with the birds singing good night to the fading rays of the sun. The nights are punctuated by occasional calls of owls and the rhythmic sound of crickets. The tapestry of nature's display changes with changing seasons. *Natural World at IIMA* is a book of pictures of plants, trees, birds, and other animals found on campus. It is a tribute to the bounty *prakriti* (nature) has bestowed on the campus.

The Institute had earlier published two volumes on institution building that contained articles written by several authors on different facets of the Institute. The third volume in the series with contributions capturing the more recent era of the Institute was published by the Institute during the year. The three volumes together contain a wonderful collage of record of journey of the Institute as seen through the experiences of a large number of individuals who were intimately involved with the Institute.

As the Institute turns fifty, it is time to recall and recognize the contributions made by all the key stakeholders of the Institute – the government, the members of the Board, the members of the faculty, the members of the staff, the students, and the alumni. All the stakeholders played their part to create IIMA - an iconic institution in management.

In this golden jubilee year, I would urge all the stakeholders to re-dedicate themselves to making IIMA known in the world for leadership in thought action to transform society.

Samir K Barua
Director



ACADEMIC PROGRAMMES

The Institute offered the first academic programme, the Post-Graduate Programme in Management (PGP), in 1964. The range of programmes has varied much since then. Currently, it offers five 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 in Management for Executives (PGPX), 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 forty-seventh batch of the Post-Graduate Programme in Management (PGP) commenced on June 21, 2010, with 383 students. At the end of the year, 371 students were promoted to the second year.

The second year of the programme commenced on June 14, 2010, with 310 students. At the end of the second year, 316 students (including Double Degree), having satisfactorily completed the academic requirements, graduated.

Details are given in Appendix A1.

Preparatory Programme

The preparatory programme is meant for students who are found relatively under-prepared in communication and mathematical skills. The programme is conducted before the start of the regular session. Thirty-five students attended the preparatory programme from May 31 to June 19, 2010.

Orientation Programme

An orientation programme for new students was held from June 21 to 23, 2010. 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 as well as their usage formed part of the Orientation Programme. An extended session on case preparation and case method was also held. The purpose was to familiarize new students with case method of teaching since that is the dominant pedagogical tool.

Tutorials

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

	First year	Second Year
SC	56	49
ST	20	11
OBC	103	37
Disabled	11	8

Break-up of scheduled caste, scheduled tribe, other backward class, and disabled students

Curriculum

The recommendation of the PGP Review Committee was implemented and first year students took 33 courses (25.50 credits) spread over six slots.

In the second year, students were required to complete a minimum of 17 and a maximum of 20 credits of courses.

In the second year, 90 elective courses and 38 project courses were offered (including 6 non-credit independent projects). On account of heavy registration, one elective course was taught in four sections and eleven in two sections. Of the 90 electives offered, students took 87.

New Courses

Twenty new elective courses were offered in the second year.

List of these courses is given in Appendix A2.

Double Degree Programme and Exchange Programme

Double Degree Programme

In order to develop academic and cultural interchange in the areas of education and research, the Institute has agreed to cooperate on offering a double degree programme at the post-graduate level with the following foreign universities:

- ▶ ESSEC Business School, France
- ▶ The University of Bocconi, Italy
- ▶ HEC School of Management, France

Two students from the University of Bocconi and one student from HEC attended the second year of the PGP during the academic year 2010-11 under the double degree programme. At the same time four second year students from the Institute went under the double degree programme to ESSEC and the University of Bocconi.

Exchange Programme

The Institute has arrangements with 54 business schools and universities across Asia-Pacific, Africa, Australia, Europe, and North and South America for student exchange programme. During the year, the Institute received 72 exchange students and 3 double degree students and sent 94 exchange students and 4 double degree students to partner institutions.

Details of collaborating academic institutions are given in Appendixes A3 and A4.

Lecture Series

The following distinguished persons addressed students during 2010-11:

Karl Slym	President and MD, General Motors India
R.S. Sodhi	MD, Gujarat Cooperative Milk Marketing Federation
Pankaj Patel	CMD, Zydus Cadila
Dr. R.B. Barman	Executive Director, RBI, and Director, NCPI

Scholarships

As in the past, the Institute gave several scholarships based on academic performance.

▶ Industry Scholarships

Twenty-seven students received industry merit scholarships during the year.

▶ Aditya Birla Scholarships

The Aditya Birla Group selected eight students for their scholarships worth Rs.1,75,000 during the year.

▶ Ratan Tata Scholarships

Sir Ratan Tata Scholarships instituted by the Sir Ratan Tata Trust were awarded to five second year students based on their first year academic performance.

▶ T. Thomas Scholarship

The T. Thomas scholarship, instituted by Unilever, was given to a second year student based on first year performance.

▶ O.P. Jindal Engineering and Management Scholars

Two students were chosen as O.P. Jindal Engineering and Management Scholars. The O.P. Jindal Group has instituted these scholarships to promote academic and leadership excellence.

Details of scholarships are given in Appendix A5.

▶ IIMA Need-Based Scholarships

Twenty-three PGP and PGP-ABM students (batch 2010-11) and 9 PGP and PGP-ABM students (batch 2009-11) received need-based scholarships amounting to Rs.9,40,000. The scholarship amounts ranged from Rs.10,000 to Rs.40,000.

▶ Government of India Central Sector Scholarship Scheme for Top Class Education

Seven applications were sent to the Ministry of Human Resource Development for scholarships under this scheme. Claims of the previous year amounting to Rs.7,14,256 were disbursed.

▶ Fee Waiver Scheme

Under the newly instituted income-linked tuition fee waiver scheme (ILTFW), fee waiver amounting to a total of Rs.9,81,81,000 was awarded which included full fee waiver to 47 students.

▶ SC/ST Scholarship

During the year 2010-11, 136 students received the SC/ST scholarship of Rs.1500 each.

Other Awards

▶ Kollengode V. Srinivas Award for the Best PGP All-rounder

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 Utsav Kheria.

▶ **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 given to Mayank Kukreja.

▶ **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 Mayank Kukreja.

▶ **Desh Ratna Dr. Rajendra Prasad Gold Medal for Scholastic Performance**

This award was instituted by the Kamdhenu Foundation in memory of Dr. Rajendra Prasad, the first President of India. The award is given to a student who obtains the highest grade points in both years of the programme. This year the award was given to Jaideep Shankar Jagannathan.

▶ **Woman All-Rounder Award**

The PGP Woman All Rounder Excellence Award was instituted by Ms. Rita Duggal, wife of Mr. Arun Duggal, alumnus of the Institute, to recognize the all-round performance of an outstanding woman student. This year the award was given to Rigveda Kadam.

The PGP Woman All Rounder Excellence Award was instituted by the Quetzal Foundation to recognize the all-round performance of an outstanding woman student. This year this award was given to Rigveda Kadam.

Admissions

CAT 2010 was conducted as a computer-based test with a testing window of 20 days from October 27, 2010, to November 24, 2010.

The Post-Graduate Programme commencing June 2011 attracted 174788 applications including several from overseas.

Details of the admission process and the comparative figures are given in Appendices A6 and A7.

2. POST-GRADUATE PROGRAMME IN AGRI-BUSINESS 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 posed by the increasingly challenging food and agri-business sector.

The Institute's expertise in the sector dates back to its inception when it had incorporated it as one of its thrust areas. This sector-specific programme is special compared to many other agri-business management programmes around the world, as it is firmly rooted in the Institute's management approach and culture, rather than deriving its primary focus out of technical proficiency. To enhance learning from multiple perspectives and inculcate a high sense of competitiveness in programme participants, the first year of the programme is common with PGP. The second year courses build on this foundation in general management and equip students with specialized multifunction-

	Male	Female	Total
General	163	26	189
NC-OBC	98	5	103
SC	50	6	56
ST	19	2	21
Disabled	11	0	11
Total	341	39	380

Break-up of students who joined in June 2010

al knowledge and skills required by agri-business sector managers for excellence in planning and decision-making.

The programme has been developed to ensure that it meets the highest international standards, and is of direct relevance to the real world. Increasing environmental concerns and challenges of working in a highly market oriented environment require the agri-food industry to be dynamic in terms of responses to changes in policies and managing those changes. Along with innovative skills, those working in this industry require a range of management skills, familiarity with the policy environment, and a strategic perspective. PGP-ABM prepares students for the arduous task of leading change in the dynamic industry and managing the process of those changes. With the powerful blend of faculty, staff, alumni, and corporate partners working together to achieve excellence in business education, the programme has the best there is to offer in terms of exploring the endless possibilities in agri-business. The programme prepares students for the agri-business 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 agri-business
- ▶ encourage agri-preneurship among students to transform them into successful professionals within the agri-business sector
- ▶ develop leadership capabilities in students, enabling them to adapt to change and motivate the organizations they work in
- ▶ widen students' vision and instil in them values of professionalism, integrity, ethics, and social commitment

Essentially, the programme trains students to leverage and lead the immense potential agri-business offers in India and the world.

Many alumni of the programme head top corporates or contribute at key positions in several agri-business related conglomerates in India and abroad.

Orientation Programme

An orientation programme for the new batch of students was held during the period June 21-23, 2010. In addition, there was a 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

PGP-ABM students studied 25.50 unit credits in the first year.

The second year students were required to register for a minimum of 17 credits and a maximum of 20 credits. Apart from four sector specific compulsory courses, they were offered elective courses with a view to deepening their understanding of specific areas of management and building decision making skills within the specific context of rural and agri-business sectors. The second year students were also allowed to register for one elective course of PGP (General) in every combined slot.

List of courses offered during the academic year 2010-11 can be seen in Appendix B1.

Rural Immersion Module

The first phase of the Rural Immersion Module was organized from April 3 to 14, 2010. Students were divided into six groups. Two groups were placed in Bihar, two groups in Gujarat, and two groups in Aurangabad in Maharashtra.

The second phase of the module was held from December 11 to 20, 2010, and students carried out a project study during this phase. The report was shared with the concerned NGOs and others who deployed the students.

Admission

The programme continued to be received well by the student community as shown by the number of applications received.

During the year, the Institute received 1,19,779 applications as against 1,37,544 last year. A comparison between this year and last year is given in Appendix B2.

After an intensive selection process, which included the Common Admission Test, group discussion, and interview, 40 students were admitted to the programme during 2010-11.

Exchange Programme with ESSEC MS Agribusiness School

Four students from ESSEC MS Agribusiness School spent a term (Slots VII and VIII) at the Institute and took PGP-ABM and PGP courses to enhance their knowledge.

Five students of PGP-ABM were sponsored as part of the exchange to ESSEC MS Agribusiness School during Slots IX and X to spend a term there. All five of them spent a very productive period and the exposure helped them to look at issues from an European perspective.

3. POST-GRADUATE PROGRAMME IN MANAGEMENT FOR EXECUTIVES (PGPX)

The fifth batch of PGPX admitted for the academic year of 2010-11 had 86 students including 6 female students. The average GMAT score was 712, average age around 34 years, and average work experience was more than 10 years, with average international work experience of around 4.5 years. There were 55 engineers and 31 students came from other disciplines. The students had diverse functional and industry profiles.

As per the interim recommendations of the PGPX Review Committee, the International Immersion segment was extended to a two-week period from the earlier one-week period. The batch was divided among four foreign institutions: Chinese University of Hong Kong, Hong Kong; Warwick Business School, UK; NUS, Singapore; and Fudan University, Shanghai.

The incoming sixth batch of PGPX would be the largest batch so far with 101 confirmed admissions. The overall profile of the batch is comparable with previous batches.

4. FELLOW PROGRAMME IN MANAGEMENT

After completing various requirements of the programme, 261 students have till now received the title "Fellow of the Indian Institute of Management, Ahmedabad". With the addition of the 13 students who graduated this year, the number of graduates stands at 274. There are 30 students in the thesis phase and 25 students doing course work.

Details of graduated FPM students of 2011 are given in Appendix C.

Detail of student strength in PGP, PGP-ABM, and FPM in the last 10 years is given in Appendix D.



Thesis Proposal Awards

Name of Student	Title of the Thesis Proposal	Award/s
Kaushik Roy (BP)	Development of Dynamic Capabilities for International Joint Ventures: An Investigation within the context of Insurance Industry of an Emerging Economy`	IFCI Award Chaudhary-Padmanabhan-Pant Award for the Best Thesis Proposal Sahir Memorial Award
Sabyasachi Sinha (BP)	Managing Ambidexterity in Growth Phase of Start-Up Firms	IFCI Award

The Chaudhary-Padmanabhan-Pant Award for Scholastic Performance in the First Year was given to Ravi Kothari (P&QM Area).

Fourth IIMA Doctoral Colloquium

The fourth IIMA Doctoral Colloquium was held during January 3-4, 2011. Fifty-six researchers from across the globe presented their research work in 12 parallel tracks and 14 selected best papers were awarded with certificates and prizes. Nine sessions on research topics, workshops on career opportunities, and group discussions on research methodologies were conducted during the colloquium.

In the inaugural address, Professor Errol D'Souza mentioned the importance of management research and its application in industry and the importance of the colloquium in providing a platform for researchers to share their work and to collaborate across institutions. Keynote address by Professor Jos Lemmink, Dean, School of Business and Economics, Maastricht University, stressed the importance of multidisciplinary approaches in management research. Professor Lemmink emphasized on collaboration between India and the European Union in finding solutions to problems faced by industry and in creating value to academic research.

Papers/Conference Presentations/Publications

Details of conference presentations, published papers and other works can be found in the Research and Publication Committee's annual report.

5. PLACEMENT

PGP

Despite a large batch size of 314, almost all students were placed in firms of their choice. Over 120 firms participated in the lateral and final placement process. This excludes firms that only extended Pre-Placement Offers (PPOs) through the internship process.

Placement Reporting Standards

To create further understanding and visibility of the new cohort-based recruitment system, the Institute organized two recruiter conclaves for stakeholders, including recruiters and media, where queries were addressed and concerns about the new system were heard out. The standards aim to establish a clear, consistent process of reporting placement information across B-schools in the long term. All recruiters have been sent a copy of the placement reporting standards, so that they can be aware of the information the Institute requires. Feedback on these standards has also been invited from recruiters, other B-schools, media, alumni, and general public.



Lateral Placement Process

The lateral placement process was conducted in January and February. With 37 per cent of the batch eligible, the thrust on lateral placement ensured that students could leverage their experience. More than 40 firms were a part of the lateral recruitment process. Amazon, Deloitte Consulting, Bain, Barclays Bank, Yes Bank, Clearwater, Cognizant, Microsoft, and Infoedge were some of the major recruiters.

Investment Banks

This year marked an increase in the number of investment banks. Banks such as Goldman Sachs, Citi, JP Morgan, Morgan Stanley, and HSBC came for placement. While Goldman Sachs, Nomura, and Royal Bank of Scotland were among the major recruiters to extend offers through the PPO route, Citi, Merrill Lynch, and HSBC also participated in the process.

International Offers

As a reflection of the improving market sentiment and recruiters' confidence, an increase in the international offers made to students was noticed this year. Not only did banks offer roles across geographies, but consulting firms also made more international offer this year. Oliver Wyman, Analysys Mason, and Heidrick & Struggles were some of the consulting firms which made international offers. Amongst marketing firms, HUL and P&G offered roles in Singapore. Cadbury Kraft and Dabur made international offers as well.

Overview

BCG (11 offers including PPO) and EXL (11 offers) were the top recruiters. This was followed by McKinsey and P&G, which made 10 offers (including PPO) each. Indian conglomerate Reliance Industries made 8 offers in general management roles. Amongst Indian banks, Yes Bank made 8 offers.

Fostering Entrepreneurship

The Institute has always encouraged students to take up entrepreneurship as a career. This year 7 students opted out of the placement process to become entrepreneurs. Additionally, three students used the final placement process to join Ingersoll Rand's unique two-year entrepreneurship development programme. One student, who had opted out of placement in 2008, came back and used placement services.

PGP-ABM

Final placements for PGP-ABM students saw a variety of roles on offer across sub-sectors such as food processing, agricultural inputs, rural banking and insurance, commodity trading, food and agri-business advisory, farm management, and information services for agriculture. Twenty-three companies participated in the placement process and made 41 offers to the batch of 36 participants. Two students opted out of the placement process to pursue entrepreneurial ventures.

Companies like Godrej Agrovet and IFMR Trust made pre-placement offers showing their faith in the programme. This year, there were a slew of new recruiters on campus. Among these, Excel Crop Care and Shapoorji Pallonji Group made four offers each in different functional areas. Companies like Sharp Group and Krishidhan Seeds Ltd. made three offers each. Other new recruiters were Heinz, Axis Bank, HDFC Ergo, Bengal Tools, Agrocom, InGovern Research Services, and Amalgamated Plantations. The



batch also received good response from traditional recruiters such as Marico, Godrej Agrovet, Tata Rallis, and NCDEX.

PGPX

The 5th batch of Post-Graduate Programme in Management for Executives (PGPX) saw excellent placement this year. The programme has a general management focus, with an emphasis on leadership across borders and cultures and this is reflected in the roles offered in campus placement.

Offers were made for positions both in India and abroad. A very diverse group of recruiters – multinationals, Indian business houses, start-ups, SMEs, semi-government entities, NGOs – sought to recruit from this batch. Recruiters included well known names such as A. T. Kearney, Arthur D. Little, Pricewaterhouse Coopers, Corporate Executive Board, Philips, Goldman Sachs, Deutsche Bank, Google, Facebook, Infosys, TCS, Accenture, CapGemini, Mindtree, Amazon, Polaris, HCL, Hero Honda, Reliance Industries Limited, National e-Governance Division / National Institute for Smart Government, RPG Group, Value and Budget Housing Corporation (VBHC), Infibeam.com, FactSet, and the Clinton Foundation.

Three of the 86 students chose to pursue entrepreneurship and opted out of placement this year. Eight students from the batch either found employment opportunities outside the Institute placement process or returned to previous employers. Of these eight, four students have rejected offers made to them through the Institute placement process. One alumnus from the batch of 2010 who had opted out of placement services in 2010 to pursue an entrepreneurial venture also sought placement this year. Twelve students continue to be in the process looking for the right fit in terms of role, location, and designation desired. Some of these students have very niche experience/skill sets while others have rejected offers made to them for a better fit. Placement Office continues to support their career plans by facilitating interaction with firms with the appropriate requirements, till all are placed in roles of their choice.

FPM

FPM students can opt for both academic and non-academic placements. For academic placement, the Institute does not have a formal mechanism to assist them. In the past years participants have found positions in academia on their own.

For corporate placement, the Institute has a placement team for FPM students as well. This team provides them assistance, not guarantee, for finding suitable job profiles. This year two FPM students opted for corporate placement and got job offers.

Details of placement are given in Appendix E.

6. CONVOCATION

The forty-sixth convocation of the Institute was held on March 26, 2011. Dr. Manmohan Singh, Hon'ble Prime Minister of India, delivered the convocation address. Dr. Shrimati Kamla, Her Excellency the Governor of Gujarat, and Shri Narendra Modi, Honourable



Dr. Manmohan Singh, Hon'ble Prime Minister of India, Dr. Shrimati Kamla, Her Excellency the Governor of Gujarat, and Shri Narendra Modi, Hon'ble Chief Minister of Gujarat at the Forty-Sixth Convocation of the Institute



Gold Medalists

Jaideep Shankar
Jagannathan

Mayank Kukreja

Mohit Garg

Rahul

Chief Minister of Gujarat also graced the occasion. At the convocation, 13 FPM students were awarded the title of Fellow of the Indian Institute of Management, Ahmedabad, 316 students were awarded the Post-Graduate Diploma in Management, 37 students were awarded the Post-Graduate Diploma in Agri-Business Management, 86 students were awarded the one-year Post-Graduate Diploma in Management for Executives, and 5 students were awarded the one-year Post-Graduate Diploma in Public Management and Policy.

The following PGP students were awarded the Indian Institute of Management Ahmedabad Medal for Scholastic Performance:

- ▶ Jaideep Shankar Jagannathan
- ▶ Mayank Kukreja
- ▶ Mohit Garg

Rahul of the one-year Post-Graduate Programme in Management for Executives received the Indian Institute of Management Ahmedabad Medal for Scholastic Performance.

7. FACULTY DEVELOPMENT PROGRAMME IN MANAGEMENT

The Faculty Development Programme (FDP) is a four-month residential programme, specially designed for faculty members of management education and training institutions. Offered first in 1979, the programme has been continuously modified and restructured to address emerging developmental needs of management educators. The focus of FDP is on upgrading the teaching, training, and research skills of management teachers – especially those teachers who have not had an opportunity to acquaint themselves with recent developments in teaching and research methods.

The 32nd FDP was conducted from June 7 to September 25, 2010. Thirty-four management teachers from Indian institutions and 10 from Ethiopia attended the programme. Eleven held doctorates in various disciplines related to management; eight were women. Fellowships totaling Rs.115,500, covering a very small part of the programme fee, were made available to 24 self-financed Indian participants.

The 32nd FDP saw a restructuring of the curriculum into three sets of courses: discipline-based courses, foundational courses, and a set of electives. The first set of courses included Strategy Formulation and Implementation, Legal Environment, Information

Graduating Class of 2011



Technology for Management, Economic Environment and Policy, Management Accounting, Financial Management, Marketing, Understanding Organizational Behaviour, Human Resource Management, Statistics for Data Analysis, Operations Management, and Revenue Management

The foundational courses aimed at specific pedagogical and research skills, and included Foundations of Management, Communication, Research Methods, Applications for Data Analysis, and Case Method in Management Education.

The electives, offered for the first time, included courses such as Project Management; Health and Hospital Management; Course Design: Managing Climate Change; Environment Management; Marketing Research; Design, Development, and Delivery of Programmes; Knowledge Management; and International Business. Participants also undertook field visits and attended two workshops on Case Writing and Theory Building.

FDP has come to be recognized as one of the best available in the country for an intensive management faculty development experience. The FDP alumni network now has 594 members, including 76 management teachers from Nepal, Bangladesh, Maldives, Sri Lanka, and Ethiopia, all of them contributing to improvement in the quality of management education.

Gold Medalists 1966-2010

1966

- Diwan Arun Nanda
- CK. Prahalad
- Lakshmi Prasad Vepa

1967

- Vijay Bhargava
- Jayant Kumar Dey

1968

- John Caius Camillus Jayaraman
- Bijji K. Kurien
- Ravi V. Sarathy

1969

- Prithwi Nath Seth
- M.G. Subrahmanyam
- Veeraraghavan V.
- Venugopal S.

1970

- T.K. Balaji
- Bharatkumar J. Mehta
- Paul Mampilly
- Ashok Kevalchand Vora

1971

- Har Krishan Lal Agrawal
- Pradeep Kumar Bhargava
- Arun P. Pande
- Audrey Ignatius Rebello

1972

- Venbakkam S. Krishnan
- S. Ramakrishnan
- S. Umapathy Vijay Sagar

1973

- Sudipto Bhattacharya
- Krishnaswamy Mohan
- Vilas K. Rajwade
- Utpal Sen Gupta

1974

- Rajiv Burman
- Janardhanmohan G. Rao
- Ravi R.
- S. Ravichandran

1975

- R. Balagangadharan
- S. Balasubramanian
- Raaj Kumar Sah
- Sridhar S.

1976

- Gautam Chakravarti
- Shrikant P. Pande
- Rita Mohan
- Sudhar Krishnamurthi

1977

- Manvinder Singh Banga
- Laxmi Chand Bhandari
- B. Ramaswamy (SPA)
- Hemant Shah

1978

- B. Anantaram
- Srikant Madhav Datar
- Vasant Prakash Gandhi (SPA)
- Sandeep Mathur

1979

- Mr. K. Chandrasekhar
- Mehar Karan Singh
- Vijay Srirangam

1980

- Sanjay Bhargava
- Vipul Prasad Jain
- Sridhar Seshadri

1981

- Alok Agarwal
- Rajeev Kapoor
- Vijay Mahajan (SPA)
- V.S. Sitaram

1982

- Jagmohan Singh Raju
- Shasi Kant Sachdeva
- Jayanth Rama Varma

1983

- Suresh Madan (SPA)
- Prakash Mirchandani
- Ashish Nanda
- Ramkumar S.

1984

- Sunil Gulati
- Pappu Jagdish Rao

1985

- Harsh Lal
- Cadambi P. Janardhan
- Srinath Mukherji

1986

- Anil Ahuja
- Rajeev Ahuja
- Devina Mehra (Ms)

1987

- Harish R. Bhat
- Venkatesh Narasiah
- Raghuram G. Rajan

1988

- Rajiv Agarwal
- Sanjay Gupta
- Saurabh Garg

1989

- R. Subramanian
- K.R.S. Jamwal
- Sachit Jain

1990

- Vipin Gupta
- Monish Kumar
- Milind Shahane

1991

- Aggarwal Vijay
- S. Nagarajan

1992

- Chetankumar B. Shah
- Sanjeev Chhabra
- Vivek Rastogi

1993

- Sanjay Kumar Jain
- Gautam Kumra
- Rohit Chatterjee

1994

- Hrishikesh B. Parandekar
- S. Ramesh
- Anand Sanghi

1995

- Ashutosh Padhi
- Nitin Malhan
- Sanjay Purohit

1996

- Samit A. Parekh
- Bhupender Singh
- Purva Indurkar (Ms)

1997

- Rajeev E.K.
- Rajat Bhargava
- Sandeep Gupta

1998

- Sumat Rajpal
- Avinash Agarwal
- Vipul Bansal

1999

- Amit Bordia
- Anupam Mortins
- Prashant

2000

- Priyanka Arora
- Surendra Kuman Jain
- Shishir R. Mankad

2001

- Krishna Y.S.R.
- Bharadwaj V.T.
- Anand Sridharan

2002

- Vikas Gupta
- Manikandan Natarajan
- Mohit Khurana

2003

- Amar Makhija
- Ramnath Balasubramanian
- Nitin Dahiya

2004

- Mukundan D.
- G.V. Ravishankar
- K.N. Ramganes

2005

- Philip T. Jacob
- Manoj Gupta
- Gaurav Saigal

2006

- Kanish Sarin
- Vishai Grover
- Ankur Saboo
- Anit Jani (ABM)

2007

- Mayank Rawat
- Sumit Kumar
- Bala Vamsi Tatavarty
- James Beeson (PGPX)

2008

- Kapil Modi
- G. Arjun Prateek
- Jain S.A.M.
- Rizvi (PGPX)

2009

- Gagandeep Singh
- Abhishek Verma
- Ishant Goyal
- Sauri Gudlavalleti (PGPX)
- Rakesh Ranjan (PMP)

2010

- Samrat Ashok Lal
- Rohan Choudhary
- Himanshu Sharma
- Vinod Kumar Ramachandran (PGPX)



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, cases – result from these research projects.

During the year, nine research projects, seven seed money projects, and five case development projects were initiated. Five research projects, four seed money projects, and five case development projects were completed. One research project was dropped. Seven summer internship projects were also completed.

During the year, the academic community wrote 19 books, 6 monographs, and 57 articles in journals. They contributed 25 chapters in books, presented 159 papers in conference, and wrote 47 working papers.

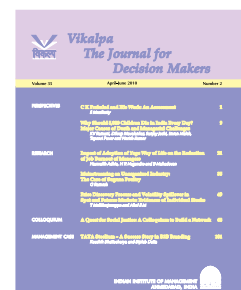
Details are given in Appendices F, G, and H.

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 36th year of publication, *Vikalpa* has emerged as a premier management journal in India and has acquired a respectable position among similar publications abroad. The journal 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.

Every 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 pan-





elists. *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 level. *Diagnoses* features analyses of a case by academicians and practitioners. Since last two years, *Vikalpa* has started carrying the case and its diagnoses in the same issue against the previous practice of publishing the diagnoses in subsequent issues. Apart from these, *Vikalpa* also features *Book Reviews* and a *Bibliography* of articles pertaining to relevant management topics. Each article carries an *Executive Summary* for a quick comprehension of the matter.

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. About 150 reviewers (including both internal and external) were involved in the reviewing process.

During 2010-11, *Vikalpa* received 221 papers; 92 were rejected at the preliminary stage, the rest were sent for review out of which 18 papers were accepted and 39 papers were rejected after review. A total of 24 papers were published under different features, besides the Colloquium.

In each issue of *Vikalpa*, a **Colloquium** on a contemporary theme was published. The themes were: A Quest for Social Justice: A Colloquium to Build a Network; New Media Experiences: Dealing with the Game Changer; City Gas India Roundtable 2010: Initiatives and Challenges; and Luxury Roundtable: Does the Luxury Business Need a Re-think?

Vikalpa's website – www.vikalpa.com – has a complete collection of articles (in pdf format) published so far.

Vikalpa is listed in EBSCO database.



MANAGEMENT DEVELOPMENT PROGRAMMES

In 2010-11, the Institute offered 60 Management Development Programmes compared to 52 in the previous year. In this year, 1,960 executives from private and public sector organizations including government departments participated in the programmes accounting for 14,710 participant-days (compared to 1,536 participants and 11,267 participant-days in 2009-10).

Of the 60 programmes offered, 8 were new. The flagship general management programme – 3TP Middle Management Programme – was offered twice.

See Appendix J for fuller details on programmes offered, distribution of participants, and new and repeat programmes.





INTERDISCIPLINARY CENTRES AND GROUPS

1. CENTRE FOR ELECTRONIC GOVERNANCE

During the current year, the Centre for Electronic Governance (CEG) completed the second phase of impact assessment studies of e-government projects sponsored by the Department of Information Technology.

This involved study of two state-level e-government projects (urban local bodies) in four cities and one centre-level project (commercial taxes) in five states. In addition a baseline survey for delivery of services by district administration was conducted in 17 pilot districts in five states for the E-District Mission Mode Project (MMP).

For both phases, the Institute was knowledge partner to provide guidance.

Three reports on these projects were submitted to the Department of Information Technology.

IFIP/CEG Newsletter

Three issues of the IFIP/CEG newsletter titled *IT in Developing Countries* were published during the year. There are 569 subscribers to the newsletter and around 3000 yearly readers from different countries.

2. CENTRE FOR INFRASTRUCTURE POLICY AND REGULATION

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

Training Programmes

In-company Management Development Programmes

- ▶ Orientation Programme for Electricity Regulators for the Forum of Regulators (FOR), Govt. of India at IIMA and California. June 3 - 10, 2010
- ▶ Module on Programme Appraisal during the Phase III Mid-Career Training for IAS Officers at LBSNAA, Mussoorie, for the Department of Personnel and Training, Government of India, June 14 - 18, 2010
- ▶ Power Market Leadership Programme for Power Exchange India Limited at IIMA from August 23 - 26, 2010
- ▶ General Management Programme for Senior Management for Torrent Power Ltd at IIMA, October 18 - 30, 2010

- ▶ Module on PPP and Infrastructure in the Phase IV Mid-Career Training for IAS Officers at LBSNAA, Mussoorie, for the Department of Personnel and Training, Government of India, November 16 – 20, 2010
- ▶ Module on Governance Challenges for India in the Phase V Mid-Career Training for IAS Officers at LBSNAA, Mussoorie, for the Department of Personnel and Training, Government of India, December 21 - 31, 2010

Management Development Programmes offered through the Public Systems Group

- ▶ Aviation Management , August 15 – 21, 2010
- ▶ Infrastructure Development and Policy, October 25 - 30, 2010
- ▶ Legal and Regulatory Issues in Infrastructure, November 22 – 27, 2010
- ▶ Strategic Port Management for Senior Management, October 24 – 31, 2010

Consultancy Projects

(Research Based Consultancy Projects)

- ▶ “Developments of Markets in the Electricity Sector: International Experiences and Issues in India,” PXIL, May 2010 (Professors Ajay Pandey, Sebastian Morris)

Conferences

(organized in collaboration with India Infrastructure Publishing)

- ▶ Fourth Annual Conference on Developing Container Infrastructure, New Delhi, July 21 – 22, 2010
- ▶ Foruth Annual Conference on Expansion and Upgradation of Railways, New Delhi, November 15 – 16, 2010
- ▶ Urban Infrastructure in India: Experience, Learning and Way Forward, New Delhi, Dec 9 – 10, 2010
- ▶ Eight Annual Conference on Ports in India, New Delhi, February 1 – 2, 2011

3. CENTRE FOR INNOVATION INCUBATION AND ENTREPRENEURSHIP

The Centre for Innovation Incubation and Entrepreneurship was set up in 2001 in collaboration with Gujarat Government and the Department of Science and Technology as a centre for research in the area of innovation. Over time, the focus expanded to include incubation and handholding of startups. Over past three years, CIIE has supported more than 45 startups in a variety of fields.

CIIE offers several programmes to help upcoming entrepreneurs. iAccelerator is a quick startup camp for companies in the internet and mobile domain. RE- Search, on the other hand, is an innovative programme designed to help new entrepreneurs kickstart in clean technologies. CIIE also offers the Power of Ideas programme in partnership with the *Economic Times*, probably the biggest effort in terms of scale, to grow the entrepreneurial ecosystem in the country.

Mentor Edge, another initiative of CIIE, has been instrumental in connecting industry experts to startups. *Stay Hungry Stay Foolish*, a book published by CIIE, has played a huge role in motivating the Indian youth towards entrepreneurship and ruled the best-seller charts for long.

Companies Incubated

Renewable Energy Search Programme

The Renewable Energy Search programme was launched by CIIE in March 2009 in collaboration with the Ministry of New and Renewable Energy to promote innovation and incubation activities in the clean energy sector. Over a dozen companies are being incubated in the renewable energy sector. CIIE has developed a strong partnership with global corporates, investors, and the Ministry of New and Renewable Energy and has set up a venture capital fund to support entrepreneurs in this sector.

iAccelerator Programme

iAccelerator is an endeavour by CIIE to identify, encourage, and incubate innovative technologies in the IT and mobile phone domain. It is a 2-4 month start-up camp, aimed at providing intensive support to startup teams. CIIE organized the iAccelerator programme for the first time in 2008. The second programme was offered from May to August 2009 and next in 2010. Teams with IT and mobile product ideas were selected and provided help to develop a prototype. During this period teams interacted with entrepreneurs, technologists, industry specialists, and others. Experienced experts, investors, and corporates were also involved in the programme through co-funding and co-incubation options.

Mentor Network

To catalyse the entrepreneurial spirit, Institute alumni, industry experts, and CIIE have partnered to spread CIIE's reach across the country through creation of a very active mentoring network. This would leverage the alumni's business expertise and CIIE's incubation experience to help aspiring entrepreneurs.

Power of Ideas Programme

This year CIIE joined hands with the Department of Science and Technology, and the *Economic Times* for the Power of Ideas initiative 2010, the largest of its kind. The DST, with its immense expertise and relationships in the entrepreneurial space, offered funds of Rs.5 crore while CIIE's network of mentors and investors evaluated every idea received in the initiative, apart from powering mentoring sessions.

A total of 16,242 applications were received for the programme; 850 applications were shortlisted for the mentoring programme based on the consolidated scores, and 74 applicants were called for a ten-day workshop at the Institute.

Thirty-five applicants were awarded a grant of Rs.5 lakh each while 10 were awarded a grant of Rs.2 lakh each. Fifteen of the participants also received equity investment of Rs.20 lakh each from the DST corpus.

Courses

- ▶ Projects on CIIE incubatees – students took up incubatee projects for business analysis, funding, market analysis, and developing business models.
- ▶ CIIE Fund Management – three seed funds focused on information technology, renewable energy, and science and technology were managed through project courses.

Research Projects

Nokia Project

In association with the Nokia Research Centre and National Institute of Design, CIIE has completed a project on increasing the penetration of mobile phones in India, especially into the rural market and low-income category. The project aimed at the following:

- ▶ Market Research – Identification of key features, price points, and penetration strategy for the rural market
- ▶ Identification of unique applications for the product to target the underserved market
- ▶ Product designing – Development of prototypes for various applications.
- ▶ Mobile Innovation Lab

As an extension of the Nokia project, CIIE is setting up a mobile innovation lab in association with Nokia. This will facilitate research work in the field of IT and mobile domain and conduct of workshops.

- ▶ Study for the Technology Development Board suggesting possible approaches for structuring repayments for organizations getting funds from DST.

Events and Seminars

TUB Seminar

CIIE collaborated with Technische Universität Berlin (TUB) in organizing an international seminar on “Innovation Management in Companies and Organizations in South Asia” during March 14-17, 2011. Technische Universität Berlin is one of the largest technical universities in Germany with strong international links to Asian universities. TUB has a large alumni network in 136 countries. The seminar covered the following topics:

- ▶ Innovation management
- ▶ Development trends and future challenges in India
- ▶ Entrepreneurship
- ▶ Sustainable development
- ▶ Indo-German cooperation in science, economy, and development cooperation

Knowledge Exchange at ISBA

CIIE co-hosted the Indian STEPs and Business Incubators’ Association (ISBA) conference with National Design Business Incubator (NDBI) at National Institute of Design, Ahmedabad, during March 6-8, 2011. This is an annual conclave where STEPs and technology-based incubators all over the country come together and share their experiences and knowledge so as to grow cohesively and encourage innovation. The conference theme was “Design Change Manage Growth.”

Along with ISBA, CIIE also hosted the National Advisory Committee on Science and Technology Entrepreneurship Parks and Technology Business Incubators (STEP/TBI) review meeting on March 5-6, 2011. There was active interaction between policy makers, funding and monitoring team from DST, experts on the committee, and incubation managers. About 40 incubators from different parts of India attended.

Online Showcase to Investors

In a unique initiative to showcase interesting investment-worthy opportunities to investors for further exploration, CIIE has launched a weekly showcase programme for startup deals. The idea is to showcase handpicked startups that are thoroughly evaluated and vetted by the CIIE team and its mentors to investors willing to provide funds in the range upwards of Rs.20 lakh. The showcase is done on a web conferencing platform to allow multilocation participation. The first showcase was held on March 22, 2011, with seven participants.

Startups Incubation and Achievements

CIIE is currently incubating more than 45 technologies and majority of them are at an early stage. To enable the Institute to share the risk and rewards of nurturing these ventures, CIIE Initiatives was created as a private limited company registered under Section 25 of Companies Act, 1956. CIIE Initiatives also acts as the investment arm of CIIE and invests in ventures supported by CIIE. CIIE Initiatives has also set up a SEBI registered venture capital fund to support budding entrepreneurs across technology areas.

Following startups were recognized during the year:

- ▶ Innoz, Ecolibrium, and Gridbots have been announced as winners inside the MIT-Technology Review 35 innovator list for 2011
- ▶ Gridbots was in top 8 innovation companies - NASSCOM Innovation Award
- ▶ Gridbots made it to the Red Herring List of Top 200 Asia companies
- ▶ Vibrant Gujarat's webcasting was done by VMukti for the third consecutive year.

4. CENTRE FOR MANAGEMENT IN AGRICULTURE

The Centre for Management in Agriculture (CMA) is an interdisciplinary group engaged in applied policy and problem-solving research in food, agri-business, rural, and allied sectors. CMA is also involved in teaching, training, and consulting activities in these sectors/areas. The Centre has six primary and four secondary faculty members.

Research

Completed

Studies in Agri-business

- ▶ A Study into Economic and Management Aspects of Crop Insurance in India
- ▶ Capacity Building for Trade Competitiveness and Price Realization of Indian Agriculture
- ▶ Assessing Policy Interventions in Agri-business and Allied Sector Credit versus Credit Plus Approach for Livelihood Promotion (individual Centre report)

Details are given in Appendix K.

In Progress

- ▶ Assessing Policy Interventions in Agri-business and Allied Sector Credit versus Credit Plus Approach for Livelihood Promotion (consolidated study)

Courses

- ▶ CMA offered 30 courses in PGP-ABM, PGP, and PGPX and 5 courses in FPM (Agriculture).

Management Development Programmes

- ▶ Agricultural Input Marketing
- ▶ Managing Contract Farming
- ▶ Harnessing Intellectual Property for Strategic Competitive and Collaborative Advantage
- ▶ Building Capacity for Scouting, Documentation, Database Development and Dissemination of Grassroots Innovations
- ▶ Development of Database of Less Common Medicinal Plants and Associated Traditional Knowledge

5. CENTRE FOR MANAGEMENT OF HEALTH SERVICES

The Institute's involvement in the health sector started with the establishment of the Public Systems Group in 1975. In the initial period, research focused on management of primary healthcare services and family planning. Later research activities were expanded to include the management of secondary healthcare services in the 80s and to tertiary healthcare services in the 90s. Currently research interests focus on the governance and management issues in the areas of rural health, urban health, public health, and hospital management.

The overall objectives of CMHS are to address the managerial challenges in the delivery of health services to respond to the needs of different segments of population efficiently and effectively, build institutions of excellence in the health sector, and influence health policies and wider environments. All research projects are externally funded and the Institute has developed research collaborations with 15-20 international universities in USA, UK, Europe, and Asia. CMHS has also established strong linkages with the Ministry of Health and Family Welfare at the national and state government levels, particularly in the states of Gujarat, Maharashtra, Rajasthan, Madhya Pradesh, Chhattisgarh, Orissa, and Bihar.

Collaborative Research and Action Projects

Completed

- ▶ Managing Child Health Care in collaboration with Norway India Partnership Initiative - Norway, supported by UNOPS

Ongoing

- ▶ Infection Control as Entry Point for Improving the Quality of Delivery Care and Strengthening Health Systems, supported by Aberdeen University, UK
- ▶ Study of Chiranjeevi Programme and Janani Suraksha Yojana, supported by MacArthur Foundation
- ▶ Study to examine human resources issues with regard to the Immunization programme, supported by the Ministry of Health and Family Welfare, Government of India
- ▶ Design of course material for subsequent conduct of MDPs on optimizing the quality and efficiency of pathological labs, Johnson and Johnson India
- ▶ Maternal Health: Managing Midwifery and Emergency Obstetric Care Services (SIDA) Phase- II, supported by Karolinska Institute, Sweden, and the Academy for Nursing Studies, Hyderabad, India

- ▶ APW Study on Need Assessment for Tele-education Services in Nepal and Myanmar, supported by WHO for South -East Asia
- ▶ MDP on Hospital Management, supported by Johnson & Johnson India
- ▶ Johnson & Johnson Case Development, supported by Johnson & Johnson India
- ▶ Evaluation of Janani Suraksha Yojana, supported by Bill and Melinda Foundation, USA

6. CENTRE FOR RETAILING

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

Research

- ▶ The Centre faculty has been actively engaged in two research projects.

Management Development Programmes

The Centre offered following Management Development Programmes:

- ▶ Retail Management, Dubai
- ▶ Managing Retailing

7. COMPUTER AND INFORMATION SYSTEMS GROUP

Courses

The Group offered following compulsory courses in the first year PGP and FPM:

- ▶ Information Systems for Business
- ▶ Internet Technology for Business
- ▶ Managerial Computing

In addition, it offered following elective courses:

- ▶ Consulting in e-Governance: From Vision to Implementation
- ▶ Decision Support Systems
- ▶ Digital Inclusion for Development
- ▶ Enterprise Digital Infrastructure
- ▶ ERP Systems: Technology Planning and Implementation
- ▶ Management of Software Projects and Enterprises
- ▶ Strategic Planning of Information Systems

It offered the following courses in FPM:

- ▶ Algorithms and Data Structures
- ▶ Artificial Intelligence
- ▶ Data Mining Algorithms and Applications
- ▶ DBMS and Online Transaction Processing
- ▶ Distributed Computing Systems in lieu of Computer Architecture and Systems Software
- ▶ Information Systems Frameworks
- ▶ Programming I
- ▶ Systems Analysis and Design

FDP

The Group offered the following course in FDP:

- ▶ IT for Management

Management Development Programmes

Following Management Development Programmes were offered by the Group during the year:

- ▶ Business Intelligence
- ▶ Customer Relationship Management
- ▶ ERP Systems: Tech. Planning and Implementation
- ▶ IT Project Management
- ▶ Management of IT Outsourcing
- ▶ Strategic IT Management
- ▶ Strategic Planning of Information Systems

8. GENDER RESOURCE CENTRE

The recently re-constituted Gender Resource Centre (GRC) has fifteen members. For 2011-12, the Centre has resolved to focus on research, capacity building, publications, conferencing through workshops, and seminars, and working conferences rather than advocacy or event management.

The Centre has begun to develop and roll out a research agenda of national relevance and international significance. The Centre is in discussion on proposals for collaborative joint activities with the Institute of Advanced Study, Shimla; Oezpa, Germany; Sakti, Bangalore; A.K. Rice Institute; Grubb Institute; Yalom Institute, Tel Aviv; and the Fredrich Ebert Foundation.

9. PUBLIC SYSTEMS GROUP

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

Courses

The Group offered the following courses during the year:

PGP

- | | |
|---|---|
| ▶ Carbon Finance | ▶ Legal and Regulatory Issues in Infrastructure |
| ▶ Environment Management | ▶ Participatory Theatre for Development |
| ▶ Hospital and Healthcare Management | ▶ Public Finance |
| ▶ Infrastructure Development and Financing | ▶ Public Policy |
| ▶ Investigating Corporate Social Irresponsibility | ▶ Social Entrepreneurship |
| | ▶ Urban Economics and Business Environment |

FPM

- | | |
|---------------------------------|---------------------------------|
| ▶ Energy and Environment Policy | ▶ Interpretive Research Methods |
| ▶ Health Policy and Planning | ▶ Public Finance |

- ▶ Public Management
- ▶ Public Policy

PGPX

- ▶ Carbon Finance
- ▶ Environment Management
- ▶ Hospital Management

PGP-ABM

- ▶ Carbon Finance in Agriculture Business
- ▶ Investigating Corporate Social Irresponsibility

FDP

- ▶ Course Design on Managing Climate Change
- ▶ Environment Management

- ▶ Public Policy Instruments for Environment Management
- ▶ Seminar on Transportation Policy

- ▶ Legal and Regulatory Issues in Infrastructure
- ▶ Managing Telecom Enterprises
- ▶ Transport Infrastructure

- ▶ Public Finance
- ▶ Social Entrepreneurship

- ▶ Health and Hospital Management
- ▶ Qualitative Research Methods

Management Development Programmes

The group offered following programmes during the year:

- ▶ Aviation Management
- ▶ Hospital Management *
- ▶ Infrastructure Development and Financing
- ▶ Management and Leadership Workshop for Nursing and Midwifery Leaders
- ▶ Strategic Port Management for Senior Management

* offered jointly by CMHS and PSG faculty.

- ▶ Management Capacity Development Programme for State/District/Block Health Managers, Bihar Programme.
- ▶ Two workshops offered jointly with the Hazards Centre, New Delhi, on Urban Governance, Sustainability, and Livelihoods
- ▶ One workshop offered jointly with NID and Ahmedabad Gujarati Association on Participatory Planning and Urban Design for Sunday Market, Ahmedabad.

10. RAVI J. MATTHAI CENTRE FOR EDUCATIONAL INNOVATION

The Ravi J. Matthai Centre for Educational Innovation (RJMCEI) is involved in researching primary education, literacy, secondary education, and institution building in higher education. During 2010-11, a case book on selected outstanding elementary teachers in Gujarat was prepared. Studies of innovative schools like Nilobray Vidyalaya, Ralegaon Siddhi, and Parikrama School, Bangalore, were initiated. Research on the project-based method of teaching and learning to study its impact on the cognitive-motivational aspects of student learning and teachers' job satisfaction, self-esteem, and creativity, was initiated.

RJMCEI continued to offer its week-long programmes for principals of CBSE schools and for directors of management education institutions. An elective course on "Entrepreneurship in Education" (PGP) and communication-related courses for FDP and FPM were offered.

The eighth AIMS International Conference on Management on the theme "Management Education in 2020: Issues, Challenges, and Opportunities" was jointly organized by the Institute and the Association of Indian Management Scholars International from January 1 to 4, 2011.

In continuation of the effort to document institution building experiences, a book titled *Nurturing Institutional Excellence: Indian Institute of Management Ahmedabad*, was published in March 2011 by Macmillan India. This work brings together papers on institutional development processes at the Institute especially post-1993, and was published as part of the Institute's Golden Jubilee celebrations.





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

- ▶ Strategic Management (compulsory)
- ▶ Legal Aspects of Business and Business Taxation (compulsory)

Electives

- ▶ Business, Government, and Law
- ▶ Business Intellectual Property
- ▶ Economics of Strategy
- ▶ Family Business Dynamics
- ▶ International Business Dispute Resolution
- ▶ Knowledge Management
- ▶ Leadership, Vision, Meaning, and Reality (twice)
- ▶ Legal Regulatory Issues in Infrastructure
- ▶ Mergers, Acquisitions, and Corporate Restructuring
- ▶ Strategies and the Future

PGPX

- ▶ Capstone Stimulation
- ▶ Competitive Strategy
- ▶ Family Business Dynamics

- ▶ International Business

- ▶ Law, Strategy, and Business

- ▶ Leadership, Values, and Ethics

- ▶ Learning What is Not Taught

- ▶ Management of New and Small Firms

- ▶ Mergers and Acquisitions

- ▶ Role of General Manager

- ▶ Strategies for Corporate Growth

- ▶ Value Creation and Corporate Restructuring

FPM

- ▶ Advanced Seminar on Action Research Methodologies

- ▶ Economics of Strategy

- ▶ International Strategic Management

- ▶ Knowledge Management

- ▶ Strategic Management I

- ▶ Strategic Management II

- ▶ Strategy and Innovation

FDP

- ▶ Strategy Formulation and Implementation

- ▶ Legal Environment

- ▶ International Business.

Management Development Programmes

- ▶ Authority, Organization, Strategies, and Politics of Relatedness
- ▶ Capstone Simulation
- ▶ Contract Management
- ▶ Organizational Leadership for the 21st Century
- ▶ Strategic Management of Intellectual Capital and Organizational Knowledge

Other

A five day module was conducted for EDP participants of ESSEC, Paris, from March 27 to 31 as part of their international module. Coordinated by Professor S. Manikutty, the entire module was offered at the Institute this year.

Research

Developing cases on organizations in various sectors of industry is an ongoing activity. Research interest of the members included cross-cultural learning, strategic issues relating to intellectual property rights, and globalization, markets and world markets, and capability development. Research activities by faculty in their fields of interest also continued.

Awards

Professor S. Manikutty's book (coauthored with Sampat P. Singh), "The Essence of Leadership: Explorations from Literature", won the ISTD award for the best original book published in India on management and training and development instituted by Indian Society for Training and Development (ISTD) for 2010.

2. COMMUNICATION

Courses

PGP and PGP-ABM

- ▶ Business Chinese (elective)
- ▶ Business French (elective)
- ▶ Business German (elective)
- ▶ Managerial Communication (elective)
- ▶ Organizational Communication (elective)
- ▶ Spoken Business Communication (compulsory)
- ▶ Written Analysis and Communication I (compulsory)
- ▶ Written Analysis and Communication II (compulsory)

PGPX

- ▶ Management Communication
- ▶ Building and Managing Corporate Reputation
- ▶ The Persuasive Manager

FPM

- ▶ Written Analysis and Communication I (compulsory)
- ▶ Written Analysis and Communication II (compulsory)
- ▶ Communication for Management Teachers

FDP

- ▶ Academic Writing for Management Teachers
- ▶ Communication for Management Teachers

Management Development Programmes

- ▶ Effective Communication Strategies
- ▶ The Winning Edge: Communication Strategies for Leaders

3. ECONOMICS

The Economics area offered following compulsory courses in various programmes:

Courses

PGP (compulsory)

- ▶ Economic Environment and Policy
- ▶ Macroeconomics and Policy
- ▶ Microeconomics

PGP-X

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

FPM

- ▶ Advanced Macroeconomics
- ▶ Advanced Microeconomics
- ▶ Econometrics

FDP

- ▶ Economics Module

Electives

PGP-II

- ▶ Economics of Organization
- ▶ Economics of Strategy
- ▶ Game Theory and Applications
- ▶ International Trade and Investment
- ▶ Labour Markets in Developing Countries

FPM

- ▶ Economic Development and Growth

4. FINANCE AND ACCOUNTING

Courses

PGP (first year)

- ▶ Corporate Finance
- ▶ Costing and Control System

- ▶ Financial Markets
- ▶ Financial Reporting and Analysis

PGP (second year)

- ▶ Asset Backed Securitization
- ▶ Computational Finance
- ▶ Fixed Income Securities-C
- ▶ Fixed Income Securities-R
- ▶ Futures, Options, and Risk Management
- ▶ Management of Financial Institutions
- ▶ Managing Insurance Business
- ▶ Mergers, Acquisitions, and Corporate Restructuring

- ▶ Modern Investment and Portfolio Management
- ▶ Securities Regulations
- ▶ Seminar Course on Corporate Finance
- ▶ Stochastic Calculus in Finance
- ▶ Strategic Financial Management
- ▶ Trading Strategies
- ▶ Venture Capital and Private Equity

FPM

- ▶ Mathematical Finance
- ▶ Seminar Course on Accounting Research
- ▶ Seminar Course on Corporate Finance
- ▶ Theory of Finance I
- ▶ Theory of Finance II

PGPX

- ▶ Accounting Policy Choices and Financial Statements
- ▶ Computational Finance (elective)
- ▶ Corporate Finance
- ▶ Effective Management of Finance Function (elective)
- ▶ Financial Markets
- ▶ Financial Reporting and Analysis
- ▶ Financial Statement Analysis (elective)
- ▶ Management Control Systems (elective)
- ▶ Management of Financial Institutions
- ▶ Mergers, Acquisitions, and Corporate Restructuring
- ▶ Strategic Cost Management
- ▶ Tracking Organizational Performance
- ▶ Value Creation through Corporate Restructuring
- ▶ Venture Capital and Private Equity (elective)

FDP

- ▶ Accounting
- ▶ Financial Management

Management Development Programmes

- ▶ Advanced Corporate Finance
- ▶ Mergers, Acquisitions, and Restructuring
- ▶ Strategic Cost Management

Research

A number of research projects were initiated by the area during the year.

5. MARKETING

In 2010-11 the Marketing area made significant contribution towards teaching, research, consultancy activities, and academic administration. Area courses and programmes were augmented through sharing of experiences by leading practitioners. A total of 18 senior executives from industry shared their experiences in different courses offered by the area.

Four seminars by invited/guest speakers were held to share recent developments in marketing. The focus of research activities spanned across diverse marketing topics such as retailing, promotion, global marketing management, marketing strategy, and case method of learning.

Courses

The area offered compulsory and elective courses to participants of FPM, PGP, and PGPX.

Management Development Programmes

The area offered following management programmes during the year:

- ▶ Advanced Data Analysis for Marketing Decisions
- ▶ Customer Based Business Strategy
- ▶ Enhancing Sales Force Performance
- ▶ Managing Retailing
- ▶ Pricing for Profits
- ▶ Tracking Organizational Performance

It also designed and offered/participated in programmes in Egypt, Dubai, Malaysia, and France.

Fourth IIMA Conference on Marketing in Emerging Economies

The fourth IIMA Conference on Marketing in Emerging Economies was held from January 5 to 7, 2011. Offered biennially, it was attended by 270 participants, many of whom came from abroad.

For this year's conference 441 abstracts were submitted and after a double blind review process over 100 papers were accepted for presentation.

Research

The area members conducted research on a variety of topics. They shared their findings through 20 published papers in national and international journals/books and presentations and invited presentations in conferences and workshops. The focus of the research included topics such as consumer behaviour, branding, advertising, sales promotion, retailing, information products and services, bottom of the pyramid, and service centric strategy.

The case method continues to be an important learning methodology in marketing. During the year, six cases were published in journals/ books. A total of 18 case studies and teaching and technical notes covering a wide spectrum of product-market situations and organizations were completed and several were initiated during the year. The cases were on Design of MIS, Experiential Marketing, Rural Distribution, Online Products, FMCG products, Banking Service, Restructuring Organization and Customer Service.

6. ORGANIZATIONAL BEHAVIOUR

Courses

PGP

- ▶ Developing an Entrepreneurial Personality (elective)
- ▶ Explorations in Role and Identity (elective)
- ▶ Laboratory in Entrepreneurial Motivation (elective)
- ▶ Managing Workplace Diversity (elective)
- ▶ Talent Management (elective)



PGPX

- ▶ Achieving Team Excellence (elective)
- ▶ Organization Behaviour
- ▶ Orientation Programme
- ▶ Workshop on Leadership Skills

FPM I

- ▶ Macro OB
- ▶ Micro OB

FPM II

- ▶ Advanced Micro OB
- ▶ Advanced Research Methods in OB
- ▶ Applied Behavioral Science I
- ▶ Applied Behavioral Science II
- ▶ Organizational Theory and its Social Context

FDP

- ▶ Understanding Organizational Behaviour

7. PERSONNEL AND INDUSTRIAL RELATIONS

Courses

In addition to the First Year Course, “Personnel Competence and Capability Building Systems”, for PGP/PGP-ABM, following elective courses were offered for PGP-II General and ABM.

- ▶ Analysing and Building Competencies (PGP-ABM)
- ▶ Managing Negotiations (PGP)
- ▶ Strategic Human Resource Management (PGP)

“Strategic Human Resource Management” was offered for PGPX participants.

FDP

Human Resource Management course was offered for FDP participants.

Management Development Programmes

Following MDPs were offered by the area during the year:

- ▶ Advanced Human Resource Management
- ▶ Negotiations and Skills Clinic
- ▶ Team Behaviour Management
- ▶ The Leadership Zone Soft Skills Clinic

Research

Area members contributed to case writing, teaching material development, and research in their areas of interest. Members were also involved in inter disciplinary research, collaborating with researchers at the Institute and outside. A few cases authored/co-authored by area faculty were registered during the year. Papers authored (co-authored) by members were presented in national and international conferences and published in peer-reviewed journals.

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
- ▶ Operations Strategy
- ▶ Revenue Management and Dynamic Pricing
- ▶ Statistical Methods in Data Analysis

PGPX

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

FPM

- ▶ Advanced Probability in Management
- ▶ Applied Multivariate Analysis
- ▶ Operations Research I and II
- ▶ Seminar on Operations Management I and II
- ▶ Stochastic Processes
- ▶ Systems Analysis and Simulation

Research

Technology management, technology-based innovations, manufacturing, decision support system, logistics, supply chain management, revenue management, optimization, network optimization and meta-heuristics, network reliability, statistical modeling in finance, and statistical inference are areas where area faculty members have contributed through publications.

Management Development Programmes

The area offered following management development programmes during the year:

- ▶ Advanced Analytics
- ▶ Advanced Quality Management
- ▶ Delivering Logistics Solutions
- ▶ Project Management
- ▶ Quantitative Data Analytics and Its Applications in Business
- ▶ Revenue Management and Dynamic Pricing
- ▶ Risk: Modeling and Management
- ▶ Supply Chain Management



ALUMNI CENTRE ACTIVITIES

Alumni Centre Activities

Alumni are one of the major assets of the Institute. With an active membership of around 35,000 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 members about events and activities at the Institute and achievements, news and events about the alumni members and the IIMA community. The Centre publishes a magazine *IIMA Alumnus* three times a year which is mailed to all active members of the alumni association. There is an exclusive website, iimaalumni.org, for the alumni. Besides, the Centre organizes the annual reunion of the silver jubilee batch, the batch that graduated 25 years ago. The Center also encourages various chapters in their activities. The Centre markets souvenir items and is actively involved in activities related to fund raising for the Institute.

New Membership

Every year participants of various programmes are added to the membership. During 2010-11, membership subscription increased by about 24.05 per cent to Rs.37.81 lakh as compared to the previous year (Rs.30.48 lakh).

IIMA Alumnus

The IIMA Alumnus is a major medium to keep in touch with alumni members. It also publishes articles from the alumni about their experiences. Revenue from advertisements covers a part of the cost of bringing out the magazine. Revenue is also generated through job advertisements placed on the alumni website and through web ad-campaigns. During 2010-11, advertisement revenue through the *IIMA Alumnus* registered an increase of 3.56 per cent to Rs.7.57 lakh compared to the previous year (Rs.7.31 lakh).

Silver Jubilee Reunion

One of the major activities of the Centre is to organize the Silver Jubilee Reunion of those alumni who attended long duration programmes 25 years ago. This takes place during December every year. The Silver Jubilee Reunion for the year under report was held during December 23-24, 2010, for the graduating batch of 1986 (1984-1986). Around 86 alumni with their families took part in the get-together. It was full of fun, entertainment, and renewal of friendship. During the reunion, 13 faculty members who taught the 1986 batch were honoured.



Diwan Arun Nanda



Late C K Prahalad



Madan Mohan Mohanka



John C. Camillus



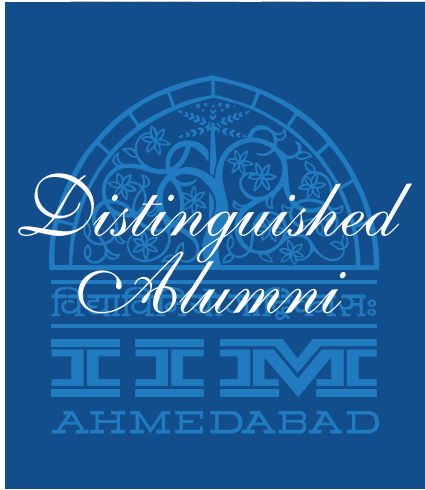
Kiran Karnik



Marti G Subrahmanyam



Ajit Rangnekar



O.P. Narang



K. Vaman Kamath



Kishor A. Chaukar



V Kasturi "Kash" Rangan



P M Telang



S. Ramakrishnan



S.B. Dangayach



Beheruz N Sethna



Jaithirth Rao



Kirit N Raval



Arun Duggal



Mallika V Sarabhhai



Chandrika K Tandon



MS Banga



Ashok Alexander



Bhaskar Bhatt



Harbir Singh



PD Rai



Srikant Datar



Anjani Jain



Bhushan Punani



K. Raghavendra Rao



Vijay Mahajan



Samir K Barua



Sanjeev Bikhchandani



Shekhar Choudhury



Shikha Sharma



Ajay Banga



Sanjeev Chadha



Vinayak Chatterjee



Jagmohan S Raju



Manju Puri



Neeraj Swaroop



Sunny G Verghese



Salil Shetty



Devi Singh



Harsha Bhogle



Pradeep Chintagunta



Roopa Kudva



Sunil Gupta



Raghuram Rajan



Deep Kalra



M.P. Vasimalai



Narendra Murkumbi



Sunil Handa

made immense contribution to the Institute.



Apart from the Silver Jubilee Reunion, a grand alumni meet was organized during December 25 and 26, 2010, as part of the Golden Jubilee celebrations of the Institute. Reunions of different batches viz. 1989-91 (20 years) and 1993-95 (15 years), were organized at the Institute during December 27, 2010, and December 31, 2010 to January 2, 2011 respectively.

Fund Raising Activities

The Institute aims to raise Rs.250 crore from alumni and others to support its growth and goals. Among the significant contributions were commitments of Rs.3 crore from the PGP'84 batch (paid Rs.50 lakh), Rs.2.3 crore from the PGP'89 batch (paid in Rs.1.7 crore), Rs.1.05 crore from the PGP'86 batch (paid Rs.1.02 crore), Rs.80 lakh by Kanaka Sirpal for the Sajeew Sirpal Scholarship (paid Rs.82 lakh), Rs.2 crore from the PGP'90 batch (paid Rs.46 lakh) and Rs.50 lakh from Ramesh Mangaleshwaran (PGP'93 batch) (paid Rs.20 lakh). The Centre launched an annual gift giving programme in March 2010 where alumni can gift amounts starting from Rs.5000 on an annual basis through the Institute web site. The money so received will be used mainly for support to needy students, faculty research and case study, and infrastructure support.

Souvenir Items

The Centre markets souvenir items such as T-shirts, silk ties, wall hangings, brass plates, beautifully designed coffee mugs, etc. Participants of various programmes and alumni members carry their sweet memories of the Institute through these items. During 2010-11, this activity generated a revenue Rs.2.21 lakh.

Chapter Activities

Chennai, Bangalore, Delhi, Hyderabad, Mumbai, London, New York, and Singapore Chapters organized various activities during the year.





GOLDEN JUBILEE CELEBRATION

The Institute entered the 50th year of its journey on December 11, 2010. A year long celebration of the Golden Jubilee began with record breaking Domino Show organized by the students.

A competition was organized for the Golden Jubilee logo of the Institute. The selected entry was finetuned with professional help from NID and was released at a press meet.

The retired faculty members, Board members and staff, who have served for a long period of time and contributed significantly to build IIMA into an iconic institution in management education, were felicitated on that day. Many of them turned up with their spouses for this event and shared their thoughts on their association with the Institute. Smt. Mrinalini Sarabhai was the Chief Guest at the inaugural function.

A documentary film on IIMA, produced for this occasion, was screened.

Four international conferences have already been held as part of the Golden Jubilee celebration.

Alumni Reunion with participation from across all batches was held on December 25-26, 2010 which saw many senior alumni coming back to the campus along with the ones who have graduated recently.





A book capturing various moments at IIMA with many visuals to remember was published. Another book on “Natural World at IIMA” has been published which contains pictures of flora and fauna on IIMA campus.

A popular series of management books by IIMA faculty published by Random House India was released on December 11, 2010.



Golden Jubilee Celebration





GLOBAL PARTNERSHIP AND CORPORATE AFFAIRS

Ranking Surveys

The Institute participated in 16 B-school surveys (national and international) during the year. It maintained its top position in all the leading and prestigious national surveys.

FT Masters in Management 2010 Ranking

The Institute was ranked eighth in the *Financial Times* Masters in Management 2010 Ranking from among 71 programmes reviewed for ranking. It figures as the only and the first Indian business school to have got ranking in the top 10 position, putting an Indian institution on the global map in management education.

FT Global MBA Rankings 2011

The Institute was ranked eleventh in the *Financial Times* Global MBA Rankings 2011 in its top 100 list of B-schools. The ranking once again establishes the Institute's position at the top as its one year Post-Graduate Programme in Management for Executives (PGPX) enters FT ranking. PGPX obtained number one position for FT's career progress ranking.

FT Audit 2011

For the first time, the Institute facilitated successful completion of FT's audit process requirement for participation in its Global MBA Ranking 2011.

The Economist Ranking 2010

The Institute is the only Indian B-school to get ranked in the *The Economist* full-time MBA programmes ranking 2010.

The Institute features in the list of top ten schools by category, attaining the third position in the "Open New Career Opportunities" criterion for ranking. The Institute made it to the twelfth position in the Asia and Australasia 2010 regional rankings and was ranked 85th globally in *The Economist* full-time MBA programmes ranking 2010.

Global Partnerships

The Institute entered into partnerships with 11 reputed foreign B-schools/universities abroad including a double degree agreement signed and MoUs for international student exchange for PGP, and International Immersion Programme for PGPX with the following Institutions.

- ▶ Chinese University of Hongkong (China)
- ▶ ESSEC Business School, France-Singapore (amended)
- ▶ Fudan University (China)
- ▶ HEC School of Management (Paris) (double degree programme)
- ▶ North Carolina State University, Raleigh (USA)
- ▶ The Munster School of Business and Economics (Germany)
- ▶ The Ohio State University, Ohio (USA)
- ▶ The University of Melbourne (Australia)
- ▶ The University of Virginia, Charlottesville (USA)
- ▶ Universidad De Los Andes School of Management, Bogota (Columbia)
- ▶ Warwick Business School (UK)

Engagement with Foreign Institutions

The Institute engaged in meaningful dialogues for academic collaboration with 25 high level delegations from foreign institutions/international agencies during the year.

Some of the important delegations were:

- ▶ Adhana Haile, State Minister of Education, Ethiopia
- ▶ Bernard Ramanantsoa, Dean; Jean-Paul Larcon, Senior Associate Dean, HEC School of Management, Paris
- ▶ Bernd Forster, Deputy Consul General; German Consulate
- ▶ Debbie Tan, Head, Human Capital Division and Kai Onn Ow, Centre Director, Singapore Economic Development Board
- ▶ Mark Taylor, Dean and Qing Wang, Associate Dean for International Strategy, Warwick Business School, UK

Institute Lectures

The Institute organizes public lectures to enable public participation on campus. The first lecture in the Institute Lecture Series 2010-11 on “Heritage Management and Nation Building” was delivered by Shri Gaj Singh II, former Maharaja of Marwar (Jodhpur), on September 20, 2010.

A lecture was jointly organized by the Institute and the IIMA Alumni Association, Ahmedabad Chapter on “Nation Building in the 21st Century and Indian Challenges”. The lecture was delivered by Mr. Sam Pitroda, Advisor to the Prime Minister of India on Public Information Infrastructure and Innovations and former Chairman, National Knowledge Commission on January 13, 2011.

Visitors

The Institute received several visitors, including foreign nationals, government officials, representatives of foreign B-schools, senior executives from the corporate sector, professionals, and students.

Media Relations

In its effort to maintain cordial media relation, the Institute continued to engage with a large number of print and electronic media persons during the year. Support was extended through several interviews, press briefings, press conferences, and press releases.



GRANT-IN-AID

During 2010-11, the Institute did not receive grant-in-aid under Non-Plan (Regular) and Plan (Regular) from the Ministry of Human Resource Development.

During 2010-11, the Institute received grant of Rs.1272 lakh from the Government of India, Ministry of HRD, for OBC Expansion.



INFRASTRUCTURE DEVELOPMENT

New Campus

Work on 320-room dormitory in the New Campus has commenced. Work is nearing completion on two dormitories. The dormitories blend the architectural features of the old campus buildings with the modern concept of exposed cement brick structure. Attention has been paid to provide comfort with functionality to occupants.

Torrent Power Sub-station

Work on the 11 KV Torrent power substation has been completed.

Workers Amenity Building

The workers amenity building was completed and handed over for use.

Old Campus

Renovation of the kitchen complex was undertaken during the year. It included:

- ▶ Kitchen renovation with modern equipment
- ▶ Preparation and wash area
- ▶ Dining hall
- ▶ Shade for CAFE TANSTAFI with preparation area.





PERSONNEL

During 2010-11, nine faculty members and seven staff members joined the Institute. Five faculty members resigned and three faculty members left the services of the Institute on completion of their term. Five faculty members and seventeen staff members retired after attaining the age of superannuation.

Leave of absence was granted to seven faculty members and one staff member to take up assignments elsewhere while four faculty members rejoined after expiry of leave of absence.

Details are given in Appendix M. Data on manpower strength are given in the same appendix.

Officers and Staff Development Activity

Based on the staff development and training policy, a two-month training programme on Communicative English and Personality Grooming was conducted from April 12, 2010 to June 11, 2010. More than 20 employees from various departments participated.

A three-day learning workshop on supervisory excellence was conducted on May 17, 18, and 19, 2010, in which more than 40 employees from various departments participated. Some of the topics covered were Effective Communication, Effective Team Work and Leadership, and Decision Making Qualities.

A three-day training programme on Quality of Life was offered for Group D employees and their spouses on June 15, 16, and 17, 2010, followed by an assimilation exercise and a session on day-to-day practical problems in offices. Twenty-two Group D employees and their spouses participated in this training programme.

During the year, several officers and staff members were sponsored for programmes conducted by the Ahmedabad Management Association as well as other training institutes on skill upgradation as well as on 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. A Hindi Fortnight was celebrated at the Institute from September 15 to 30, 2010, with various competitions such as Hindi Essay, Hindi Poem Recitation, Word Knowledge, Debate, and Calligraphy. More than 52 Hindi speaking and non-Hindi speaking staff members of the Institute participated in the competitions. On the concluding day, cash prizes and certificates were distributed by Professor



B.H. Jajoo, Dean and Chairperson, Official Language Implementation Committee, to the winners. An exhibition of Hindi books on various subjects available in the Vikram Sarabhai Library was also organized. Copies of messages from the Hon'ble Minister of Human Resource Development, Hon'ble Home Minister, and Cabinet Secretary, were displayed on all notice boards.

Two Hindi workshops on noting and drafting in Hindi were organized during the year, in which 32 staff members participated. Eminent speakers in Hindi were invited to deliver lectures in these workshops.

Three 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 by the government.

Staff Awards/Honours

During the year two faculty members and eight staff members were given awards on completing 20 years of service. Sivaprasad R. Kumbhar, B.L. Solanki, Magan R. Patel, Lalji P. Vaghela, Gaurang R. Bhatt, John B. D'Souza, B. Sreekumar, Bala Subramaniam, A.S. Nair, B.S. Solanki, B.D. Barot, B.S. Chauhan, Babubhai B. Patel, Harish U. Sonkure, and N.A. Munshi were given the Institute's Long Service Award for retiring employees with a record of long service at the Institute.

Right to Information Act, 2005

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





STUDENT ACTIVITIES

Shaurya 2010

Shaurya is a sports event involving various institutions from Ahmedabad and is hosted by the Institute. During the year, NID, MICA, and IIMA competed for the trophy. There were 10 sports events. Shaurya has huge potential to get bigger and be the most sought after sporting event in Ahmedabad.

Sangharsh 2011

Sangharsh, the annual inter-IIM sports meet, is the ultimate trophy every IIM campus aims for. It is a symbol of team-spirit, hard-work, and dedication that showcases the all-round strength of our students. It facilitates better bonding among IIM students and networking across IIMs. The Sports Committee, better known as SportsComm, handles all the sports events, infrastructure, and preparations. During the year IIMA, IIMB, IIMC, and IIML participated in the competitions. There were 14 events including five events for girls. The Institute won five gold and four silver medals.

Insight

Insight is the Institute's oldest fest. Since 1986, Insight has grown into a full-fledged marketing convention where companies and students come together to understand consumer behaviour. The event provides an innovative platform for students to design and conduct on-the-ground market research, including concept testing, buyer behaviour, price elasticity, and effectiveness of communication campaigns. Students from top B-schools analyse responses from the audience and make recommendations based on their findings.

The new form of Insight since 2009 has added several events which involves interaction of students with esteemed corporates. The full day workshop by Nielson was attended by over 200 students from various top B-schools. It was followed by a case study competition based on the workshop. A national debate was also conducted which attracted students from various IIMs and other tier I business schools. It spanned over two days with the finals conducted on the last day. This year, Insight attracted more than 5000 local people to the fair which proved the growing popularity of the event.





Chaos

Chaos, the biggest and most extravagant event in Ahmedabad, is an amalgamation of spectacular events and dazzling performances from the best in the business.

Chaos 2011 was a blend of unparalleled excitement, mind-boggling competitions, workshops from professional artistes, on-the-spot events, awe-inspiring shows, performances by the biggest stars, and other events full of fun and frolic. There were scintillating performances by international and Indian artistes: Led Zeppllica (the official tribute band of Led Zepplin), Havikoro (dance troupe from US), KK, Isha Sharvani, and Jagjit Singh, all stars in their own right.

Abacus

The quant club of the Institute conducts activities promoting interest in quant and logical thinking and bringing out its relevance to the field of business. Puzzles, workshops and simulation games, and remedial sessions on quantitative courses form the majority of activities conducted by Abacus.

The events for the year kicked off with Nutcracker, the annual flagship puzzle contest. The website was revamped and different online events such as weekly puzzle contest, Sudoku, and Chess puzzle of the week were hosted.

To highlight the relevance of mathematics in the field of marketing, Abacus hosted a workshop on "Quantitative Methods in Business Research" as part of the Insight. The club combined the twin passions of cricket and finance by formulating and conducting a simulation game on cricket trading "Cric-ex" as a part of Confluence, the annual business summit. "Fundon", a puzzle challenge contest highlighting the fun side of mathematics, was also conducted successfully.

Academic Council

The Academic Council is primarily responsible for the allotment of elective courses to students in the second year of PGP. The council was involved in initiatives such as implementing a web-based software for conducting a dynamic course-bidding process, providing component-wise grades to students, changing library timings to 24 hour/day, having a uniform class timing across all five sections for first year PGP students, and organizing a guest speaker session with Dr. Bruce Tuckman.

Agri-Business Club

The mission of the club is to provide students a forum, outside the classroom, which they can use to delve deeper into this arena. It aims to provide a channel for interaction between students, academia, and industry to develop this nascent area further and allow them to achieve excellence in this field.

The club carried out a variety of activities throughout the year:

- ▶ **KRONOS 2010:** As the agri-business zone of Confluence, it is an attempt to take forward the initiatives of the Agri-Business Club to create sensitivity and awareness about the new avenues in the agri-business sector. It comprises speaker series, panel discussions, and online and on-campus events for students across the country. In its very first edition, Kronos catered to around 200 students through its Management Development Module for Students programme and several others through flagship and other events held in both online and on-campus mode.



- ▶ **Case Contests:** Held in association with various industry participants and similar clubs at other institutes, these case contests provide students a chance to solve real life problems and interact with persons from industry to exchange ideas. The club hosted "Strategia" which was a case study challenge. The case was provided by Professor Vasant Gandhi and was based on floriculture.
- ▶ **One Stop@Shop:** A three-round market research contest was organized in collaboration with IGFAF (IIML). The theme was to design agri-retail stores format for Coromandel International Ltd. All the teams went to Secunderabad for primary research during the second round.
- ▶ **Hyphen:** This is the quarterly magazine published by the Agri-Business Club. Consisting of articles contributed by students, practitioners, and professors, it aims to present different perspectives on issues related to the agribusiness sector. It also includes primers on emerging issues as well as discussions on existing issues to bring them out in a new light.
- ▶ **Workshops:** These include discussions and exchange of ideas on a variety of agribusiness related issues between practitioners from industry and students. A placement workshop was organized this year to facilitate first year students of PGP-ABM to prepare for their summer placement. The workshop consisted of lectures by faculty and a few sessions by second year students of PGP- ABM. The workshop was attended by first year students of PGP-ABM.

Alumni Cell

The year of golden jubilee celebrations saw the Alumni Cell taking the lead to ensure alumni revisited their memories and strengthened lifelong bonds with the Institute. In December 2010 a large number of alumni returned to their roots with the highlight being the Grand Alumni All Batch Reunion, best IIMA Alumni awards, and initiation of the Alumni Trust scholarship. The tri-annual newsletter celebrated achievements of alumni and created awareness on campus happenings. Synchrony, the annual alumni-student meet, turned out to be huge success.

Beta

Beta is the finance and investments club. The core ideology is to cultivate interest in finance as an academic discipline as well as promote it as a career. The club's activities cover a broad range of verticals within finance such as investment banking, securities, private equity, venture capital, retail banking, wealth management, insurance, and microfinance.

In 2010, the club organized Exchequer, one of its kind event, which brought finance enthusiasts from the premier B-schools of the country together and engaged in a close contest to win the Best School in Finance award. *Beta Primer*, the club's comprehensive handbook for markets and IBD preparation, was released this year and was very well received. The club organized a panel discussion, ViewPoint, which brought students and professors together to debate on the budget. The annual publication *Money Manager* carried articles from world renowned thought leaders such as Sanjay Nayyar and Montek Singh Ahluwalia.

Consult Club

The Consult Club acquaints students with the consulting industry and updates them with latest thoughts and insights in the field. The club organizes competitive events and business simulation contests at the national level in partnership with leading management consulting firms. It regularly organizes talks and workshops by industry leaders



and assists students in summer and final placement. This is achieved through regular sessions, competitive events, and a dedicated mentorship programme. The club maintains a comprehensive repository of latest industry reports for the benefit of students. It also publishes the IIMA casebook annually, a monthly newsletter, *Panorama*, and maintains a blog followed by B-school students across the country.

Entrepreneurship Club

The Entrepreneurship Club aims to provide a conduit by which students can access relevant entrepreneurial resources, network with prominent community entrepreneurs, and share ideas.

Offbeat Entrepreneur Series was an attempt by the club to convey the holistic meaning of entrepreneurship through sessions by entrepreneurs who have broken the convention by pursuing their passions in varied fields such as writing, grassroots level innovation, and fashion, to name a few. To provide first-hand experience of running a business and to celebrate entrepreneurship, the club conducted Tee-Fight, a retail business competition. Anveshan, the innovation contest which was sponsored by Srishti (www.srishti.org) offered an opportunity to a student to present his/her innovative ideas to someone who has the structure to take it forward to make a positive change in society. The *Entre* magazine was started with the intent of bringing to limelight inspiring stories and coverage on various start-ups.

Equipoise

Equipoise, the economics club is driven by the core belief of nurturing interest in economics amongst students. The club's ideology rests on three pillars. First, the club aims to engage people who are interested in the subject and to provide them with a platform to meet other like-minded people. Second, it strives to spread awareness about economics and its many practical applications in everyday life. Third, by virtue of being established in a premier management institute, the objective is to link economics with business to enable future leaders to take better business decisions in the context of dynamic policies.

Apart from taking remedial sessions for placements and providing academic inputs, the club brings out two newsletters, *Echo* and *Kaleidoscope*. Simulation games built around concepts in economics as a subject were conducted. Also a pan-IIM paper writing competition, Inkpot, and the first-ever Model United Nations in a business school during Confluence 2010 were other activities of the club.

Exchange Council

The Exchange Council coordinates the exchange student programme. The council arranged bulk deals for forex, insurance, and other travel related activities. It also helps the incoming exchange students by allotting student buddies and by arranging orientation and socialization events.

Forum for Industry Interaction (FII)

FII completed 17 live projects, thereby exposing students to direct consultancy experience. MNCs like GE and Amazon reposed trust in the competence of FII to deliver cutting edge solutions for their problems. FII bagged its first international project from a company in Japan with the company having no representative office in India or Indian employees which made it a truly cross-cultural project execution. Some teams were in-

vited to present their solutions to leadership teams in the corporate office, thus pitting FII directly against premier management consultancy firms. There was extensive media coverage about FII and the unique value proposition it brings to the table.

Finesse

Finesse, the fine arts club, brings out the creativity out of every individual in the student community. The joy of exhibiting and promoting artistic talents by providing training and a practice ground is what Finesse works towards. Events like workshops, art exhibitions, and competitions are conducted to keep each individual's creative spirit high.

Faculty Student Interaction

The Faculty Student Interaction (FSI) club provides an informal and friendly platform for students to interact with faculty members. Activities organized throughout the year included:

- ▶ Teachers' day celebrations: FSI dedicated September 5 to faculty members and the club organized cultural programmes by students and faculty members at the auditorium and dinner at Louis Khan Plaza.
- ▶ Mentor-Mentee programme (continuous): Mentors were assigned within the first two weeks after the new batch of students joined. There were 5-6 mentees per mentor. The mentees met their mentors at various venues such as faculty members' homes, coffee shops, etc.
- ▶ Faculty members' birthday celebrations (continuous): The club organized birthday celebrations of faculty members.

IIM Ahmedabad Cultural and Theatrical Society

IIMACTS provides a platform for students to display talent and skills in acting, direction, script writing, movie making, etc. In 2010-11, IIMACTS successfully staged *Ek tha Gadhra Alladad Khan* in Hindi and the *Importance of being Earnest* in English.

The society also produced and directed two street plays: *Bhool Gae Bhaiya* and *Aa hi jao*.

Literary Symposium Desk

The Literary Symposium Desk (LSD) comprises three cells: the speaking events cell, the literary events cell, and the quizzing cell.

During the year, the speaking events cell organized the great WIMWI debate, which witnessed about 24 teams (of 2) fighting it out in a knockout format to be crowned the champion orator. It also organized the popular debate at Insight which saw participation from students across colleges. In addition, the cell regularly organized JAM sessions throughout the year.

The literary events cell, besides bringing out the *Yearbook*, releases an in-house magazine, *Literati*, the smorgasbord for creative writing. The cell also published the magazine, *Graffiti*, a motley of creative pieces, contributed not just by students, but also professors to commemorate the Golden Jubilee celebrations of the Institute. It organized word games sessions throughout the year, comprising rounds such as Crosswords, Anagrams, Cryptograms, and Rebus. The cell organized Cleudo for the first time on campus at Chaos 2011, where participants were asked to solve a murder mystery based on certain clues.

The quizzing cell holds quizzes on a regular basis, covering diverse areas. The cell organized over 10 quizzes on campus this year and a few more outside. The quizzing cell added another feather to its cap when it won several quizzes at Nihilanth, the annual



inter-IIT/IIM festival, held this year at IIMC. The cell organized a couple of potpourri sessions, a popular event, comprising diverse rounds such as Charade, 20 questions, etc.

Media Cell

The media cell gave coverage to all events at the Institute in newspapers and television media. The cell sent out regular press releases for Chaos, Confluence, and Insight. The cell also started publishing a newsletter containing interviews with professors, famous alumni, movie and restaurant reviews, and articles.

Music Club

The Music Club kept the love for music alive. It organized live performances throughout the year and also did concert screenings. Not to mention the innumerable jam sessions which continued all through the nights.

Niche

Niche, the marketing club, helped students to explore their interest in the field of marketing. It organized several activities like brand quiz contests, online treasure hunt, simulation games, and various other events in association with industry. Niche also provided assistance and guidance to students on careers in marketing. Towards this, it conducted remedial sessions and provided material to assist students in their preparation for summer internship and final placement interviews. Niche comes out with a monthly newsletter that is based on a marketing theme and also carries a contest.

Panacea

Panacea, the healthcare club, is one of the youngest clubs on campus. The club aims at creating awareness about healthcare and healthcare management and organizes workshops, seminars, and camps towards this end. During the year Panacea organized several blood donation camps in coordination with the Institute. The club distributed first-aid medical kits in each dorm.

Perspectives

Perspectives, the photography club, organized photography workshops during T-Nite, Chaos, and Diwali. A special competition was organized for students who went on exchange. A heritage walk was organized for exchange students. The core team was also involved in capturing precious moments on campus and outside it.





VIKRAM SARABHAI LIBRARY

The Vikram Sarabhai Library provides widest possible access to information through a wide range of services. Its website (<http://www.iimahd.ernet.in/library/>) is linked to various online databases that are available from any networked PC within the library and the Institute. The library spares no efforts to fulfil its mission by selecting, acquiring, organizing, reserving, maintaining, and providing access to a collection of materials (both print and non-print) and electronic resources that address the interest and needs of members.

During the year, the library added 2657 books and 777 bound volumes of journals to its collection.

Resources

Books	1,70,611
Bound Volumes of Periodicals	41,573
Working Papers	2,199
Thesis	260 (18 soft copies)
Project Reports	1,712
Educational Video Cassettes	128
CDs (books, databases, training, etc)	1,870
Current Subscription to Journals	1068
Newspapers	32
Books withdrawn	2000

E-Resources

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

► Company/Industry/Country Databases

Datamonitor 360, CAPITALINE, CMIE - Alpha, Business Beacon, Capex, EIS, First Source, IAS, IECO, India Harvest, India Trades, M & A, Prowess and SAS, CRISINFAC, Datastream (Incorporating Worldscope), DSI Data Service, EIU Country Reports (Brazil, Russia, and China), Euromonitor (GMID), FT.com, FT Archive (1888-2006), Gartner, INDIASTATS, INDICUS District GDP 2007, Infraline - Coal Sector, Oil and Gas Sector, and Power Sector, Invest India, Insight, ISI Emerging Markets - Asia, NASSCOM, Prime Database, Reuters 3000 Extra Hosted Terminal and Reuters Knowledge, Venture Intelligence

▶ E-journal Databases

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 Finance and Computer Science (400+ titles), Emerald Management Extra (170+ titles), IEEE Electronic Library (IEL), IGI Full-Text (50+ titles), INFORMS (12 titles), Indian Journals.com - Business/Economics/ Management Package (30 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), Wiley-Blackwell (500+ titles)

▶ Back Files of E-Journals

Elsevier (Agriculture and Biological Science; Social Science; Pharmacology, Toxicology and Pharmaceuticals, Business Management and Accounting, Decision Science Economics, Econometrics and Finance) (550+ titles), Emerald Management Extra (170+ titles)

▶ Legal and Other Databases

AIR (All India Reporter) High Court (1965-2010), Criminal Law (1960-2010), Supreme Court (1950-2010), Privy Council (1930-1950), ISI Web of Knowledge (Citation), J-Gate, Papers-Invited, Westlaw (including INDLAW), World Bank E-Library, World Development Indicators, Global Development Finance, Global Economic Monitor

▶ Specialized Search Software

360 Core A-Z, 360 Federated Search and Remote Login for internal users

Services

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

Publications

The library has been publishing two quarterly information bulletins since 1998

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

The library has started offering membership of the National Information Centre for Management (NICMAN) to researchers. Recently it has started documenting research in marketing in the context of emerging economies.





WELFARE ACTIVITIES

A general health check-up was organized by the Welfare Committee during April -May 2010 at the Apollo Hospitals, City Centre for employees above 45 years and their spouses. A total of 297 community members benefited from this activity.

An amount of Rs.2,000 per child was disbursed towards purchase of textbooks and other educational aids to eligible employees in August and September 2010. One hundred and thirty children from the community availed of this facility.

On November 11, 2010, the Welfare Committee organized a get-together to celebrate Gujarati New Year. The New Year was greeted by lighting lamps, bursting crackers, and distributing sweet packets to the community.

The Golden Jubilee Institute Day was celebrated on December 12, 2010. Awards were given to 64 children and staff members for their performance in academics as well as in sports and social service. As part of the celebrations, a cultural programme was also organized.

During the year, the Welfare Committee jointly with the Students' Affairs Council organized three blood donation camps and collected approximately 537 units of blood; approximately 75 units of blood were used by the employees and their relatives. A member of the Welfare Committee, Mr. Himanshu Bhatt, achieved his 100th blood donation mark.

Taekwondo, tennis, and yoga coaching classes continued to be offered on the campus. A football camp was organized during May-June 2010.



Welfare Cultural Programmes









APPENDICES



POST-GRADUATE PROGRAMME IN MANAGEMENT

Students in PGP

A1

	PGP I	PGP II
Joined the Programme	380	310
(-) Discontinued	5	-
(-) Permitted/asked to rejoin in 2011	2	-
(+) Repeaters	2	-
(+) Permitted to rejoin in 2010	1	-
No. in the First Year	376	-
(-) Asked to withdraw	2	-
(-) Asked to repeat	3	-
(-) Not graduated due to non-completion of academic requirements (Double Degree and General)	-	5
(-) Not Graduated due to academic indiscipline	-	-
(+) Graduating from earlier year	-	2
(+) Students graduated under the Double Degree Programme	-	9
Total promoted/graduated	371	316

New Elective Courses

A2

- Asset Backed Securitization
- Business to Business Marketing
- Communicating Corporate Reputation
- Consulting in e-Governance: From Vision to Implementation
- Consumer Behaviour and Technology
- Family Business Dynamics
- Hospital Management
- Intellectual Capital Management with HRD Score Card 2500
- Investigating Corporate Social Irresponsibilities
- New Product Strategy
- New Technology Applications, Design, and Business Models
- Operations Strategy
- Public Finance
- Public Policy
- Revenue Management and Dynamic Pricing
- Rural Marketing
- Strategic Human Resource Management
- Theatre for Development
- Trading Strategies
- Urban Economy and Business Environment



POST-GRADUATE PROGRAMME IN MANAGEMENT

A3 IIMA Students on Exchange Programme

Name of the Exchange Institution	Outgoing	Name of the Exchange Institution	Outgoing
Asia		University of Mannheim	3
International University of Japan	2	University of St. Gallen	2
Chinese University of Hong Kong	1	Vienna University of Economics and Business Administration	3
Europe		WHU Koblenz Graduate School of Management	1
Copenhagen Business School, Frederiksberg	4	North America	
EDHEC	3	USA	
ESCP-EAP	10	Stern School of Business	1
ESC-Toulouse	4	The Anderson School at UCLA	1
ESSEC	7	University of Chicago Graduate School of Business	2
European Business School (EBS)	3	University of Texas (McCombs School of Business)	1
HEC School of Management	3	Washington University (John M. Olin School of Business)	1
Aalto School of Economics and Business Administration	2	Columbia Business School	1
Instituto de Empresa	2	Fisher College of Business , Ohio State University	2
Jonkoping International Business School	2	Darden School of Business School, University of Virginia	3
Leipzig Graduate School of Management	2	Goizueta Business School, Emory University (on trial basis)	2
Norwegian School of Economics and Business Administration	3	Canada	
Pforzheim University of Applied Sciences	3	McGill University	1
Solvay Business School, Brussels	2	Sauder School of Business	1
Stockholm School of Economics	2	Schulich School of Business	2
University of Bocconi	4	Total	94
University of Cologne	6		
University of Maastricht	2		



POST-GRADUATE PROGRAMME IN MANAGEMENT

Foreign Students on Exchange Programme

A4

Name of the Exchange Institution	Incoming	Name of the Exchange Institution	Incoming
Asia		North America	
Asian Institute of Technology	1	Manchester Business School	1
International University of Japan	1	Norwegian School of Economics and Business Administration	2
KAIST Graduate School of Management	1	Solvay Business School	2
Australia		Stockholm School of Economics	2
Australian Graduate School of Management	2	University of Bocconi	4
Europe		University of Cologne	6
Copenhagen Business School	3	University of Maastricht	2
EDHEC	3	University of St. Gallen	3
ESADE	2	North America	
ESCP-EAP	10	USA	
ESC-Toulouse	4	Washington University (John M. Olin School of Business)	1
ESSEC	7	Fisher College of Business , Ohio State University	1
European Business School	1	Darden School of Business School	1
HEC School of Management	4	Canada	
Instituto de Empresa	2	McGill University	1
Leipzig Graduate School of Management	1	Schulich School of Business	2
		Total	70



POST-GRADUATE PROGRAMME IN MANAGEMENT

A5 SCHOLARSHIPS

Industry Scholarships Batch 2009-11

Kunal Singal	Infosys
Naman Mittal	ICICI
Rahul Bajaj	SBI Mutual Fund
Jaideep Shankar Jagannathan	Jet Age Finance
Anindya Dutta	S.M. Shah
Abhiraj Singh Bhal	IIMA Silver Jubilee/PGP 87 Batch/Faculty Memorial and AUDCO
Ajayshankar Ramkrishnan	IIMA
Varun Sunku	IIMA
Rao Chaithanya Prabhakar	IIMA
Deepak Gopal	IIMA
Priya Narayanan	IIMA

Industry Scholarships Batch 2009-11

Jaideep Shankar Jagannathan	Mphasis Award
Varun Sunku	IFCI
Mayank Kukreja	IFCI
Aashwit Mahajan	Jet Age Securities
Mohit Garg	S.M. Shah
Aditya Sharma	Monsanto
Vishal Gupta	Surendra Paul
Anindya Dutta	Dun and Bradstreet Information Services India
Amit Mittal	IIMA
Vineet Vijayavargia	IIMA
Amber Maheshwari	IIMA
Anil Kumar Karipineni	IIMA
Priya Narayanan	IIMA
Kunal Singal	IIMA
Nitesh Dahiya	IIMA
Rahul Daga	IIMA

Aditya Birla Scholarships PGP-I

Aditya Khandelia	Ankit Gupta
Ashwin Krishna	

PGP-II

Shraddha Vartak	Chaitanya Rao Prabhakar
Anindya Dutta	Mohit Garg
Ashok Kumar Bhardwaj	

Sir Ratan Tata Scholarships

Mayank Kukreja	Hitendra M. Rohra
Rahul Daga	Amit Mittal
Mohit Garg	

T. Thomas Scholarship

Rahul Daga

O.P. Jindal Engineering and Management Scholars

Tarun Agarwal (First Year)
Amit Mittal (Second Year)

A6 Applications Received for PGP

	Batch 2010-2012			Batch 2011-13		
	Male	Female	Total	Male	Female	Total
General	125150	46901	172051	103441	39010	142451
NC-OBC	20008	4104	24112	16361	3528	19889
SC	8340	2231	10571	7503	2018	9521
ST	1843	646	2489	1750	631	2381
Disabled	538	92	630	475	71	546
Total	155879	53974	209853	129530	45258	174788
Percentage	74.3	25.7	100	74.1	25.9	100



POST-GRADUATE PROGRAMME IN MANAGEMENT

PGP Admissions: 2011-2013 Batch

A7

Particulars	Gender	General GEN	Reserved				GMAT	Total
			NCO BC	SC	ST	DSB		
CAT takers	Male	108864	17361	8080	1924	499	NA	136728
	Female	42457	3958	2292	713	81	NA	49501
	Total	151321	21319	10372	2637	580	NA	186229
Applicants to IIMA	Male	103413	16361	7503	1750	475	28	129530
	Female	38999	3528	2018	631	71	11	45258
	Total	142412	19889	9521	2381	546	39	174788
Candidates called for interview	Male	480	180	100	47	19	1	827
	Female	60	13	8	8	2	0	91
	Total	540	193	108	55	21	1	918
Candidates who attended interview	Male	462	170	91	35	18	1	777
	Female	59	13	8	7	2	0	89
	Total	521	183	99	42	20	1	866



POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT

B1 List of Compulsory Courses

Slots 2, 3 and 4

Rural Environment and Institution	Non Credit	15 sessions
Second Year Compulsory Courses, PGP-ABM		
Agricultural & Food Policy	1.25	25
Agricultural Finance	1.25	25
Marketing of Agricultural Inputs	1.25	25
Strategic Agro-Food Marketing	1.25	25

First Year Compulsory Courses, Common with PGP – 2010-2011

	Credit Units	No. of Sessions
Slot 1		
1. Financial Reporting and Analysis	0.75	15
2. Probability and Statistics – I	0.75	15
3. Managerial Computing	0.75	15
4. Microeconomics	0.50	10
5. Individual Dynamics	0.50	10
6. Written Analysis and Communication - I	0.50	10
7. Managing Ethically	-	10
Sub-total	3.75	85
Slot 2		
1. Financial Reporting and Analysis	0.75	15
2. Internet Technologies for Business	0.25	05
3. Probability and Statistics – II	0.75	15
4. Microeconomics	0.50	10
5. Interpersonal and Group Processes	0.50	12
6. Financial Markets	0.50	10
7. Marketing Module – I	0.50	12
8. Written Analysis and Communication-I	0.25	05
Sub-total	4.00	84
Slot 3		
1. Cost and Control System	0.50	10
2. Probability and Statistics – III	0.50	10
3. Macroeconomics	0.50	10
4. Organizational Dynamics	0.50	10
5. Legal Aspects of Business	0.50	10
6. Financial Markets	0.50	10
7. Marketing Module II	0.50	12
8. Operations Management I	0.50	10
9. Spoken Business Communication (pass fail mode)	0.50	10
Sub-Total	4.50	92

	Credit Units	No. of Sessions
Slot 4		
1. Cost and Control System	0.50	10
2. Decision Making I	0.50	10
3. Macroeconomics	0.50	10
4. Leadership Skills	0.50	12
5. Business Taxation	0.50	10
6. Legal Aspects of Business	0.50	10
7. Operations Management I	0.50	10
8. Socio-Cultural Environment of Business	0.50	10
Sub-Total	4.00	82
Slot 5		
1. Information Systems for Business	0.50	10
2. Decision Making - II	0.50	10
3. Economic Environment & Policy	0.50	10
4. Business Research Methods	0.25	05
5. Corporate Finance	0.50	10
6. Marketing Module - III	0.50	11
7. Operations Management - II	0.50	10
8. Strategic Management	0.50	10
9. Personnel Competence and Capability Building Systems	0.50	10
10. Written Analysis and Communication II	0.50	10
Sub-Total	4.75	96
Slot 6		
1. Information Systems for Business	0.25	05
2. Economic Environment and Policy	0.25	05
3. Corporate Finance	0.75	15
4. Marketing Module - IV	0.50	10
5. Operations Management - II	0.75	15
6. Organizational Diagnosis	0.25	05
7. Business Research Methods	0.25	05
8. Strategic Management	0.75	15
9. Personnel Competence and Capability Building Systems	0.50	10
10. Written Analysis and Communication II	0.25	05
Sub-Total	4.50	90
First Year Overall Total	25.50	529



POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT

Electives Courses in Second Year

- Analysing and Building Competencies
- Agri-Carbon Finance
- Management of Micro-Finance
- Strategic Management of Intellectual Property Rights
- Management and Finance of Agro-Food Project
- Logistics, Supply Chain, and Infrastructure Management for Agribusiness
- Managerial Communication for Agribusiness
- Market Research for Agribusiness Management
- Sales and Distribution Management for Agriculture
- Digital Inclusion for Development
- Seminar Course on Globalizing and Resurgent India Through Innovative Transformation
- Theory and Practice of Business Negotiation
- Public Finance I
- Rural Marketing
- Private Public Community Partnership for Inclusive Agribusiness
- Shodh Yatra
- Social Entrepreneurship: Innovating Social Change
- Investigating Corporate Social Irresponsibility
- Rural Advertising
- Agricultural Futures and Option Markets
- CINE: Understanding Creativity, Innovation, Knowledge, Networks. and Entrepreneurship

Number of Applicants

B2

Batch	2011-2013	2010-2012
General	96650	111438
NC-OBC	14548	16987
SC	6661	7081
ST	1537	1615
Physically Handicapped	383	423
Total	119779	137544



FELLOW PROGRAMME IN MANAGEMENT

C Graduating Students in 2011

Name	Area	Thesis Title	TAC Members
Abhishek	Marketing	The Role of Haptic Touch on Product Evaluation in Different Shopping Situations	Prof. P.K. Sinha (Chair) Prof. Neharika Vohra Prof. Arvind Sahay
Amir Bashir Bazaz	PSG	Managing the Water-Energy-Climate Change Nexus: An Integrated Policy Road Map for India	Prof. P.R. Shukla (Chair) Prof. Amit Garg Prof. Prem Pangotra
Astha Agarwalla	PSG	Infrastructure Investments, Urbanization, and Regional Growth in India	Prof. Prem Pangotra (Chair) Prof. R.H. Dholakia Prof. T. Bandyopadhyay
B.V.L. Narayana	BP	Implementation of Health Care Programmes: Development of an Operational Framework	Prof. N. Ravichandran (Chair) Prof. M.R. Dixit Prof. D.V. Mavalankar Dr. Amarjit Singh
Brajesh Kumar	Agriculture	Modeling Price Behaviour and Convenience Yield in Indian Commodity Futures Markets	Prof. Ajay Pandey (Co-Chair) Prof. Vinod Ahuja (Co-Chair) Prof. Sidharth Sinha Prof. Gopal Naik
Mridul Maheshwari	P&IR	Workplace Gender Dilemmas: Insights from Women's Narratives	Prof. Jerome Joseph (Chair) Prof. Anil K. Gupta Prof. T.V. Rao
P .Venkatesh	Marketing	Language Adaptation and Advertising Effectiveness: A Study in a Multi-Cultural Advertising Context	Prof. Arindam Banerjee (Chair) Prof. P.K. Sinha (Co-Chair) Prof. Bibek Banerjee Prof. Ernesto Noronha



FELLOW PROGRAMME IN MANAGEMENT

Name	Area	Thesis Title	TAC Members
Patturaja Selvaraj	P&IR	A Study of Executive Perceptions of the Determinants of Compensation Design and Satisfaction	Prof. Jerome Joseph(Chair) Prof. Biju Varkkey Prof. Navdeep Mathur
Prageet Aeron	CISG	Capability Building Leading to Commercialization: A Study of Product Based Indian Telecom Start-Ups	Prof. Rekha Jain (Chair) Prof. Rakesh Basant Prof. Rajanish Dass Prof. Abhishek Mishra
Prasoon Agarwal	PSG	Infrastructure for a Low-Carbon Economy: Future Scenarios and Policies for India	Prof. P.R. Shukla (Chair) Prof. R.H. Dholakia Prof. Prem Pangotra
Priyanka Singh	F&A	The Dynamics of Bid-Ask Spread in an Order Driven Market: The Case of the Indian Stock Market	Prof. Ajay Pandey (Chair) Prof. Jayanth Varma Prof. Arnab Laha Prof. Sidharth Sinha
Shounak Roychowdhury	BP	Strategic Innovation for Serving the Low-Income Segment	Prof. S. Manikutty (Chair) Prof. Abraham Koshy Prof. P.W. Khokle
Srinath Jagannathan	P&IR	A Study of Worker Insecurity in Four Industrial Relations Contexts: A Post Structural Approach	Prof. Jerome Joseph(Chair) Prof. Sunil Maheshwari Prof. Navdeep Mathur



POST-GRADUATE AND FELLOW PROGRAMMES: STUDENT STRENGTH

D

	Post-Graduate Programme in Management	Post-Graduate Programme in Agri- Business Management	Fellow Programme in Management	Total
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
2008-09	560	44	84	688
2009-10	602	54	79	735
2010-11	688	77	69	834



PLACEMENT

Batch Profile

E1

Academic Background

Function	% of students
Engineering/Technology	88
Arts	2
Science	4
Medicine	0.5
Others	5.5

Work Experience

Duration	% of students
Fresher	44
1 – 12 months	13
13 – 24 months	21
25 – 36 months	14
>36 months	8

Offers and Acceptance

E2

Cluster	Offers	% of Offers	Acceptance	% of Acceptance
Cluster 1	128	30.12	113	37.17
Cluster 2	123	28.94	95	31.25
Cluster 3	120	28.24	73	24.01
Cluster 4	54	12.70	23	7.57
Total	425	100.00	304*	100.00

*(one student returned from placement holiday (out of 305 seeking placements, 304 placed) and one student yet to be placed)

New Recruiters

E3

• Aircel Ltd.	• Heidrick & Struggles	• Jaipur Rugs Company Ltd.
• Analysys Mason	• HMEL(HPCL-Mittal Energy Ltd.)	• Mphasis
• Avista Advisory	• iNautix	• Pokarna Ltd.
• Bajaj Allianz	• India Infoline	• Ramco Industries
• BVP- Beesemer Venture Partners	• India Medtronic Pvt. Ltd.	• Religare
• Colgate-Palmolive	• Indus Health Plus	• Shapoorji Pallonji
• Flipkart.com	• Ingersoll Rand	• SKNL
• Gini and Jony	• IQR Consulting	• Videocon D2h
		• Wirefoot



PLACEMENT

E4 Location-wise Distribution

Location	2009		2010		2011	
	No.	Per cent	No.	Per cent	No.	Per cent
India	225	91.84	271	97.13	270	88.82
USA	4	1.63	1	0.36	4	1.32
Europe	5	2.04	3	1.08	11	3.62
Asia Pacific (Hong Kong, Singapore, Tokyo)	6	2.45	2	0.72	17	5.59
Kuwait, UAE	5	2.04	2	0.72	2	0.65
Total	245	100.00	279	100.00	304*	100.00

* One student yet to be placed.

E5 Foreign and Domestic Offers and Acceptances

Location	2009			2010			2011		
	Offers	Acceptances	% Acceptances to Offers	Offers	Acceptances	% Acceptances to Offers	Offers	Acceptances	% Acceptances to Offers
Overseas	20	20	100	8	8	100	34	34	100
Domestic	283	225	79.51	331	271	81.87	391	270	69.05
Total	303	245	80.86	339	279	82.30	425	304*	71.53

*One student yet to be placed.

E6 Sector/Function-wise Placements

Sector/Function	2009			2010			2011		
	Overseas	Indian	% of Total	Overseas	Indian	% of Total	Overseas	Indian	% of Total
Sales/Marketing	0	36	14.69	1	43	15.77	1	56	18.42
Investment Banking	13	89	41.63	4	71	26.88	28	69	31.91
Commercial Banking/Finance	0	17	6.94	1	47	17.20	0	17	5.59
Systems/IT/ITES	0	0	0	0	0	0.00	0	11	3.95
Operations	4	59	25.71	0	75	26.88	5	83	28.95
Consulting	3	24	11.02	2	35	13.26	0	34	11.18
General Management (Retail, Private Equity etc.)	20	225	100	8	271	100	34	270*	100
Total	20	225	100	8	271	100	34	270*	100

* One student yet to be placed.



PLACEMENT

Table 7: Sector-wise Top Recruiters

E7

Sector	Recruiter	Numbers Recruited	% to total acceptance
Consulting	BCG	11	3.6
	EXL	11	3.6
	McKinsey & Company	10	3.3
	Accenture	8	2.6
Banking and Finance Services	Barclays Bank	8	2.6
	Royal Bank of Scotland	8	2.6
	Citi Group	8	2.6
General Management	Reliance Industries Ltd.*	7	2.3
	TAS	4	1.3
IT& Systems	iNautix	6	2.0
	Mphasis	6	2.0
Marketing	P&G	10	3.3
	Airtel	5	1.6
	HUL	5	1.6

* RIL offered one role for marketing apart from seven roles for general management; hence total 8 roles offered by RIL

Pre-Placement Offers and Acceptance

E8

Name of Company	Offers	Accepted	Name of Company	Offers	Accepted
Aditya Birla Group	2	0	Goldman Sachs	4	4
Airtel	2	1	Heinz India	1	0
Altisource	2	2	HSBC Markets	1	1
American Express	1	0	HUL	2	2
AT Kearney	2	1	ITC Ltd.	1	1
Axis Bank	1	1	J&J Medical	1	1
Bain & Company	5	5	John Deere	2	0
BAML IBD (BOA ML)	2	2	JP Morgan	1	1
Barclays Capital	2	2	McKinsey & Company	2	2
BCG	4	4	Morgan Stanley	4	3
Booz&Co.	3	2	Nestle Domestic	1	1
Cinopolis	1	0	Nomura	7	6
Citigroup	4	4	Oberoi Realty	1	0
Clearwater Capital	1	1	P&G	3	2
Cognizant	3	2	Philips	1	0
Coca-Cola	1	0	RBS	11	8
Cummins	1	1	Rothschild	1	0
DBS	1	1	TAS	4	3
Deutsche Bank	1	1	Tata Motors	1	1
Feedback Ventures	3	1	UBS	2	2
FinIQ	1	0	Wipro CorpFinance	1	0
Global eProcure	2	2	Total	97	71



PLACEMENT

E09 Lateral Placements

Name of Company	Offers Made	Accepted
Accenture	4	4
Aditya Birla Group	2	0
Amazon Development Centre	5	5
Bain & Company	1	1
Barclays Bank	3	2
BVP- Beesemer Venture Partners	0	0
CEB	1	1
Clearwater Capital Partner	1	1
ChrysCapital	0	0
Cognizant	12	2
Deloitte Consulting	6	0
Flipkart.com	2	0
HCL Infosystem	1	0
Heidrick Struggles	1	1
Hinduja Group India	2	2
HP-Global eBusiness Centre	1	0
Inautix	10	6
India Medtronic Pvt. Ltd.	2	0

Name of Company	Offers Made	Accepted
Indus Valley Partner	1	1
Info Edge (I) Pvt. Ltd.	2	2
Infotech	1	1
Ingersoll Rand	1	1
Mahindra & Mahindra	1	1
MEMC	2	2
Microsoft India	1	1
Mphasis	2	2
Philips India	1	0
Pricewaterhouse Coopers	2	1
Ramco Systems Ltd.	3	1
RPG Entreprises	0	0
Shapoorji	1	1
Technopak	0	0
TSMG	3	2
Virtusa	5	0
WIPRO Ltd.	1	0
YES Bank	5	2
Total	86	43

E10 Entrepreneurial Choices

PGP	
Name of Students	Entrepreneurial Sectors
Arunkumar C.	e-Commerce space
B. Raja Mukesh Krishna	e-Commerce space
Madhur Kishore	Full-service Café lounge
Manoj Kumar Meena	Real estate sector
Neha Dahiya	Start-up in education
Rahul Singhal	An online platform for doctors to provide medical consultancy to patients
Thunga Dundi Vivekananda	Online retail
PGP-ABM	
Charulata Sharma	Consultancy specifically for NGOs and entrepreneurs
Nupur Gupta	Online information portal



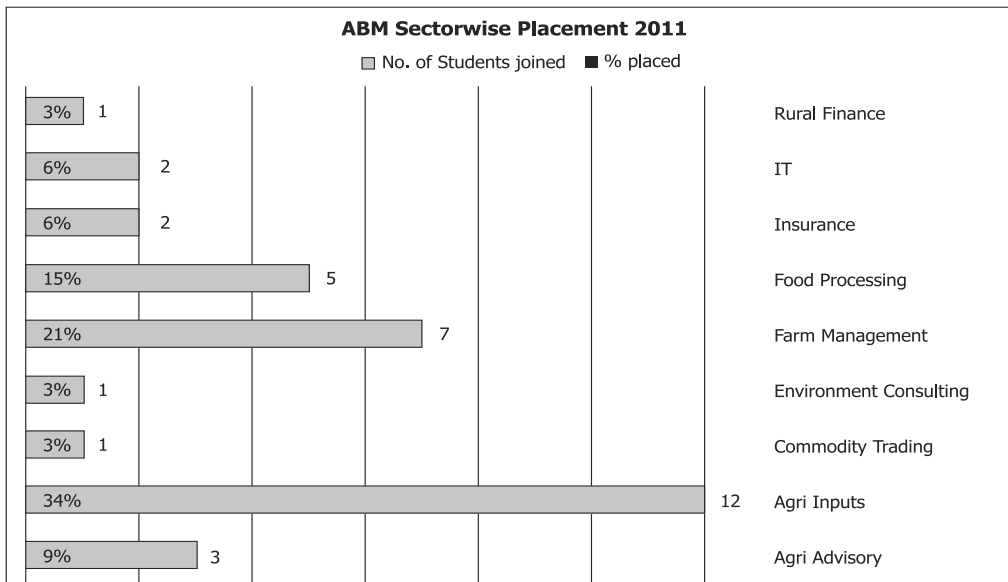
PLACEMENT

Sector-wise Distribution of Summer Placement

E11

Sector	No. of placements	Percentage
Consulting	76	20
Marketing & Sales	70	19
General Management	34	9
Banking & Financial Services	149	39
IT/ ITES	40	11
Others	9	2
Total	378	100

PGP-ABM Sector-wise Placement 2011

E12




RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

Ongoing Projects

	Ongoing	Initiated	Total	Completed	Dropped	Terminated
Research Projects	5	9	14	5	1	-
Seed Money Projects	4	7	11	4	-	-
Case Development Projects	14	5	19	5	-	-
Summer Internship Projects				7		
Seminars Organized by R & P				16		
Working Papers				47		

Research Projects Initiated

- Developing Low Cost Healthcare System for the Bottom of the Pyramid (Professor A.K. Jaiswal)
- Work and Employment in Indian BPO after the Financial Crisis (Professors Ernesto Noronha and Premilla D'Cruz)
- Understanding the Dynamics of Depersonalized Bullying (Professor Premilla D'Cruz)
- Project Based Method of Teaching and Learning (Professors Rajeev Sharma and M.R. Dixit)
- Deprofessionalization or Professionalism Reinvented: The Case of Lawyers Working in Legal Process Outsourcing (LPO) Firms in India (Professor Ernesto Noronha)
- High Commitment Management Practices in Indian Call Centres (Professor Premilla D'Cruz)
- Social Mobility in India (Professor Ankur Sarin)
- Talent Management: Challenges and Best Practices in Pharmaceutical Firms (Professor Kirti Sharda)
- A Study on the Behaviour of the Systematic Risk Factors in the Indian Stock Market (Professors Joshy Jacob, Sobhesh Agarwalla, and Jayanh Varma)

Seed Money Projects

- Fault Tolerant Survivable Network Design (Professor Prahalad Venkateshan)
- Rashtriya Swasthya Bima Yojana: Expanding Health Insurance Access for BPL Families (Professor D. Karthik)
- Impact of Coherence on Employee Productivity: A Longitudinal Study of Indian IT Firms (Professors D. Karthik and Rakesh Basant)
- From Compliance to Value Internalization: The Critical Role of the Match Between Employee's Pre-Socialization Habitual Behaviour and Organization's Expected Employee Behaviour (Professor George Kandathil)
- Energy Labelling of Home Appliances and Consumer Behaviour (Professor Rama Mohana Turaga)
- An Exploration of Contemporary Alternatives to Neo-Modernist Planning Practice: The Case of Urban Riverfront Development Projects (Professor Navdeep Mathur)
- Sensemaking and Institutionalization in Armed Conflict: Applying Concepts to Practice (Professor Kirti Sharda)

Case Development Projects

- IT Planning for HDFC Securities Limited (Professor Rajanish Dass)
- Innovating for Excellence: Programme for Leaders in Management Education (Professors Rajeev Sharma and Vijaya Sherry Chand)



RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

- SEWA
(Professor Ajeet N. Mathur)
- Innovassynth Technologies (I) Ltd.
(Professor Ajeet N. Mathur)
- Supporting Field Sales Force with Organizational Knowledge: A Case Study of Eureka Forbes
(Professor Sanjay Verma)

Research Projects Completed

1. Solving Hard Combinatorial Optimization Problem through Sampling
(Professor Diptesh Ghosh)
2. Coping with Workplace Bullying
(Professor Premilla D'Cruz)
3. Exploring the Closure of Call Centres and its Impact on Employees
(Professor Ernesto Noronha)
4. Co-mingling Contradictory Institutional Logics: Investigation of The Institutional Change During an ERP Implementation in a Multinational Organization In India
(Professor George Kandathil)
5. Medical Negligence: Law and Interpretation
(Professor Anurag Agarwal)

Seed Money Projects

- Revenue Management with Optimization-based Modelling in Railways
(Professor Goutam Dutta)
- Impact on Well-Being of Providing Income Generating Grants to the Poorest of the Poor
(Professor Ankur Sarin)
- Production of an Indian edition of the Best Selling Text Book, The Management of Strategy: Concepts and Cases by Hitt, Hoskisson, and Ireland (2009, 9th Edition)
(Professor S. Manikutty)
- Whither Patent Litigation in India
(Professor Anurag Agarwal)

Case Development Projects

- Strategic Imperatives of Mining POS Data at Nike Showrooms in India
(Professor Rajanish Dass)
- Radio Mirchi Private Limited: Redesigning Product for the Bangalore Market
(Professor A.K. Jaiswal)
- Oilon
(Professor Ajeet N. Mathur)
- Indore Bus Transport Service
(Professor G. Raghuram)
- Thermax
(Professor Ajeet N. Mathur)

Research Projects Dropped

- Place of Origin Effects in Service Quality Perceptions
(Professor Bibek Banerjee)

Summer Internship Projects

- Development of Utility Model of a Passenger Travel
(Professor Goutam Dutta)
- Develop a Forecasting System based on Mixture of Conventional Forecasting and Revenue Management based Forecasting System
(Professor Goutam Dutta)
- Study of Passenger Facilities and Queuing at Ahmedabad International Airport
(Professor Dileep Mavalankar)
- Identifying Vocational Orospects in Rural Areas: Possibilities and Challenges
(Professor Rajeev Sharma)
- Background of the Civil Services
(Professor Ankur Sarin)
- Starting and Sustaining a Social Business
(Professor Ankur Sarin)
- Waiting Time Distribution of Low Priority Customers in a Priority Queue
(Professor Sachin Jayaswal)



RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

Seminars Organized at the Institute

Speaker	Topic	Date	Area / Centre / Group
Dr. Abhiroop Mukhopadhyay Indian Statistical Institute New Delhi	A Multi-Dimensional Appraisal of India during the Era of Growth	April 14, 2010	Economics
Prof. Anil Gupta IIM Ahmedabad	National Workshop on Capacity Building for Scouting, Documentation, Dissemination and Incubation of Green Grassroots Innovations	June 7-8, 2010	CMA
Dr. Kumara Charyulu Deevi	Organic Input Production and Marketing in India – Efficiency, Issues and Policies	June 8, 2010	CMA
Dr. Srinivasan Krishnamurthy College of Management North Carolina State University Raleigh	Efficiency and Market Power Gains in Megabank Mergers	July 12, 2010	F&A
Badrinarayan S. Pawar IIM Kozhikode	Workplace Spirituality: An Overview	July 19, 2010	Research & Publications
Abhijit Sahay VP Strategy, TipTop Technologies Inc.	Evolution of Search: An Entrepreneurial Perspective	August 7, 2010	Research & Publications
Vineet Virmani Nomura Services India	Impact of Model Uncertainty on Pricing of Exotic Options: An Illustration	August 9, 2010	F&A
Ravi Ramamurti North Eastern University, Boston	The Theoretical Value of Studying Indian Multinationals	August 19, 2010	Research & Publications
Dr. Mia de Kuijper CEO of Strategy Advisory firm de Kuijper Global Partners	Profit Power for Indian Companies: What Indian Companies must do to Maintain Global Competitive Advantage	September 8, 2010	Research & Publications
Vaibhav Bhamoriya IIM Ahmedabad	Adaptiveness in Water Management Institutions in India: A Study of its Nature, Existence and Impact	September 15, 2010	CMA
Dr. K.R. Srivathsan IGNOU, New Delhi	Vedyadhaaraa: A System of Unified Open e-Learning for Open and Conventional Education	September 14, 2010	Research & Publications
Amit Garg IIM Ahmedabad	Coal Use and Climate Change Concerns for India	October 13, 2010	Research & Publications
Sebastian Morris IIM Ahmedabad	Indian Economic Performance in Recent Times – Key Trends and their Basis in Policy	October 27, 2010	Research & Publications



RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

Speaker	Topic	Date	Area/Centre/ Group
Dr. Prakash Singh Indian Institute of Management Lucknow	Equity Valuation of Microfinance Institutions	October 28, 2010	F&A
Dr. Bruce Tuckman	Amending Safe Harbors to Reduce Systemic Risk in OTC Derivatives Markets	November 8, 2010	Research & Publications
Dr. Ashay Kadam Finance Cass Business School City University, London	Executive Stock Options: Value to the Executive and Cost to the Firm	November 22, 2010	F&A
G. Raghuram IIM Ahmedabad	Lessons from PPPs of Indian Railways and Way Forward	November 24, 2010	Research & Publications
Dr. Saumik Paul The World Bank Group Washington DC, USA	The Impact of Emigration on Source Country Wages: Evidence from the Republic of Moldova	November 24, 2010	Economics
Dr. Abhinash Borah Penn Institute for Economic Research University of Pennsylvania	Other-regarding Preferences and Concerns for Procedure	November 29, 2010	Economics
Dr. Arijit Mukherjee Michigan State University	Star Wars: Exclusive Talent and Collusive Outcomes in Labor Markets	December 3, 2010	Research & Publications
Dr. Malay K. Dey NYIT New York	Volume Volatility in Dual Markets: Lessons from Chinese ADRs	December 7, 2010	F&A
Dr. Richa Agrawal Indian Institute of Technology Madras	Customers' Relational Behaviour	December 16, 2010	Mktg.
Dr. Sunil Venaik The University of Queensland Australia	Examining the Validity of Hofstede National Culture Dimensions/Scores	December 20, 2010	Research & Publications
Dr. Somesh Kumar Sharma National Institute of Technology Hamirpur (HP)	Identifying Dimensions for the International Positioning Process: Study of Defence Systems	December 22, 2010	Mktg.
Viral V. Acharya New York University Stern School of Business New York	Regulating Wall Street: The Dodd-Frank Act and the New Architecture of Global Finance	December 24, 2010	Research & Publications



RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

Speaker	Topic	Date	Area/Centre/Group
Viral V. Acharya New York University Stern School of Business, New York	A Pyrrhic Victory? Bank Bailouts and Sovereign Credit Risk	December 24, 2010	F&A
Dr. Gauri Sankar Datta University of Georgia	Model-based Approach to Small Area Estimation	December 27, 2010	Research & Publications
Dr. Partha S. Mohapatra University of Maryland (University College)	Internal Controls over Financial Reporting in the Context of Offshore Outsourcing: A Theoretical based Research Agenda	January 3, 2011	F&A
Soma Chaudhuri Michigan State University	Strategic Framing Work(s): How Microcredit Loans Facilitate Anti-witch Hunt Movements	January 20, 2011	Research & Publications
Pronobesh Banerjee University of Kansas	Asymmetric Effects of Brand Extension Success or Failure on Parent Brand and Flagship Product Evaluation	January 25, 2011	Mktg.
Dr. Dheeraj Sharma The University of Winnipeg Manitoba, Canada	Internet Channel and Perceived Cannibalization: Scale Development and Validation in a Personal Selling Context	February 2, 2011	Mktg.
Dan Wagner University of Pennsylvania	Technology and Literacy in Developing Countries: Theoretical Concerns and Implementation Issues	February 14, 2011	Research & Publications
Anil Gupta IIM Ahmedabad	NIF-NMPB Collaborative Workshop on Development of Database of Less Common Medicinal Plants and Associated Traditional Knowledge	March 4-5, 2011	CMA
Dr. Oindrila De ESRC Centre for Competition Policy, UK University of East Anglia, Norwich	Enforcement Strategies in Response to 'Cartel Problems': Evidence from European Commission Prosecuted Cartels	March 10, 2011	Economics
Chirantan Chatterjee Carnegie Mellon University	Regulation and Welfare: Evidence from Paragraph IV Generic Entry in the US Pharmaceutical Industry	March 10, 2011	Economics
Errol D'Souza IIM Ahmedabad	Competition for News on Television and Quality	March 31, 2011	Research & Publications



PUBLICATIONS

Books

- Agarwal, Anurag K., *Business and Intellectual Property: Protect Your Ideas*, Noida: Random House India, 2010.
- Asopa, V.N., *India's Global Tea Trade: Reducing Shares, Declining Competitiveness*, New Delhi: Allied Publishers, 2010.
- Basu, Sambit; Sarkar, Runa; and Pandey, Ajay (eds.), *India Infrastructure Report 2010: Infrastructure Development in a Low Carbon Economy*, 3iNetwork, New Delhi: Oxford University Press, 2010.
- Datta, Samar K.; Nilakantan, Rahul; and Chakrabarti, Milindo, *Towards Evolving an Agricultural Policy Matrix in a Federal Structure: The Post-WTO Scenario in India*, New Delhi: Allied Publishers, 2010.
- Dholakia, Ravindra H. and Datta, Samar K. (eds.), *High Growth Trajectory and Structural Changes in Gujarat Agriculture*, New Delhi: MacMillan Publishers, August 2010.
- Gandhi, Vasant P. and Namboodiri, N.V., *Economics of Bt Cotton Vis-à-vis Non-Bt Cotton in the State of Maharashtra, India*, New Delhi: Allied Publishers, 2010.
- Gandhi, Vasant P. and Namboodiri, N.V., *Improving Irrigation Management in India: A Study of Participatory Irrigation Management in the States of Andhra Pradesh, Gujarat and Maharashtra*, New Delhi: Allied Publishers, 2010.
- Ghosh, Atanu, *Strategies for Growth: Help Your Business Move up the Ladder*, New Delhi: Random House India, 2010.
- Monippally, M.M. and Pawar, B.S., *Academic Writing: A Guide for Management Students and Researchers*, New Delhi: Sage Publications, 2010.
- Monippally, M.M., *The Persuasive Manager*, New Delhi: Random House India, 2010.
- Parthasarathy, R. and Dholakia, Ravindra H. (eds.), *Sardar Sarovar Project on the River Narmada – Vol.I – History of Design, Planning and Appraisal*, New Delhi: Concept Publishers, March 2011.
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- Gandhi, Vasant P., "Sustainable Groundwater Management: The Role and Performance of Institutions in India," International Conference Linking Science and Policy, San Francisco, USA, June 14-17, 2010.
- Ghosh, Diptesh and Sharma, Megha, "A Grouping Genetic Algorithm for the Capacitated Facility Location Problem," EURO XXIV, Lisbon, Portugal, July 13, 2010.
- Ghosh, Diptesh, "An Alternative Framework for Genetic Algorithms," ORSI-URD, Madurai, December 16, 2010.



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- Girja Sharan and Madhavan, T., "Vegetable Cropping in Semi-Arid North-West India in Greenhouse," AgEng 2010 Conference, Clermont-Ferrand, France, September 6-8, 2010.
- Gupta, Anil K., "Harnessing Intellectual Asset and Value Creation at Grassroots," Session on IPR, Economy and Economy Growth at the Commemoration of World Intellectual Property Day, ASSOCHAM, New Delhi, April 26, 2010.
- Gupta, Anil K., "Eat, Drink and be Healthy: A Paradigm Shift for Linking Food and Beverages Industry with People's Knowledge and Institutions," 9th National Dairy and Beverage Conference, Kovalam, Trivandrum, September 30, 2010.
- Gupta, Anil K., "Empowering Knowledge Rich-Economically Poor People," 2nd Global Innovation Conference on Inclusive Growth through Business Model Innovation: A Mantra for High Performance, Bangalore, November 23, 2010.
- Gupta, Anil K., "Innovative Applications for Indian Needs," EFY Design Engineers' Conference, New Delhi, February 18, 2011.
- Gupta, Anil K., "Knowledge, Feeling and Doing: Design, Diversity, Dissent and Democracy," Conference on A Better World by Design, RDIS and Brown University, October 1-3, 2010.
- Gupta, Anil K., "Leveraging Innovations for Inclusive Governance," The 5th Civil Service Day, Vigyan Bhavan, New Delhi, April 21, 2010.
- Gupta, Anil K., "Rethinking Management Education and Social Responsibility," 1st Convocation Address at the International School of Business and Research, Bangalore, April 18, 2010.
- Gupta, Shruti and Jaiswal, A.K., "Marketing to the Bottom of the Pyramid: Service or Disservice?" 4th IIMA Conference on Marketing in Emerging Economies, Indian Institute of Management, Ahmedabad, January 5-7, 2011.
- Jain, Rekha, "Innovative Services in Developing Countries: Challenges in Scaling Up," 18th Biennial Conference of the International Telecommunications Society, Tokyo, June 27-30, 2010.
- Jain, Rekha, "Role of Policy and Governance in Unlocking the Potential from Convergence: Lessons from India," Telecommunication Policy Research Conference, Arlington, USA, October 1-3, 2010.
- Jaiswal, A.K. and Niraj, Rakesh, "Does Attitudinal Loyalty Mediate the Relationship between Satisfaction and Behavioural Intentions? An Empirical Examination," INFORMS Marketing Science Conference, Faculty of Management, Economics and Social Sciences, University of Cologne, Germany, June 17-19, 2010.
- Joseph, Jerome and Selvaraj, P., "Caste and Social Emancipation through Retail Entrepreneurship Networks: An Ethnographic Exploration of the Nadar Caste in Southern India," 5th International Interdisciplinary Social Sciences Conference, Cambridge University, UK, August 2-5, 2010.



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- Kandathil, George, "Identity Construction and Co-mingling of Contradictory Institutional Logics: Resolving Institutional Tension during the Implementation of Enterprise Resource Planning Technology in a Western Multinational Organization in India," 26th Colloquium of the European Group for Organization Studies (EGOS), Lisbon, Portugal, July 8, 2010.
- Karna, Amit; Dixit, M.R.; and Sharma, Sunil, "Evolution of Capabilities for Global Service Delivery: A Study of Emerging Economy Software Firms," SMS Conference, Washington, October 2009.
- Karthik, D. and Upadhyayula, Rajesh S., "Performance Implications of Diversification in Professional Service Firms: The Role of Synergies," SMS Research Workshop on Emerging India: Strategy, Innovation and Sustainability, Indian Institute of Management, Calcutta, February 26-28, 2011.
- Kodandaram, Harsha; Mahajan, Chetan; and Karthik, D., "Application of Propensity Scoring for Establishing Causality in the Area of Direct Marketing," 2nd IIMA International Conference on Advanced Data Analysis, Business Analytics and Intelligence, January 8-9, 2011.
- Krishnan, Sudeep K.; Kumar, Jithesh; Mathew, Shawn; and Oburai, Prathap, "Evaluating Effectiveness of Internet Marketing Strategies: The Internet Marketing Acceptance Model (IMAM)," Academy of Marketing 2010 Annual Conference, Coventry, UK, July 6-8, 2010.
- Laha, A.K. and Mahesh, K.C., "SB-Robust Estimation of Parameters of von-Mises Distribution on the Circle," 1st Conference on Applied Probability and Statistical Methods and 7th Conference on Multivariate Distributions with Applications, Maresias, Brazil, August 2010.
- Laha, A.K., "Quantitative Explorations in Indian Stock Markets," National Conference on Convergence of Management Practices, National Institute of Technology, Warangal, December 2010.
- Madhavan, T. and Girja Sharan, "Spatial Variation of Dew over India," 5th International Conference on Fog, Fog Collection and Dew, Miinster, Germany, July 25-30, 2010.
- Maheshwari, Mridul and Joseph, Jerome, "Access to Entry and Workplace Interface and Interactions: Insights from Women's Narratives," European Group of Organization Studies Conference, Lisbon, July 2-4, 2010.
- Maheshwari, Mridul, "Access to Work and Motherhood: From the Perspective of Professional Women," 2010 Academy of Management Annual Meeting, Montreal, Canada, August 2010.
- Maheshwari, Sunil Kumar, "Developing Talent," NHRDN Annual Conference, New Delhi, 2010.
- Manikutty, S., "Innovations in Management Education," 22nd Annual Meeting of the Association of Indian Management Schools on the Theme 'India 2020 - Challenges and Opportunities for Management Education, New Delhi, August 26-28, 2010.
- Manikutty, S., "Leadership Lessons from World Literature for Family Businesses," 3rd Asian Invitational Conference on Family Business, Indian School of Business, February 4-6, 2011.



PUBLICATIONS

- Manikutty, S., "Strategic Management Issues in Family Businesses," Conference on Business Group and Family Business Research: India, Japan and Thailand, Jawaharlal Nehru Institute of Advanced Study, New Delhi and Chuo and Musashi Universities, Japan, September 13-14, 2010.
- Mathur, Ajeet N., "Challenges for Women Leaders in Business and Public Life," 4th International Conference on Women in Leadership Roles, Desh Bhagat Institute, Mandi, October 7-9, 2010.
- Mathur, Ajeet N., "Human Uses of Human Beings," Pragyam-2011 Conference, National Institute of Technology, Trichy, February 18, 2011.
- Mathur, Ajeet N., "International Human Capital and Inhuman Uses of Human Beings," European Business Ethics Network's Research Conference, EBEN-2010, University of Tampere, Finland, June 14-17, 2010.
- Mathur, Ajeet N., "Managing Cultural Diversity in International Business," International Business Conference, University of Aix-en-Provence, France, September 2-3, 2010.
- Mathur, Ajeet N., "New Horizons in Finland-India Business," Finland-India Economic Relations Round Table Conference, World Trade Centre, Turku, Finland, August 26, 2010.
- Mathur, Ajeet N., "The Elusive Search for Inclusive Growth amidst Exclusive Appropriations in Manipur," Strategic Management Forum International Conference, Ahmedabad, December 15-17, 2010.
- Mathur, Ajeet N., "The Invocation of Passions and Powerbases in Mindful Knowing of Economics," Second Power and Knowledge International Conference, University of Tampere, Finland, September 5-7, 2010.
- Mathur, Ajeet N., "The Strategic Management of Intellectual Capital and Organizational Knowledge," MOLMED-2011, International Conference on Molecular Medicine, Charusat, February 9-11, 2011.
- Mathur, Navdeep, "Urban Planning and the Technical Imagination in Ahmedabad," Conference on Neoliberal Local Governance, Autonomous University, Barcelona, 2010.
- Mattila, Sari and Mathur, Ajeet N., "Corporate Governance: A Chair with too Few Legs?" 2nd International Conference on Corporate Governance, University of Waikato and Institute of Public Enterprise, Hyderabad, December 9-10, 2010.
- Mishra, Manisha, "If I Overachieve: Stigma and its Management by Female Beneficiaries of Caste based Affirmative Action in the Higher Professional Education in India," 24th Annual Australia and New Zealand Association of Management Conference, Adelaide, Australia, December 2010.
- Mishra, Sushanta Kumar; Mishra, Sreelekha; and Bhatnagar, Deepti, "Explaining the Effect of Emotional Labour Strategies on Emotional Exhaustion and Well-being," Academy of Management 2010 Annual Meeting, Montreal, August 2010.



PUBLICATIONS

- Morris, Sebastian, "Funding and Regulatory Aspects," Conference on Urban Longings City Development and Infrastructure, Trident, Mumbai, October 4, 2010.
- Morris, Sebastian, "Governance in the 21st Century: Challenges and Prospects," National Conference, Dr. B. R. Ambedkar University, Agra, Feb 12, 2011.
- Morris, Sebastian, "High Growth and its Prospects for Revival," Conference on Implications of the Union Budget on the Oil and Gas Industry, Petrofed, Mumbai, November 9-10, 2009.
- Morris, Sebastian, "How Flexible Should the Master Plan Be and What Governance Mechanisms can be Used to Overcome Implementation of Master Plans?" Conference on City Planning and Governance Summit, Lavasa Future Cities, Lavasa, Pune, November 25, 2010.
- Morris, Sebastian, "Issues in Infrastructure Development in a Low Carbon Economy," Conference on Infrastructural Development in a Low Carbon Economy, Powerline, New Delhi, October 2010.
- Morris, Sebastian, "Issues in Power Market Development," Conference on Energy Market Development - Power Exchanges and Beyond, PXIL and India Infrastructure Publishing, New Delhi, November 9-10, 2009.
- Morris, Sebastian, "Issues in Public Procurement," National Conference on Public Procurement Reform in India, Lal Bahadur Shastri National Academy of Administration, February 27, 2011.
- Morris, Sebastian, "The Global Economy," Adobe Business Leadership Conference, Noida, March 24, 2011.
- Nair, Nisha and Vohra, Neharika, "The Concept of Alienation: Towards Conceptual Clarity," Critical Management Studies Research Workshop, Montreal, Canada, August 4-5, 2010.
- Noronha, Ernesto and D'Cruz, Premilla, "Target Resistance Towards Depersonalized Bullying," 7th International Conference on Workplace Bullying and Harassment, Wales, UK, June 2-4, 2009.
- Noronha, Ernesto and D'Cruz, Premilla, "The Dialectics of Professionalism: Lawyers in India's Legal Process Outsourcing Industry," 29th ILPC Conference, Leeds, UK, April 5-7, 2011.
- Pal, Debdatta and Sapre, A., "Policies and Debates on Rural Credit in India: A Brief Factual Analysis, 47th Annual Conference, Indian Econometric Society, Devi Ahilya University, Indore, January 6-8, 2011.
- Pangotra, Prem, "Challenges of Urbanisation and Infrastructure Development," IIP-IIMA Conference on Urban Infrastructure in India, New Delhi, December 9-10, 2010.
- Pangotra, Prem, "Investment and Financing Challenges for Intra-City Transportation Systems," 3rd Annual Conference on Intra-City Transportation Systems, New Delhi, July 27-28, 2010.
- Pangotra, Prem, "Making Cities Competitive," IIP-IIMA Conference on Urban Infrastructure in India, New Delhi, December 9-10, 2010.



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- Pangotra, Prem, "Results Chain: Performance Measurement in Government," Workshop on Results-Framework Document, Mumbai, May 13, 2010.
- Pangotra, Prem, "Results-Framework Documents: Lessons of Experience," Workshop on Results-Framework Document, Mumbai, May 14, 2010.
- Purohit, Basant Kumar, "Leveraging the Integration of Sales Career Cycle with Brand Life Cycle in Pharmaceutical Firms," 2010 Academic Conference, Harvard Business School, Boston, August 11-12, 2010.
- Raghuram, G., "Bulk Cargo in India," Wrap-Up Presentation, 2nd Annual Conference on Bulk Cargo in India: New Requirements, Challenges and Opportunities, Indian Infrastructure, New Delhi, May 26, 2010.
- Raghuram, G., "Container Train Operations: International Perspective," 4th Annual Conference on Developing Container Infrastructure: Trends and Outlook, Issues and Opportunities, Indian Infrastructure, New Delhi, July 22, 2010.
- Raghuram, G., "Container Train Operators in India: Problems and Prospects," 12th World Conference on Transport Research, Lisbon, July 11-15, 2010.
- Raghuram, G., "Container Train Operators in India: Problems and Prospects," 4th Annual Conference on Developing Container Infrastructure: Trends and Outlook, Issues and Opportunities, Indian Infrastructure, New Delhi, July 21, 2010.
- Raghuram, G., "Containerisation Issues in India: Building Global Trade Competitiveness," 4th Annual Conference on Developing Container Infrastructure: Trends and Outlook, Issues and Opportunities, Indian Infrastructure, New Delhi, July 21, 2010.
- Raghuram, G., "Developing Container Infrastructure 2010," Wrap-up Presentation, 4th Annual Conference on Developing Container Infrastructure: Trends and Outlook, Issues and Opportunities, Indian Infrastructure, New Delhi, July 22, 2010.
- Raghuram, G., "Expansion and Upgradation of Railways 2010," Wrap up Presentation, 4th Annual Conference on Expansion and Upgradation of Railways, Achieving Vision 2020: PPP and Beyond, Indian Infrastructure, New Delhi, November 16, 2010.
- Raghuram, G., "Hinterland Connectivity and Related Infrastructure: Issues, Possible Solutions and Way Ahead," CONquest 2011, International Conference and Expo on Infrastructure, Logistics and Transport, Associated Chambers of Commerce and Industry of India and EXIM India, New Delhi, January 18, 2011.
- Raghuram, G., "How Can Indian Railways Service the Steel Service Better?" 12th World Conference on Transport Research, Lisbon, July 11-15, 2010.
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- Raghuram, G., "Introducing Competition in Container Movement by Rail," International Conference on Infrastructure Finance, IIT Kharagpur, June 3, 2010.
- Raghuram, G., "Lessons from PPPs of Indian Railways and Way Forward," IIMA Research Seminar Series, Indian Institute of Management, Ahmedabad, November 24, 2010.
- Raghuram, G., "Lessons from PPPs of Indian Railways and Way Forward," 5th Annual Conference on Public Policy and Management," Indian Institute of Management, Bangalore, August 9, 2010.
- Raghuram, G., "Management Issues based on OR Analysis of Public Systems," International Conference on Practice and Research in Management, Department of Management, Faculty of Social Sciences, Dayalbagh Educational Institute, Agra, February 18, 2011.
- Raghuram, G., "Ports in India," Wrap Up Presentation, 8th Annual Conference on Ports in India: Status, Trends, Requirement and Initiatives, Indian Infrastructure, Mumbai, February 2, 2011.
- Raghuram, G., "PPPs and Financing Transport Infrastructure: Structural, Institutional and Regulatory Issues," Conference on PPPs and Financing Transport Infrastructure 2011, International Project Finance Association, J Sagar Associates and PricewaterhouseCoopers, New Delhi, March 10, 2011.
- Raghuram, G., "Project Cargo Transportation and Logistics," Wrap-Up Presentation, Conference on Project Cargo Transportation and Logistics, Emerging Market: Needs and Solutions, Indian Infrastructure, New Delhi, May 27, 2010.
- Raghuram, G., "Quality of Higher Education in India," National Conference on Enhancement and Sustenance of Quality in Higher Education, St. Ann's College for Women, Hyderabad, March 12, 2011.
- Raghuram, G., "Summing Up," CONquest 2011, International Conference and Expo on Infrastructure, Logistics and Transport, Associated Chambers of Commerce and Industry of India and EXIM India, New Delhi, January 19, 2011.
- Raghuram, G., "Supply Chain Management: An Integrated Perspective," International Workshop on Achieving a Responsive Supply Chain, CIT, Coimbatore, July 31, 2010.
- Raghuram, G., "Way Forward," Wrap up Presentation, 8th Annual Conference on Ports in India: Status, Trends, Requirements and Initiatives, Indian Infrastructure, New Delhi, February 1, 2011.
- Raj, Roopika and Koshy, Abraham, "Bases of Power of Brand in a Brand Consumer Relationship and its Impact on Consumer Behaviour," 2nd International Colloquium on Consumer-Brand Relationships, Rollins College, Florida, 2011.
- Raj, Roopika and Koshy, Abraham, "Conceptualization and Development of Scale for Power of Brand in a Brand-consumer Relationship," 2011 INFORMS Marketing Science Conference, Houston, Texas, 2011.



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- Ram Mohan, T.T., "Preparing Indian Banks for Global Competitiveness," FICCI-IBA Conference on Global Banking: Paradigm Shift, Mumbai, September 7-9, 2010.
- Ramani, K.V. and Sharma, Anju, "e-MAMTA: An Innovation by the Gujarat Government to Improve Mother and Child Health," National Conference on Innovation, Ahmedabad Management Association, Ahmedabad, September 4, 2010.
- Ramani, K.V., "Managing Hospital Based Laboratories," National Conference on Hospital Administration, FOCUS 2010, Trivandrum, August 7-8, 2010.
- Ramani, K.V., "Maternal and Child Health: Managerial Challenges," TEDx Kumaun Workshop, Nainital, December 12-13, 2010.
- Ramani, K.V., "PPP in Urban Health: A GIS Approach to Locate Urban Health Center, Vasna Ward, Ahmedabad," Public Private Partnership Policy Framework: Confederation of Indian Industry, Ahmedabad, March 26, 2011.
- Roy, Kaushik and Sinha, S., "Development of Dynamic Capability for Entrepreneurial Start-ups: An Inter-organisational Perspective," 2010 SMS Annual Conference, Rome, 2010.
- Roy, Kaushik, "Development of Dynamic Capabilities for International Joint Ventures," 2010 SMS Research Workshop, Bangalore, 2010.
- Roy, Kaushik, "Development of Dynamic Capabilities for International Joint Ventures: An Investigation within the Context of an Emerging Economy," Paper Development Workshop (Global Strategy Interest Group), 2010 SMS Annual Conference, Rome, 2010.
- Sahay, Arvind and Sharma, Nivedita, "Gender Differences in Brand Relationships," 4th IIMA Conference on Marketing Paradigms for Emerging Economies, Ahmedabad, January 5, 2011.
- Sharma, Meenakshi, "Language and the Negotiation of Identity and Sense of Belonging for Indians in England: A Study of Literary Representations," Traveling Languages: Culture, Communication and Translation in a Mobile World, Leeds, United Kingdom, December 5, 2010.
- Sharma, Rajeev and Dixit, M.R., "Transforming Schools: School Leadership under Challenging Conditions," 17th International Conference on Learning, Hong Kong Institute of Education, Hong Kong, July 6-9, 2010.
- Sharma, Rajeev and Vinayak, Kishor, "Income Generating Options in Rural Areas Pathways to Decent Livelihoods: The Role of Education and Skills Training," Collaborative Research and Dissemination, New Delhi, August 10, 2010.
- Sharma, Sunil; Dixit, M.R.; and Karna, Amit, "Coping with Uncertainty for Effective Strategic Decision Making: Capabilities for Petroleum Bidding in Emerging Economies," SMS Conference, Washington, October 2009.
- Sharma, Vijay Paul, "Food Security in India: Current Issues and Emerging Concerns," National Conference on Food Security: Role of Policies, Optimum Use of Agricultural Inputs and Natural Resources, Ahmedabad Management Association, Ahmedabad, February 25-26, 2011.



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- Singh, Manjari and Sarkar, Anita, "Biases in Peers and Supervisors Ratings," 2nd IIMA International Conference on Advanced Data Analysis, Business Analytics and Intelligence, Indian Institute of Management, Ahmedabad, January 8-9, 2010.
- Singh, Manjari and Sarkar, Anita, "Development and Recognition as a Moderator for the Relationship of Each Dimension of Psychological Empowerment to Innovative Behaviour," 8th International Academy of Management and Business Conference, Complutense University of Madrid, Spain, June 28-30, 2010.
- Singh, Manjari and Sarkar, Anita, "Integrating Non-Work Domain Control in the Psychological Empowerment of Women Teachers," 8th International Academy of Management and Business Conference, Complutense University of Madrid, Spain, June 28-30, 2010.
- Singh, Manjari and Sarkar, Anita, "Social Support and Dimensions of Psychological Empowerment: Job Involvement as a Moderator," Academy of Management 2010 Annual Meeting, Le Centre Sheraton, Montreal, Canada, August 6-10, 2010.
- Singh, Sukhpal, "Fresh Food Retail Chains in India: A Case Study of Their Inclusiveness and Impact on Small Vegetable Producers in Gujarat, 9th International Conference on Food Chain and Network Management, Wageningen, The Netherlands, May 26-28, 2010.
- Singh, Sukhpal, "Inclusive Fresh Food Retail Chains in India - Case Studies of HOPCOMS and SAFAL," 24th Annual Conference of the Indian Society of Agricultural Marketing, NAU, Navsari, Gujarat, November 23-25, 2010.
- Singh, Sukhpal, "Labour in Global Food Value Chains in India: Case Studies from Horticulture," International Conference on Rural Labourers in Neo-Liberal India, York University, Toronto and XIMB, Bhubaneshwar, December 18-19, 2010.
- Singh, Sukhpal, "Leveraging Fresh Food Retail Chains for Inclusive Agricultural Growth and Development in India - A Case Study from Karnataka," SMF Conference on Challenges to Inclusive Growth in Emerging Economies, Strategic Management Forum and Indian Institute of Management, Ahmedabad, December 15-17, 2010.
- Singh, Sukhpal, "Onion Export Value Chain in Gujarat: Organizations, Performance and Issues," Regional Seminar on Agribusiness Potential of Gujarat, AAU Anand Jointly Organized by BA College of Agriculture, AAU, International Agribusiness Management Institute AAU, Anand and ISAM Nagpur, March 17-18, 2011.
- Singh, Sukhpal, "Political Economy of Institutional Mechanisms in the Indian Punjab's Agricultural Sector," Annual Meeting of the Punjab Research Group, Coventry, UK, June 26, 2010.
- Sinha, Piyush Kumar and Abhishek, "The Role of Touch in Shopping," Asia Retail Congress, Mumbai, 2011.
- Sinha, Piyush Kumar and Kamaljit Singh Anand, "Involvement and Store Format Choice," 4th IIMA Conference on Marketing in Emerging Economies, Ahmedabad, 2011.



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- Sinha, Piyush Kumar, "Retail Marketing Strategy," Indian Retail Forum, Mumbai, 2010.
- Sinha, Sidharth, "Financial Inclusion with Mobile Banking," Conference on Challenges to Inclusive Growth in the Emerging Economies, Strategic Management Forum Conference, Indian Institute of Management, Ahmedabad, December 15-17, 2010.
- Verma, Sanjay, "Design Development and Management of GRI Database," Building Capacity for Scouting, Documentation, Database Development and Dissemination of Grassroots Innovations, Indian Institute of Management, Ahmedabad, June 7-8 2010.
- Verma, Sanjay, "Design Development and Management of GRI Database," NIF-NMPB Collaborative Workshop on Development of Database of Less Common Medicinal Plants and Associated Traditional Knowledge, Indian Institute of Management, Ahmedabad, March 4-5 2011.
- Verma, Sanjay, "Knowledge Management in Academic Institutions and SME/MSME's Using ICT," Shri Ramakrishna Ashram, Rajkot, July 21, 2010.
- Verma, Sanjay, "Linking Knowledge Management Process with Balanced Scorecard in a Large Steel Organization," Nirma International Conference on Management, Nirma Institute of Management, Ahmedabad, January 6-8, 2011.
- Vohra, Neharika and Nair, Nisha, "Reconceptualisation of Alienation," Annual IIMB Review Conference on Global Competitiveness through Human Resource Management, Indian Institute of Management, Bangalore, July 22-24, 2010.
- Vohra, Neharika, "Conceptualizing Alienation for Indian IT Industry," 4th International Conference, Great Lakes Institute, Chennai, December 27, 2010.
- Vohra, Neharika, "Global Mindset and Intercultural Competence," 3rd International Cross-Cultural Conference, Jammu University, The Business School, March 2-5, 2011.
- Vohra, Neharika, "Intercultural Competence: A Conceptual Analysis," Indo-Shastri Conference on Cross-Cultural Management Research, XIM, Bhubaneswar, February 16-18, 2011.



CASES, RESEARCH, AND CONSULTING

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
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
2008-09	3037	749	2272
2009-10	3050	791	2405
2010-11	3062	792	2510



MANAGEMENT DEVELOPMENT PROGRAMMES

Distribution of Participants

Programme	No. of Programmes	No. of Participants			Total
		Public Sector	Private Sector	Foreign	
General Management	5	33	255	5	293
New Programmes	8	34	150	-	184
Regular/Repeat Programmes	47	343	1109	31	1483
Total	60	410	1514	36	1960

General Management Programmes

Programme	No. of Participants			
	Public Sector	Private Sector	Foreign	Total
3-TP Middle Management Programme, June 27 - July 24, 2010	14	81	0	95
3-TP Senior Management Programme, August 1 - 21, 2010	10	63	1	74
Small & Medium Enterprises Programme, October 17 - 30, 2010	3	33	0	36
3-TP Top Management Programme, January 10 - 12, 2011	1	18	2	21
3-TP Middle Management Programme, January 16 - February 12, 2011	5	60	2	67
Total	33	255	5	293

New Programmes

Programme Area / Group / Centre	No. of Participants			
	Public Sector	Private Sector	Foreign	Total
Business Policy				
Strategies for Growth, October 4 - 9, 2010	0	23	0	23
Innovation, Strategy and Corporate Performance November 22-27, 2010	0	17	0	17
Organizational Behaviour Area				
People Issues in Outsourcing Organizations, February 21- 24, 2011	0	14	0	14
Creativity and Innovation as Core Competence: Developing Personal and Organizational Capability, March 29-31, 2011	1	22	0	23
Production and Quantitative Methods				
Advanced Quality Management, July 5- 9, 2010	2	27	0	29
Risk: Modelling and Management, September 6 - 10, 2010	8	12	0	20
Workshop on Project Risk Management, February 21 - 23, 2011	2	30	0	32
Public systems Group				
Infrastructure Development and Policy, October 25 - 30, 2010	21	5	0	26
Total	34	150	0	184



MANAGEMENT DEVELOPMENT PROGRAMMES

Regular/Repeat Programmes

Programme	No. of Participants			
	Public Sector	Private Sector	Foreign	Total
Global Programme				
Global Management Programme on Luxury, August 16 - 20, 2010	0	6	0	6
Business Policy				
Capstone Business Simulation, July 5 - 9, 2010	1	20	0	21
Contract Management, September 6 - 10, 2010	10	24	2	36
Strategic Management of Intellectual Capital and Organizational Knowledge September 27 - 30, 2010	16	13	0	29
Knowledge Management, November 15 - 20, 2010	7	20	0	27
Organizational Leadership for the 21st Century November 22 - 25, 2010	13	22	0	35
Customer Relationship Management, January 10 - 13, 2011	15	19	0	34
Authority, Organization, Strategies, and Politics of Relatedness March 14 - 20, 2011	5	30	1	36
Centre for Management in Agriculture				
Agricultural Input Marketing, January 17-23, 2011	1	27	0	28
Managing Contract Farming, January 31 - February 4, 2011	0	23	0	23
Harnessing Intellectual Property for Strategic Competitive and Collaborative Advantage February 8 -10, 2011	9	6	0	15
Communication				
Effective Communication Strategies: Men and Women @ Work April 26 - 29, 2010	8	14	0	22
The Winning Edge: Communication Strategies for Leaders September 13 - 18, 2010	6	23	2	31
Computers and Information Systems Group				
Business Intelligence, September 6 - 9, 2010	6	25	0	31
Strategic Planning of Information Systems, November 22 - 27, 2010	9	19	0	28
ERP Systems: Technology Planning and Implementation December 2 - 4, 2010	12	3	0	15
Strategic IT Management, January 24 - 28, 2011	15	20	0	35
Managing IT Projects, February 7 -11, 2011	10	26	0	36
Strategic IT Outsourcing, March 14-16, 2011	8	26	0	34



MANAGEMENT DEVELOPMENT PROGRAMMES

Programme	No. of Participants			
	Public Sector	Private Sector	Foreign	Total
Education				
Strategic Leadership for Schools in a Changing Environment October 4 - 9, 2010	0	33	3	36
Innovating for Excellence: Programme for Leaders in Management Education December 6 - 11, 2010	1	27	0	28
Finance				
Advanced Corporate Finance, October 25 - 30, 2010	3	45	0	48
Strategic Cost Management, November 15 - 18, 2010	13	9	0	22
Mergers and Acquisitions and Restructuring, December 6 - 9, 2010	2	39	3	44
Marketing				
Customer Based Business Strategies, May 6 - 8, 2010	0	45	0	45
Advanced Data Analysis for Marketing Decisions September 20 - 25, 2010	18	14	0	32
Managing Retailing, November 15 - 20, 2010	0	28	1	29
Pricing for Profits, November 22 - 25, 2010	1	24	0	25
Tracking Organizational Performance, December 6 - 9, 2010	3	20	0	23
Enhancing Sales Force Performance, February 14 -17, 2011	1	49	8	58
Organizational Behaviour				
Enhancing Leadership Capacities and Potential among Professional Women November 29 - December 2, 2010	6	27	0	33
Interpersonal Effectiveness and Team Building, January 3 - 6, 2011	16	27	0	43
Leadership and Change Management, January 17 - 21, 2011	10	36	0	46
Personnel and Industrial Relations				
Negotiation Skills Clinic, June 21 - 23, 2010	3	33	1	37
Team Behaviour Management, July 19 - 21, 2010	3	17	0	20
The Leadership Zone Soft Skills Clinic August 30 - September 1, 2010	9	47	0	56
Advanced Human Resource Management, December 6 - 11, 2010	12	33	1	46



MANAGEMENT DEVELOPMENT PROGRAMMES

Programme	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
Production and Quantitative Methods				
Project Management, August 30 - September 4, 2010	12	38	2	52
Delivering Logistics Solutions, September 5 -11, 2010	6	8	2	16
Revenue Management and Dynamic Pricing September 27 - October 1, 2010	2	18	0	20
Quantitative Data Analytics and Its Applications in Business November 29 - December 2, 2010	5	18	0	23
Supply Chain Management, November 29 - December 4, 2010	5	30	0	35
Advanced Analytics for Management, February 21 - 25, 2011	4	22	1	27
Public Systems Group				
Aviation Management, August 15 - 21, 2010	14	11	0	25
Strategic Port Management for Senior Management October 24-30, 2010	9	5	4	18
Legal and Regulatory Issues in Infrastructure November 22 - 27, 2010	24	5	0	29
Centre for Management of Health Services				
Hospital Management, October 31- November 4, 2010	10	35	0	45
Total	343	1109	31	1483



CENTRE FOR MANAGEMENT IN AGRICULTURE

1. Studies in Agribusiness

Indian agriculture is characterized by fragmented farms, weak post-harvest and marketing infrastructure, and involvement of numerous intermediaries. These have trapped the farmer in a vicious cycle of low risk taking ability, low investment, low productivity, weak market orientation, and low value addition. Scale diseconomies for smallholder producers in marketing/processing/food retail owing to high transaction costs influence cropping decisions and affect farm profitability. The overall effect is perpetuation of subsistence agriculture, although in some states agriculture is more remunerative than in other parts of the country but still globally uncompetitive and unremunerative. The problem of marketing is acute because of small produce, diffused production, and virtual absence of infrastructure that can link farms with markets. The study covers products like orange juice, floriculture, fisheries, edible oils, etc. and presents the lessons learned and implications for enhancing the competitiveness of the agribusiness sector.

2. A Study into Economic and Management Aspects of Crop Insurance in India

In a country like India where crop production is subjected to vagaries of weather and losses owing to pests and diseases, crop insurance assumes a vital role in managing risk in yield loss and stable growth of the sector. The present study addresses some of the problems resulting from the design and implementation of the national agricultural insurance scheme and assesses acceptance and sustainability.

The study provides a historical overview of crop insurance products, their performance, and discussion on currently available crop insurance products for specific crops and regions. It discusses at length two important products – National Agricultural Insurance Scheme and Weather Based Insurance Scheme – and reflects on some deficiencies in these products. The study also examines the progress of NAIS in India and in Gujarat. Though data show impressive growth over time, the performance cannot be termed as satisfactory.

3. Capacity Building for Trade Competitiveness and Price Realization of Indian Agriculture

Studies conducted on the impact of globalization and liberalization on Indian agriculture have concluded that the agriculture sector witnessed sharp improvement in terms of trade during the initial years of reforms. In the post-WTO period, though the terms of trade remained favourable compared to the period before reforms, there is decline. Growth rate in GDP of the agriculture sector showed almost no change during the pre-reform decade and the post-reform period. The advantage India has in production of labour intensive crops such as fruits and vegetables, and other crops such as basmati rice may not be adequate to compensate for the likely imports of other commodities and larger fluctuations in prices.

Growing internal demand owing to increase in population and income will force the country to strive hard to meet domestic consumption. India has trade competitiveness only in cumin followed by groundnut. All eight commodities covered in the study have huge domestic demand. The price transmission analysis has shown that the influence of major wholesale markets on international prices is very small. Modernization of agricultural marketing will enhance the price transmission process. The impact of future trading and huge fluctuations in currency exchanges are other factors influencing exports. Lack of sufficient warehousing facilities, improving capacity building of farmers in crop-specific production and processing aspects, and a well-integrated marketing system will play a key role in the promotion of agricultural exports.

4. Assessing Policy Interventions in Agri-business and Allied Sector Credit versus Credit Plus Approach for Livelihood Promotion (Individual Centre report)

Scarcity of credit has long been recognized by policy makers. To overcome this, a formal credit infrastructure has been established to increase access to credit at affordable price. But, even after a century of systematic efforts, the reach of banking service is not satisfactory owing to high transaction cost, bankers' inclination towards collateral based financing, minimalist credit approach, etc. This study has the following objectives: (i) to assess whether all segments of the Indian rural economy interested in credit (including allied agricultural activities) are really getting access to credit; (ii) whether credit is being efficiently delivered to them in right quantity and quality; and (iii) whether credit is provided at affordable terms and conditions.



CENTRE FOR MANAGEMENT IN AGRICULTURE

The study has found that the commercial banking sector including regional and rural banks has played only a marginal role in catering to credit demand. The cooperative banking sector has attempted to meet demands for medium size loans of farmers with some landholding as collateral. Besides the importance of traditional money lenders, the study has found that the most important source of credit is the informal channel of local lenders including friends, relatives, contractual parties, and local shopkeepers. Close to half of the loans are taken for production purpose with the consumption and human development. In terms of flexibility in loan repayment, cooperatives and informal lenders show more flexibility compared to the commercial banking sector and semi-formal sources. Although the benefit of the credit waiver scheme is largely captured by borrowers belonging to lower socio-economic classes, it is mostly because of their predominance in the sample. In fact, there are indications that this scheme has favoured large farmers as well as those with moderate level of affluence and power in the local economy.

Four conclusions can be drawn from this study: First, different credit sources are not always competitive with each other. Second, no single source has superiority over others. Third, semiformal and informal sources function steadily without much of government subsidies because they enjoy certain comparative advantages in local scenarios, and often act in response to glaring and persistent shortfalls of formal sector credit. Fourth, given rationing of loan by formal sources, other sources often come to the rescue of rural borrowers.



Global Rankings

Global full-time MBA ranking, 2010

Rank (2009) in brackets	School	Country
1 (4)	University of Chicago—Booth School of Business	America
2 (6)	Dartmouth College—Tuck School of Business	America
3 (3)	University of California at Berkeley—Haas School of Business	America
4 (5)	Harvard Business School	America
5 (1)	IESE Business School—University of Navarra	Spain
6 (2)	IMD—International Institute for Management Development	Switzerland
7 (7)	Stanford Graduate School of Business	America
8 (9)	University of Pennsylvania—Wharton School	America
9 (14)	HEC School of Management, Paris	France
10 (12)	York University—Schulich School of Business	Canada
11 (24)	University of Virginia—Darden Graduate School of Business Administration	America
12 (20)	Columbia Business School	America
13 (19)	Massachusetts Institute of Technology—MIT Sloan School of Management	America
14 (13)	New York University—Leonard N Stern School of Business	America
15 (18)	Cranfield School of Management	Britain
16 (15)	Northwestern University—Kellogg School of Management	America
17 (21)	Henley Business School	Britain
18 (36)	University of Southern California—Marshall School of Business	America
19 (8)	London Business School	Britain
20 (29)	ESADE Business School	Spain
21 (33)	Carnegie Mellon University—The Tepper School of Business	America
22 (16)	IE Business School	Spain
23 (23)	INSEAD	France/ Singapore
24 (27)	Yale School of Management	America
25 (25)	University of Michigan—Stephen M Ross School of Business	America
26 (26)	Mannheim Business School	Germany
27 (44)	Hult International Business School	America
28 (28)	Duke University—Fuqua School of Business	America
29 (66)	University of Bath—School of Management	Britain
30 (11)	University of Cambridge—Judge Business School	Britain
31 (37)	University College Dublin—Michael Smurfit Graduate School of Business	Ireland
32 (31)	University of Washington—Foster School of Business	America
33 (32)	Cornell University—Johnson Graduate School of Management	America
34 (22)	Warwick Business School	Britain
35 (46)	Indiana University—Kelley School of Business	America
36 (52)	Emory University—Goizueta Business School	America
37 (50)	UCLA Anderson School of Management	America
38 (60)	EMLYON	France
39 (34)	University of Notre Dame—Mendoza College of Business	America
40 (39)	University of North Carolina at Chapel Hill—Kenan-Flagler Business School	America
41 (43)	Rice University—Jesse H Jones Graduate School of Business	America
42 (40)	Boston University School of Management	America
43 (49)	University of Texas at Austin—McCombs School of Business	America
44 (65)	Washington University in St Louis—Olin Business School	America
45 (64)	Vanderbilt University—Owen Graduate School of Management	America
46 (17)	Melbourne Business School—University of Melbourne	Australia
47 (10)	Vlerick Leuven Gent Management School	Belgium
48 (38)	University of Hong Kong—Faculty of Business and Economics	Hong Kong
49 (74)	EDHEC Business School	France
50 (48)	Georgetown University—Robert Emmett McDonough	America

Rank (2009) in brackets	School	Country
51 (42)	International University of Monaco	Monaco
52 (30)	Hong Kong University of Science and Technology—School of Business	Hong Kong
53 (76)	City University—Cass Business School	Britain
54 (54)	Wisconsin School of Business	America
55 (53)	Durham Business School	Britain
56 (58)	Pennsylvania State University—Smeal College of Business	America
57 (41)	Rotterdam School of Management, Erasmus University	Netherlands
58 (59)	Monash University	Australia
59 (77)	Wake Forest University Schools of Business	America
60 (56)	University of California at Davis—Graduate School of Management	America
61 (57)	Manchester Business School	Britain
62 (81)	Grenoble Graduate School of Business	France
63 (62)	University of Minnesota—Carlson School of Management	America
64 (55)	Macquarie Graduate School of Management	Australia
65 (72)	SDA Bocconi School of Management	Italy
66 (61)	University of Iowa—Henry B Tippie School of Management	America
67 (35)	Ashridge	Britain
68 (83)	University of Birmingham—Birmingham Business School	Britain
69 (71)	Nanyang Business School—Nanyang Technological University	Singapore
70 (78)	Chinese University of Hong Kong	Hong Kong
71 (47)	University of Oxford—Saïd Business School	Britain
72 (69)	Audencia Nantes School of Management	France
73 (n/a)	George Washington University—School of Business	America
74 (67)	Aston Business School	Britain
75 (63)	University of Edinburgh Business School	Britain
76 (93)	Curtin Graduate School of Business	Australia
77 (91)	University of Strathclyde—Business School	Britain
78 (88)	Southern Methodist University—Cox School of Business	America
79 (82)	University of British Columbia—Sauder School of Business	Canada
80 (84)	Thunderbird School of Global Management	America
81 (n/a)	University of Queensland Business School	Australia
82 (n/a)	University of Calgary—Haskayne School of Business	Canada
83 (85)	International University of Japan—Graduate School of International Management	Japan
84 (89)	National University of Singapore—The NUS Business School	Singapore
85 (99)	Indian Institute of Management—Ahmadabad	India
86 (94)	Tilburg University—TiasNimbas Business School	Netherlands
87 (92)	University of Georgia—Terry College of Business	America
88 (97)	EGADE—Tecnologico de Monterrey	Mexico
89 (79)	Lancaster University Management School	Britain
90 (n/a)	Purdue University—Krannert Graduate School of Management	America
91 (80)	Brandeis International Business School	America
92 (73)	University of South Carolina—Moore School of Business	America
93 (n/a)	University of Rochester—William E Simon Graduate School of Business	America
94 (70)	University of Pittsburgh—Katz Graduate School of Business	America
95 (90)	EADA	Spain
96 (n/a)	Concordia University—John Molson School of Business	Canada
97 (96)	Leeds University Business School	Britain
98 (n/a)	Copenhagen Business School	Denmark
99 (100)	University of Florida—Hough Graduate School of Business	America
100 (95)	China Europe International Business School (CEIBS)	China



Global Rankings

FT .COM Masters in management 2010

FINANCIAL TIMES FT.com Business School Rankings

Current rank	Rank in 2009 ^[1]	Rank in 2008 ^[1]	Average of rank over 3 years ^[1]	School name	Country	Programme name
1	3	2	2	ESCP Europe	France, U.K., Germany, Spain, Italy	Master in Management ^[31]
2	1	3	2	Cems	See note ^[40]	Masters in International Management
3	2	1	2	HEC Paris	France	Master of Science in Management
4	-	-	-	Universität St.Gallen	Switzerland	Master in Strategy and International Management
5	6	7	6	EM Lyon Business School	France	MSc in Management
5	7	5	6	Grenoble Graduate School of Business	France	Master in International Business
7	4	4	5	London School of Economics and Political Science	U.K.	MSc in Management and Strategy
8	-	-	-	Indian Institute of Management, Ahmedabad (IIMA)	India	Post Graduate Programme in Management
9	-	-	-	Essec Business School	France	MSc in Management ^[41]
10	-	-	-	Esade Business School	Spain	Master in International Management ^[41]
11	10	8	10	Rotterdam School of Management, Erasmus University	Netherlands	MSc in International Management
12	-	-	-	WHU - Otto Beisheim School of Management	Germany	MSc in Management
13	8	10	10	Mannheim Business School	Germany	MSc in Business Administration
14	11	9	11	Edhec Business School	France	Master in Management ^[31]
14	12	12	13	Stockholm School of Economics	Sweden	Masters in Business and Economics
16	18	17	17	ESC Toulouse	France	Masters in Management
17	15	15	16	City University: Cass	U.K.	MSc in Management
18	13	11	14	Audencia Nantes	France	Master in Management ^[31]
19	21	28	23	IAG-Louvain School of Management	Belgium	Master in Business Engineering
20	14	13	16	Solvay Business School	Belgium	Master in Business Engineering

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

Global Rankings

FT .COM Global MBA Rankings 2011

FINANCIAL TIMES FT.com Business School Rankings

Current rank	Rank in 2010	Rank in 2009	3 year average rank	School name	Country
1	1	1	1	London Business School	U.K.
1	2	1	1	University of Pennsylvania: Wharton	U.S.A.
3	3	3	3	Harvard Business School	U.S.A.
4	5	5	5	Insead	France / Singapore
4	4	6	5	Stanford University GSB	U.S.A.
6	9	16	10	Hong Kong UST Business School	China
7	6	4	6	Columbia Business School	U.S.A.
8	6	6	7	IE Business School	Spain
9	11	12	11	Iese Business School	Spain
9	8	9	9	MIT Sloan School of Management	U.S.A.
11	-	-	-	Indian Institute of Management, Ahmedabad (IIMA)	India
12	9	11	11	University of Chicago: Booth	U.S.A.
13	12	15	13	Indian School of Business	India
14	15	14	14	IMD	Switzerland
15	13	10	13	New York University: Stern	U.S.A.
15	16	19	17	Yale School of Management	U.S.A.
17	22	8	16	Ceibs	China
18	13	13	15	Dartmouth College: Tuck	U.S.A.
18	18	29	22	HEC Paris	France
20	20	22	21	Duke University: Fuqua	U.S.A.



PERSONNEL

New Appointments

M1

- **Meenakshi Sharma**, Associate Professor, Communication Area (she was earlier Visiting Associate Professor)
 - **Joshy Jacob**, Assistant Professor, Finance and Accounting Area (he was earlier Visiting Assistant Professor)
 - **Anshuman Tripathy**, Associate Professor, Production and Quantitative Methods Area
 - **D. Karthik**, Visiting Assistant Professor, Business Policy Area
 - **Sunil Sharma**, Associate Professor, Business Policy Area
 - **Rama Mohana Turaga**, Visiting Assistant Professor, Public Systems Group
 - **Nagesh Rao**, Professor, Communication Area
 - **S. Manikutty**, Re-appointed as Professor, Business Policy Area
 - **Vineet Virmani**, Assistant Professor, Finance and Accounting Area
 - **Vaibhav Bhamoriya**, Assistant Professor, Centre for Management in Agriculture
 - **T.P. Rama Rao**, Re-appointed as Professor, Computer and Information Systems Group
 - **M S Sriram**, Adjunct Professor, Finance and Accounting Area
 - **Abhinandan K. Jain**, Adjunct Professor, Marketing Area
- | | |
|---------------------|------------------------|
| • Patel Krutagna G. | • Zala Harshadkumar B. |
| • Nair Maneesh N. | • Amleshwarwala Paresh |
| • Thaker Nishtha N. | • Lad Avinash G. |
| • Dave Pooja S. | |

Resignations

M2

- | | | |
|--------------------------|----------------------------|-------------------------------|
| • Professor M.S. Sriram | • Professor Sandeep Parekh | • Professor Devanath Tirupati |
| • Professor Arpita Ghosh | • Professor Smeeta Mishra | |

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

Retirements

M3

- | | | |
|--------------------------------|--------------------|-------------------------|
| • Professor V.N. Asopa | • Vaghela Lalji P. | • Chauhan B.S. |
| • Professor Ramesh Gupta | • Bhatt Gaurang R. | • Patel Babubhai B. |
| • Professor Abhinandan K. Jain | • D'Souza John B. | • Sonkusare Harish U. |
| • Professor S. Manikutty | • Sreekumar B. | • Munshi N.A. |
| • Professor T.P. Rama Rao | • Subramaniam Bala | • Chowdhary Manubhai A. |
| • Kumbhar Sivaprasad R. | • Nair A.S. | • Nanavati M.S. |
| • Solanki B.L. | • Solanki B.S. | |
| • Patel Magan R. | • Barot B.D. | |

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



PERSONNEL

M4 Leave of Absence

Professor N. Venkiteswaran has been granted leave without pay for one year from July 14, 2010, to enable him to take up as Director, Thiagarajar School of Management, Madurai.

Professor Dileep Mavalankar has been granted leave without pay for two years from November 15, 2010, to enable him to take up as Dean, Indian Institute of Public Health, Gandhinagar.

Professor Bibek Banerjee has been granted leave without pay for one year from December 1, 2010, to enable him to take up as Director, Institute of Management Technology, Ghaziabad.

Professor Rakesh Basant has been granted leave without pay from January 15, 2011 to May 30, 2011, to enable him to take up an assignment with Wisconsin University.

Professor Arindam Banerjee has been granted leave without pay for one year from February 1, 2011, to enable him to take up as Consultant, TNS India P. Ltd, Gurgaon.

Professor Prathap Oburai has been granted extension of leave without pay for one more year from August 31, 2010 to enable him to continue as Director, National Insurance Academy, Pune.

Professor Sukhpal Singh has been granted leave without pay for one year from March 28, 2011, to enable him to take up an assignment with Institute of Economic Growth, New Delhi.

Pranaya Srivastava has been granted leave without pay for one year from February 1, 2011 to enable him to take up an assignment with O.P. Jindal Global University, Sonapat, Haryana.

M5 Rejoined

Professor Neharika Vohra rejoined on April 1, 2010, after availing leave without pay from February 1 to March 31, 2010.

Professor Devanath Tirupati rejoined on April 5, 2010, after availing leave without pay from April 6, 2009 to April 4, 2010.

Professor Tathagata Bandyopadhyay rejoined on May 10, 2010, after availing leave without pay from January 6, 2010 to May 9, 2010.

Professor Sunil Maheshwari rejoined on August 20, 2010 after availing leave without pay from August 20, 2008 to August 19, 2010.

M6 Promotions

Professor A.K. Laha promoted as Associate Professor

Professor Ernesto Noronha promoted as Professor

Professor Anurag Agarwal promoted as Associate Professor



PERSONNEL

Manpower

M7

Year	Faculty	Research Staff	Administrative Staff	Total
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
2008-9	94	79	319	492
2009-10	92	68	329	489
2010-11	88	71	327	486



BOARD OF GOVERNORS (As on August 31, 2011)

Chairman

Dr. Vijaypat Singhania
Chairman Emeritus
Raymond Ltd.
Mumbai

Members

Vibha Puri Das
Secretary
Department of Higher Education
Ministry of Human Resource
Development
New Delhi

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

Dr. Pushpito K. Ghosh
Director
Central Salt & Marine Chemicals
Research Institute
Bhavnagar

A.K. Joti, IAS
Chief Secretary
Government of Gujarat
Gandhinagar

Hasmukh Adhia, IAS
Principal Secretary
Education Department
Government of Gujarat
Gandhinagar

S.S. Mantha
Acting Chairman
All India Council for Technical
Education
New Delhi

Sanjay S. Lalbhai
Chairman and Managing
Director
Arvind Ltd.
Ahmedabad

Chintan N. Parikh
Chairman and Managing Director
Ashima Limited
Ahmedabad

Dr. Hasit Joshipura
Vice President, South Asia and
Managing Director, India
GlaxoSmithKline Pharmaceuticals Ltd.
Mumbai

Ashank Desai
Founder and Past Chairman
Mastek Limited
Mumbai

Sunil B. Mittal
Chairman & Group CEO
Bharti Enterprises Ltd.
New Delhi

Dr. Amrita Patel
Chairman
National Dairy Development Board
Anand

Rama Bijapurkar
Management Consultant
Mumbai

Noel N. Tata
Managing Director
Trent Limited
Mumbai

Kewal Handa
Managing Director
Pfizer Ltd.
Mumbai

N.C. Vasudevan
Director General
National Productivity Council
New Delhi

Rakesh Basant
Professor
Indian Institute of Management
Ahmedabad

Prem Pangotra
Professor
Indian Institute of Management
Ahmedabad

M.S. Banga
CD and R LLP
London

Samir K. Barua
Director
Indian Institute of Management
Ahmedabad

Secretary

N.V. Pillai
Chief Administrative Officer
Indian Institute of Management
Ahmedabad



IIMA SOCIETY MEMBERS

Hiren S. Mahadevia
Director (Finance and Corporate
Affairs)
& Company Secretary
Ahmedabad New Cotton Mills Co. Ltd.
(Unit of Ashima Limited)
Ahmedabad

Senior Vice President (HR)
Alembic Limited
Vadodara

Nitin J. Nanavaty
Managing Director
Apurva Containers Pvt. Ltd.
Ahmedabad

Amol Sheth
Chairman & Managing Director
Anil Limited
Ahmedabad

Prafull Anubhai
Chief Executive
Arohi Consultants Pvt. Ltd.
Ahmedabad

Sanjay S. Lalbhai
Chairman and Managing Director
Arvind Ltd.
Ahmedabad

Anang A. Lalbhai
Managing Director
Arvind Products Ltd.
Ahmedabad

Gokul M. Jaykrishna
Asahi Songwon Colors
Ahmedabad

Chintan Parikh
Chairman and Managing Director
Ashima Limited
Ahmedabad

Jalaj Dani
President - International
Asian Paints Limited
Mumbai

Managing Director
ABB Limited
Bangalore

The Associated Cement Cos. Ltd.
Mumbai

Sunil S. Lalbhai
Chairman & Managing Director
Atul Limited
Atul, Gujarat

N.V. Venkatasubramanian
Chief Executive
Audco India Ltd.
Chennai

Rahul Bajaj
Chairman
Bajaj Auto Ltd.
Pune

Ulhas Sangekar
General Manager (HR & Marketing)
Bank of Baroda
Mumbai

S.N. Sharma
Principal and Dy. General Manager
Bank of Baroda, Staff College
Ahmedabad

D.B. Mohapatra
Zonal Manager
Bank of India
Ahmedabad

V.R.S. Natarajan
Chairman and Managing Director
BEML Limited
Bangalore

Ashok K. Puri
Chairman and Managing Director
Bharat Heavy Electricals Ltd.
New Delhi

C.L. Rathi
Deputy Managing Director
Birla VXL Ltd.
New Delhi

H C Bijawat
The Bombay Dyeing and Mfg. Co. Ltd.
Mumbai

Pankaj R. Patel
Chairman and Managing Director
Cadila Healthcare Limited
Ahmedabad

M.M. Murugappan
Chairman
Carborundum Universal Ltd.
Chennai

Naveen Kshatriya
CEO/MD
Castrol India Limited
Mumbai

General Manager (Operations)
Central Bank of India
Mumbai

Chief Executive Officer
CitiBank, N.A.
Mumbai

Anang K. Shah
Managing Director
Crystal Quinone Pvt. Ltd.
Ahmedabad

DCM Limited
New Delhi

Bharatbhai U Patel
Chairman & Managing Director
Shri Dinesh Mills Ltd.
Vadodara

A.K. Purwaha
Chairman and Managing Director
Engineers India Ltd.
New Delhi

Joint Managing Director
The Escorts Group
Faridabad

Christy L. Fernandez, IAS
Chairman and Managing Director
Export Credit and Guarantee Corp. of
India Ltd.
Mumbai

General Insurance Corporation of India
Mumbai

Dr. Hasit Joshipura
Vice President, South Asia and
Managing Director, India
GlaxoSmithKline Pharmaceuticals Ltd.
Mumbai



IIMA SOCIETY MEMBERS

Samir S. Somaiya
Chairman and Managing Director
Godavari Biorefineries Ltd.
Mumbai

Haribhai V. Patel, IAS
Managing Director
Gujarat State Fertilizers and Chemicals
Ltd.
Vadodara

Arvind Agarwal
Managing Director
Gujarat State Financial Corporation
Gandhinagar

Piyush O. Desai
Chairman
Gujarat Tea Processors & Packers Ltd.
Ahmedabad

Leena Nair
Vice President – Human Resources
Hindustan Lever Ltd.
Mumbai

Akhilesh Joshi
Chief Operating Officer & Whole-time
Director
Hindustan Zinc Ltd.
Udaipur

Chairman
ICICI Bank Limited
Mumbai

Chief Executive (Personnel)
Indian Oxygen Ltd.
Kolkata

Mukesh D. Ambani
Chairman
Indian Petrochemicals Corporation
Ltd.
Vadodara

Rahul N. Amin
Chairman & Managing Director
Jyoti Ltd.
Vadodara

Chairman and Managing Director
Larsen and Turbo Ltd.
Mumbai

K.V. Rangaswami
Member of the Board and
President – Construction
Larsen and Toubro Limited
EC and C Division
Chennai

Chairman
Life Insurance Corporation of India
Mumbai

H.A. Mafatlal
Vice Chairman and Managing Director
Mafatlal Industries Ltd.
Mumbai

Rajiv Ranjan
President (Textiles)
Mafatlal Industries Ltd.
Ahmedabad

Rajeev Dubey
President (Group HR & After-Market)
&
Member of the Group Executive
Board
Mahindra & Mahindra Ltd.
Mumbai

Janmejay Bhagubhai
Managing Director
Manish Organics India Ltd.
Ahmedabad

Varun Arya
President
Marwar Education Foundation
Jodhpur

Ashank Desai
Founder and Past Chairman
Mastek Limited
Mumbai

K.K. Mehrotra
Director (Engineering)
MECON Limited
Jharkhand

Sanjiv Batra
Chairman and Managing Director
M M T C Limited
New Delhi

Niraj Bajaj
Chairman & Managing Director
Mukand Ltd.
Mumbai

Wholetime Director
National Peroxide Ltd.
Mumbai

A.R. Sekar
Director, General Manager & Financial
Advisor
The New India Assurance Company Ltd.
Mumbai

Managing Director
N R C Ltd.
Mumbai

K.R. Kamath
Chairman & Managing Director
Punjab National Bank
New Delhi

Rajesh R. Mehta
Vice Chairman
Rohit Group of Enterprises
Ahmedabad

Rohit C. Mehta
Chairman
Rohit Group of Enterprises
Ahmedabad

S.N. Shodhan
Sakarlal Balabhai and Co. Ltd.
Ahmedabad

Kartikeya V. Sarabhai
Director
Sarabhai Holdings Pvt. Ltd.
Ahmedabad

R.K. Carpenter
Sarabhai Management Corporation
P. Ltd.
Ahmedabad

Tapan H. Chokshi
Saurabh Corporation
Ahmedabad

A.S. Kasuwal
Shriram Mills Charitable Trust
Mumbai



IIMA SOCIETY MEMBERS

B.V. Mehta
Managing Director
Sayaji Industries Ltd.
Ahmedabad

P.R. Mafatlal
Shanudeep Private Ltd.
Mumbai

Sunil Kanojia
Group President
Sintex Industries Ltd.
Kalol

Ravi Malhotra
Managing Director
Sirhind Steel Ltd.
Ahmedabad

Ajitkumar C. Patel
Director
Soft Beverages Pvt. Ltd.
Chennai

P. Nanda Kumaran
Chief General Manager
State Bank of India
Ahmedabad

J.S. Sahni
Managing Director
SICOM Ltd.
Mumbai

Chairman and Managing Director
State Trading Corporation of India Ltd.
New Delhi

Suhrid Sarabhai
Suhrid Geigy Ltd.
Ahmedabad

M. Ravindranath
Vice President-Manufacturing
Tata Chemicals Limited
Mithapur

R. Mukundan
Managing Director
Tata Chemicals Limited
Mumbai

H.M. Nerurkar
Managing Director
Tata Steel Limited
Jamshedpur

Dr. Sangram Tambe
Vice President – HR and Administration
Tata Motors Limited
Mumbai

Dr. Gobind Baghasingh
Executive Vice President & CHRO
The Tata Power Company Ltd.
Mumbai

T.P. Vijayasathy
Director
Torrent Power Ltd.
Ahmedabad

N. Kannan
Jt. General Manager
Tractor Engineers Ltd.
Mumbai

T. Venkateswara Rao
Chairman
TVRLS
Ahmedabad

Secretary and Treasurer
T.V.S. Charities
Madurai

Managing Director
T.V Sundaram Iyengar and Sons Ltd.
Madurai

Deputy G.M. - Corporate Human Resources
Voltas Limited
Mumbai

Sunil Aggarwal
Mumbai

Subhash Chandra Bhatnagar
Ahmedabad

S. Chaudhuri
Distt. Hardwar

Mahipal Dalal
Ahmedabad

Dr. Biharilal Kanaiyalal
Ahmedabad

Rajiv C. Lalbhai
Ahmedabad

Jyotindra N. Mehta
Ahmedabad



ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

Administration

Director

Samir K. Barua
M.Tech. (IIT, Kanpur)
Fellow (IIMA)

Dean

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

Dean (Faculty)

Ajay Pandey
Fellow (IIMA)

Dean

(Alumni & External Relationships)

Atanu Ghosh
M. Tech (IIT-Delhi), PGDBM (IIMA)
Ph.D. (IIT-Mumbai)
Fellow of Institution of Engineers

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
M. Tech (IIT-Delhi), PGDBM (IIMA)
Ph.D. (IIT-Mumbai)
Fellow of Institution of Engineers

D. Karthik
Fellow (IIMA)

S. Manikutty
Fellow (IIMA)

Ajeet Narain Mathur
Ph.D. (IIS, Bangalore)

Shailendra Mehta
M.Phil. (Oxford), Ph.D. (Harvard)

Akhilleshwar Pathak
Ph.D. (Edinburgh)

Sunil Sharma
Fellow (IIMA)

N. Venkiteswaran*
A.C.A.

Centre for Management in Agriculture

Vaibhav Bhamoriya
Fellow (IIMA)

Samar K. Datta
Ph.D. (Rochester)

Vasant P. Gandhi
Ph.D. (Stanford)

Anil K. Gupta
Ph.D. (Kurukshetra)
Fellow, The World Academy of Art and Science
Fellow, National Academy of Agricultural Sciences
Member, National Innovation Council

Sukhpal Singh*
Ph.D. (Bangalore)

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

Communications

Asha Kaul
Ph.D. (IIT, Kanpur)

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

Nagesh Rao
Ph.D. (Michigan State University)

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)

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

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

Venkata Rao V.
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)

Ravindra H. Dholakia
Ph.D. (MSU)

Errol D'Souza
Ph.D. (JNU)

Sebastian Morris
M.Sc. (IIT, Bombay)
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Finance and Accounting

Sobhesh Kumar Agarwalla
CS, CA, ICWA, Fellow (IIMA)

Shailesh Gandhi
Fellow (IIMA)

Joshy Jacob
Fellow (IIIML)

T.T. Ram Mohan
B. Tech. (IIT, Bombay), PGDM (IIMC)
Ph.D. (Stern School, NYU)

Ajay Pandey
Fellow (IIMA)

Premchander
Fellow (IIMA)

Rajendra Patel
AICWA, ACA, PGDM (IIMA)

Sidharth Sinha
PGDM (IIMA)
Ph.D. (Uni. of California, Berkeley)



ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

Jayanth R. Varma
PGDM (IIMA)
A.I.C.W.A.
Fellow (IIMA)

Vineet Virmani
Fellow (IIMA)

Marketing

Arindam Banerjee*
PGDM (IIML)
Ph.D. (State University of NY)

Bibek Banerjee*
Ph.D. (Purdue)

Anand Kumar Jaiswal
Fellow (XLRI)

Abraham Koshy
Fellow (IIMA)

Prathap Oburai*
Ph.D. (Strathclyde)

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

Piyush Kumar Sinha
Ph.D. (SP University)

Organizational Behaviour

Deepti Bhatnagar
Fellow (IIMA)

George Kandathil
Ph.D. (Cornell)

Premilla D'Cruz
Ph.D. (TISS, Mumbai)

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B.Tech. (IIT, Kanpur)
Fellow (IIMA)

Ernesto Noronha
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Kirti Sharda
Fellow (IIMC)

Neharika Vohra
Ph.D. (Manitoba)

Personnel and Industrial Relations

Jerome Joseph
Ph.D. (Madras)

Sunil Maheshwari*
Fellow (IIMA)

Manjari Singh
Fellow (IIMC)

Biju Varkkey
Fellow (NIBM, Pune)

Production and Quantitative Methods

Tathagata Bandyopadhyay
Ph.D. (Calcutta)

Samir K. Barua
M.Tech. (IIT, Kanpur)
Fellow (IIMA)

Pankaj Chandra*
Ph.D. (Pennsylvania)

Goutam Dutta
Ph.D. (Northwestern)

Sachin Jayaswal
Ph.D. (Uni. of Waterloo)

Diptesh Ghosh
Fellow (IIMC)

A.K. Laha
Ph.D. (ISI, Calcutta)

T. Madhavan
Fellow (IIMA)

Saral Mukherjee
Fellow (IIMC)

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

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

Anshuman Tripathy
Ph.D. (MIT)

Prahalad Venkateshan
Ph.D. (Case Western Reserve)

Public Systems Group

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

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

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

Prem Pangotra
Ph.D. (Wisconsin)

G. Raghuram
Ph.D. (Northwestern)

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

Ankur Sarin
Ph.D. (Chicago)

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

Rama Mohana Turaga
Ph.D. (Georgia Institute of
Technology)

Ravi Matthai Centre for Educational Innovation

Rajeev Sharma
Ph.D. (Allahabad)

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

Adjunct Faculty

S.C. Bhatnagar

Abhinandan K. Jain

Brij Kothari

T.V. Rao

M.S. Sriram

Mukul Vasavada

* On leave



ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

Officers

Nina Badlani
M.B.A. (Finance) (Gujarat)
ICWA (Inter)
Group Head (Finance and Budgets)

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

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 and PM
Establishment Officer

Alok Jain
Ph.D. (JNRVV, Udaipur)
MA (Rajasthan)
PGDBM (IMS, Ghaziabad)
Manager, GGPX

Avniash G. Lad
MBA (Gujarat)
BE (Electrical) (Saurashtra University)
Electrical Engineer

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

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

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

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

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

Revathi Srinivasan (Ms.)
M.A. (Mysore)
Manager, MDP

Pranaya Srivastava*
B.Tech. (Civil) (Awadh)
MBA (Nirma University)
Project Manager

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

Library

Anil Kumar H.
Ph.D. (MSU)
Librarian
Member of the Faculty

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

Hima B. Soni
B.A., M.Lib. Sc. (Sagar)
Deputy 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
M.Sc. (Udaipur)
MBA (IGNOU)

Sonal Kureshi
M.B.A., LL.B. (Gujarat)
Ph.D. (SP University)

J.G. Makwana
M.Sc. (Gujarat)
A.I.C.W.A.

Mohan Paliwal
M.Com. (Gujarat)
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
M.B.A., Ph.D. (Gujarat)

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

Mitali Sarkar
M.A. (Patna)

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



No. OAD-III/S-2/IIM/SAR/2010-11/OWN-15
 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: 19/04/12

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

**Sub:- Audit Report on the Accounts of the Indian Institute of Management,
 Ahmedabad for the year 2010-11.**

Sir,

The annual Accounts of the Indian Institute of Management, Ahmedabad for the year 2010-11 were audited between 21-12-2011 to 03-01-2012. under Section 20(1) of the Comptroller and Auditor General's (Duties, Powers and Conditions of Services) Act 1971. Following documents are sent herewith:

Audit Report including Audit Certificate for the year 2010-11.

Certified copy of Annual Accounts of Indian Institute of Management, Ahmedabad for the year 2010-11.

The Audit Report may please be arranged to be placed in both the Houses of Parliament and date on which it is placed before Parliament may be intimated to this office, along with the printed copy of the documents 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 both the Houses of Parliament.

Yours faithfully,

Encl: - As above

Sd/-
 Dy. Accountant General/IC

Copy to: The Director, Indian Institute of Management, Vastrapur, Ahmedabad.

A certified copy of the Annual Accounts and Audit Report is enclosed which may please be treated as confidential till it is placed on the table of the both the Houses of Parliament. The date of placement of Audit Report before both the Houses of Parliament along with a printed copy of the Audit Report may be furnished to Audit. The printed report may carry the name of the Accountant General along with Designation.

Sd/-
 Dy. Accountant General/IC

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 2011.

We have audited the attached Balance Sheet of Indian Institute of Management, Ahmedabad as at 31 March 2011 and the Income and Expenditure Account and Receipt and Payment Account for the year ended on the date under Section 20(1) of 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. 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; and efficiency-cum-performance aspects etc, if any are reported through Inspection Reports/ Comptroller and Auditor General's Audit Report 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 the Income and Expenditure Account dealt with by this report have been drawn up in the format prescribed by the Ministry of Finance.
 - (iii) In our opinion, proper books of accounts and other relevant records have been maintained by the Indian Institute of Management, Ahmedabad, in so far as it appears from our examination of such books.
 - (iv) We further report that:

A. Balance Sheet

1. Liabilities

Current Liabilities and Provisions-Other Current Liabilities-

1.1 Outstanding Liabilities for Expenses & Others (Schedule 4) ₹. 17.13 crore

The above includes a negative balance of ₹. 12.95 lakh under the head 'CMA-Inventors of India-Knowledge N/W-AMG' which should have been included under Current Assets, Loans and Advances. This has resulted in understatement of Current Liabilities and Provisions and Current Assets, Loans and Advances by ₹. 12.95 Lakh.

1.2 Earmarked/Endowment Funds (Schedule-3) - ₹. 250.06 crore.

As per Note 2 of Schedule 3 of the Form of Financial Statements for the Central Autonomous Bodies (Non-profit Organizations and Similar Institutions), 'Plan funds received from the Central/State Governments are to be shown as separate Funds and not to be mixed up with any other Funds'. The Institute received ₹. 12.72 crore during the year 2010-11 for 'capacity expansion & implementation of reservation for OBCs'. Though the fund received by the Institute is for planned purpose, it is not shown as Separate Fund in the Schedule.

B. Grants-in-Aid

During the year the Institute has received grant of ₹. 12.72 crore, Govt of India (Plan) grant for capacity expansion and implementation of reservation for OBCs. There was an unutilized balance of the grant of ₹. 1.06 Crore as on 1-04-2010. The institute incurred on expenditure of ₹. 9.26 Crore during the year leaving an unspent balance of ₹. 4.52 Crore as on 31-03-2011.

C. Effect of Audit Comments on Accounts

The net impact of comments given in the preceding paragraphs is that Current liabilities and Current Assets were understated by ₹. 12.95 lakh.

- (v) Subject to our observations in the preceding paragraphs, we report that the Balance Sheet and the Income and Expenditure 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 the Indian Institute of Management, Ahmedabad, as at 31 March 2011; and
 - b. In so far as it relates to Income and Expenditure Account of the surplus for the year ended on that date.

For and on behalf of the C&AG of India

Place: Rajkot

Date :

Sd/
(CHANDRA MAULI SINGH)
Accountant General, Civil Audit,
Gujarat, Rajkot

ANNEXURE -I

1. Adequacy of Internal Audit System.

Internal audit system was adequate and commensurate with the size and nature of the Institute.

2. Adequacy of Internal Control System.

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

3. System of Physical verification of fixed assets.

Physical verification of assets was being carried out at regular intervals.

4. System of Physical verification of inventory.

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

5. Regularity in payment of statutory dues.

The statutory liability of the Institute as shown under Current liabilities & provisions as on 31 March 2011 was ₹. 41.78 lakh and the same had been deposited as per the statutory requirements.

Sd/-
Dy. Accountant General/I/c-I

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
BALANCE SHEET AS AT 31ST MARCH, 2011

(₹ in Lakhs)

	Schedule	As at 31.03.2011	As at 31.03.2010
CORPUS / CAPITAL FUND AND LIABILITIES			
Corpus / Capital Fund	1	5,549.02	5,110.52
Reserves and Surplus	2	64.26	59.62
Earmarked / Endowment Funds	3	25,006.48	21,745.18
Current Liabilities and Provisions	4	8,188.51	8,615.44
TOTAL		38,808.27	35,530.76
ASSETS			
Fixed Assets	5		
Gross Block		14,890.84	14,381.58
Less : Depreciation Fund		8,639.88	7,485.75
		6,250.96	6,895.83
Capital Work in Progress		923.05	124.03
		7,174.01	7,019.86
Investments of Funds	6	29,401.12	25,405.40
Current Assets, Loans, Advances, etc.	7	2,233.14	2,422.18
Debit Balance of Income and Expenditure Account	2	-	683.32
TOTAL		38,808.27	35,530.76
Significant Accounting Policies	19		
Notes forming part of Accounts	20		

Date : 24th June, 2011

Certified

Sd/-
Laxmandev B.Gohil
Manager
(Accounts & Compliance)

Sd/-
Nina Badlani
Group Head
(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, 2011

(₹ in Lakhs)

	Schedule	2010-2011	2009-2010
INCOME			
Fees and Other Income from Long Duration Programmes	8	6,159.11	5,481.14
Income from MDPs, Programmes and Projects etc.	9	5,122.46	4,062.71
Grants	10	0.00	0.00
Interest on Investments	11	423.71	419.97
Other Interest	12	9.28	4.69
Other Income	13	1,117.47	855.49
Transfer from Funds	14	434.34	592.70
TOTAL (A)		13,266.37	11,416.70
EXPENDITURE			
Establishment Expenses	15	4,706.42	4,943.71
Other Administrative Expenses	16	1,061.26	880.86
Direct Expenditure on Long Duration Programmes	17	1,878.88	1,630.10
Expenditure on MDPs, Programmes and Projects etc.	18	3,340.19	2,866.13
Depreciation	-	1,157.44	1,146.39
TOTAL (B)		12,144.19	11,467.19
Excess of Income over Expenditure for the Year (A-B)		1,122.18	(50.49)
Transfer to Corpus / Capital Fund		438.50	-
NET SURPLUS		683.68	(50.49)
CARRIED TO INCOME & EXPENDITURE ACCOUNT IN BALANCE SHEET		683.68	(50.49)
Significant Accounting Policies	19		
Notes forming part of Accounts	20		

Date : 24th June, 2011

Sd/-
Laxmandev B.Gohil
Manager
(Accounts & Compliance)

Sd/-
Nina Badlani
Group Head
(Finance & Budgets)

Sd/-
N.V. Pillai
Chief Administrative
Officer

Sd/-
S.K. Barua
Director

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

(₹ in Lakhs)

Fund Account	Balance as on 01.4.2010	Credited during the year	Debited during the year	Balance as on 31.3.2011
1. General Fund (Corpus)	69.80			69.80
2. Endowment Fund (Corpus)				
(i) Revenue Surplus	5,000.00	438.50 (a)		5,438.50
(ii) Donation u/s. 80G (2) (a) (iii f)	9.72			9.72
3. IIM Society Membership Fee Fund	31.00			31.00
TOTAL	5,110.52	438.50	-	5,549.02
PREVIOUS YEAR'S TOTAL	5105.52	5.00	-	5110.52

(a) Transferred From Income and Expenditure Account.

Sd/-
Laxmandev B.Gohil
Manager
(Accounts & Compliance)

Sd/-
Nina Badlani
Group Head
(Finance & Budgets)

Sd/-
N.V. Pillai
Chief Administrative
Officer

Sd/-
S.K. Barua
Director

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

(₹ in Lakhs)

Fund Account	Credit Balance as on 01.4.2010	Debit Balance as on 01.4.2010	Credited during the year	Debited during the year	Credit Balance as on 31.3.2011	Debit Balance as on 31.3.2011
1. General Fund	59.62		4.29 (a)		63.90	
2. Income & Expenditure Account		683.32	683.68 (b)		0.36	
TOTAL	59.62	683.32	687.97		64.26	-
PREVIOUS YEAR'S TOTAL	55.72	632.83	3.90	50.49	59.62	683.32

(a) Interest credited during the year

(b) Net Surplus for the year transferred from Income & Expenditure Account

Sd/-
Laxmandev B.Gohil
Manager
(Accounts & Compliance)

Sd/-
Nina Badlani
Group Head
(Finance & Budgets)

Sd/-
N.V. Pillai
Chief Administrative
Officer

Sd/-
S.K. Barua
Director

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

Fund Account	Balance as		Credited during the year		Debited during the year		Balance as on 31.03.2011
	on 01.04.2010	Interest allocation	Others	Capital expenditure	Others	Others	
(i) FUNDS FOR CAPITAL EXPENDITURE							
Fund for Land	90.90						90.90
1 Value of Land Donated by GOG Fund for Building	2,107.28	20.09	1,272.00		19.97		3,379.40
2 Capital Funds for Building Fund for Furniture, Fixtures, Equipments, Computers etc.	915.73		40.93		56.89		
3 Capital Funds for Furniture, Fixtures, Equipments, Computers etc.					3.53		896.24
4 Campus Infrastructure and Development Fund	10,364.18	1,167.50	30.00				11,561.68
(ii) FUNDS FOR CII							
1 Capital Grant from GOG	0.40	0.03					0.43
2 Capital Grant from DST	1.50				3.14		(1.64)
3 Revenue Grant from DST/Wadhvani Foundation	10.78						6.90
4 CIIE Reno of Conf hall - Sunil Mehta Out of CII	72.12	5.19	3.00		1.40		76.47
5 TDB Seed Support Grant	0.51	0.04	56.91		0.04		57.67
			0.25				
(iii) ACADEMIC ACTIVITIES							
1 Fund for CMA Programme	22700	16.34	18.30				246.90
2 Fund from GOI - Min. of Agri for CMA	-		18.02				
3 Research, Publication & Thrust Area Fund	380.98	18.93	134.00		130.50		
4 Donation under section 80 G (2)(a)(iii f)	718.30	39.28	14.52		18.02		
5 Donation for Regional Mgt. Study Centre (Endowment Rs.6.00 lakhs Interest only to be used)	58.49	4.22	31.80		56.35		375.36
6 Centre for Infrastructure Policy & Regulation	7.09	-	197.91		33.81		921.68
7 Centre for Education Innovation (Donation including interest)	46.51	3.35	4.22		0.75		61.96
8 Fund for Alumni Activities	150.25	10.82	68.61				175.32
9 Fund for Vikalpa from Ford Foundation	8.20						8.20
10 Fund for Expenses on Computer	242.45	17.46	281.37		24.20		389.48

SCHEDULE 3 - EARMARKED / ENDOWMENT FUNDS

(₹ in Lakhs)

Fund Account	Balance as	Credited during the year		Debited during the year		Balance as on 31.03.2011
	on 01.04.2010	Interest allocation	Others	Capital expenditure	Others	
(iv) CHAIRS						
1 Chairs for Management Practices (Endowment Rs.291.00 lakhs Interest only to be used)	836.90	61.14		29.61	h	868.43
(v) STUDENTS AID						
1 Endowment Fund For Scholarship to Students (Including Interest on Investment of Funds)	300.13	28.53		15.83	d	312.83
2 Fund for Students' Welfare	84.54		62.56	26.53	d	120.57
(vi) OTHER FUNDS						
1 House Building Advance Fund (including interest on investment)	332.37	22.31	7.93		k	362.61
2 Fund for Conveyance advance to Faculty & Staff	40.02	2.51	1.16		k	43.69
3 Pension Fund	635.77	45.78		45.78	h	635.77
4 Retirement Benefit Fund	3,915.69	281.93	1.07		j	4,198.69
5 Faculty, Officer & Staff Development & Welfare Fund	197.09	15.70	48.06	75.93	d	184.92
TOTAL	21,745.18	1,761.15	2,288.40	28.74	759.51	25,006.48
Previous Year's Total	19,896.11	1,435.55	1,331.69	56.75	861.93	21,745.18
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 Fund / Grant received during the year						
f Transferred to/from Fund for GOI for CMA.						
g Transferred to/from CMA Fund.						
h Transferred to Income & Expenditure Account						
i Donation received during the year						
j Income received during the year						
k Interest received during the year						
Sd/- Laxmandev B.Gohil Manager (Accounts & Compliance)	Sd/- Nima Badlani Group Head (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

(₹ in Lakhs)

Particulars	Balance as on 31.3.2011		Balance as on 31.3.2010	
A. Current Liabilities				
1. Statutory Liabilities:				
a) Professional Tax	0.13		0.09	
b) Tax Deducted at Source	41.65	41.78	203.06	203.15
2. Other Current Liabilities:				
a) Project / Programmes	2,215.22		2,203.31	
b) Students	67.65		86.46	
c) Outstanding Liabilities for Expenses & Others	1,712.88		3,426.25	
d) Deposits Accepted	324.92		253.52	
e) Scholarships to be credited to students	5.12	4,325.79	3.06	5,972.60
B. Provisions				
a) Retirement Benefits		3,780.96		2,439.69
b) Others		39.98		-
TOTAL		8,188.51		8,615.44

Sd/-
Laxmandev B.Gohil
Manager
(Accounts & Compliance)

Sd/-
Nina Badlani
Group Head
(Finance & Budgets)

Sd/-
N.V. Pillai
Chief Administrative
Officer

Sd/-
S.K. Barua
Director

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 5 - FIXED ASSETS

IMMOVABLE & MOVABLE PROPERTIES	GROSS BLOCK			DEPRECIATION FUND			NET BLOCK		
	Balance as on 01.04.2010	Addition	Sale/ Adjustment	Balance as on 31.3.2011	Balance as on 1.4.2010	For the year Adjustment	Balance as on 31.3.2011	AS ON 31.03.2010	
1.Land (including Land Donated by GOG)	101.73	5.27	0.00	107.00	0.00	0.00	0.00	107.00	101.73
2.Buildings	9,214.84	232.12	0.00	9,446.96	3,881.10	832.16	4,713.26	4,733.70	5,333.74
3.Furniture & Fixtures	1,373.34	82.08	0.00	1,455.42	588.97	102.86	691.83	763.59	784.37
4.Plant & Machinery	1,254.12	97.03	3.54	1,347.61	643.62	104.77	745.08	602.53	610.50
5.Computers & Peripherals	1,369.16	29.13	0.00	1,398.29	1,306.62	52.04	1,358.66	39.63	62.54
6.Vehicles	10.36	2.16	0.00	12.52	7.41	0.60	8.01	4.51	2.95
7.Library Books	1,058.03	65.01	0.00	1,123.04	1,058.03	65.01	1,123.04	0.00	0.00
Previous Year's Total	14,381.58	512.80	3.54	14,890.84	7,485.75	1,157.44	8,639.88	6,250.96	6,895.83
Capital Work in Progress including Payment against Running Bills	14,068.74	466.37	153.53	14,381.58	6,482.61	1,146.39	7,485.75	6,895.83	7,586.13
TOTAL								923.05	124.03
								7,174.01	7,019.86

Sd/- Laxmandev B.Gohil Manager (Accounts & Compliance)	Sd/- Nima Badlani Group Head (Finance & Budgets)	Sd/- N.V. Pillai Chief Administrative Officer	Sd/- S.K. Barua Director
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INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 6 - INVESTMENTS OF FUNDS

Particulars	(₹ in Lakhs)	
	Balance as on 31.3.2011	Balance as on 31.3.2010
1 In Government Securities	20,399.77	18,797.96
2 In Fixed Deposits with Schedule Banks and public Sector Companies	9,002.05	6,608.19
TOTAL	29,401.82	25,406.15
Less : Provision for Premium on Redemption of Investment	0.70	0.75
TOTAL	29,401.12	25,405.40
Note:	(₹ in Lakhs)	
Book Value of Quoted Investments	74.77	74.77
Market Value of Quoted Investments	75.04	75.88
Book Value of Unquoted Investments	29327.05	25331.38

Sd/-
Laxmandev B.Gohil
Manager
(Accounts & Compliance)

Sd/-
Nina Badlani
Group Head
(Finance & Budgets)

Sd/-
N.V. Pillai
Chief Administrative
Officer

Sd/-
S.K. Barua
Director

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

(₹ in Lakhs)

	Balance as on 31.3.2011	Balance as on 31.3.2010	
A. CURRENT ASSETS			
Inventories:			
a) Stationery and Stores Stock	7.97		7.17
Cash on hand (Including Imprest)	0.25		0.25
Postage Stamps on Hand (Including Franking Machine Advance)	1.89		1.45
Bank Balances:			
a) In Current Accounts			
- Rupee Account	457.31		913.88
- Foreign Contribution Account	61.89		10.01
	<u>519.20</u>		<u>923.89</u>
b) In Savings Accounts			
- Rupee Account	327.11	846.31	34.07
			957.96
TOTAL (A)		856.42	966.83
B. LOANS, ADVANCES AND OTHER ASSETS			
Loans & Advances to :			
a) Employees	36.18		57.52
b) Students	8.85		12.96
c) Others	321.26	366.29	561.71
Security Deposits		53.05	53.16
CENVAT Credit Receivable		172.45	142.61
TDS Receivable		19.76	23.07
Income Accrued:			
a) Interest Accrued	585.91		399.55
b) Income Outstanding	179.26	765.17	204.77
			604.32
TOTAL (B)		1,376.72	1,455.35
TOTAL (A + B)		2,233.14	2,422.18

Sd/-
Laxmandev B.Gohil
Manager
(Accounts & Compliance)

Sd/-
Nina Badlani
Group Head
(Finance & Budgets)

Sd/-
N.V. Pillai
Chief Administrative
Officer

Sd/-
S.K. Barua
Director

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 8 - FEES AND OTHER INCOME FROM LONG DURATION PROGRAMMES

(₹ in Lakhs)

	2010-2011	2009-2010
a) Fees		
I Two Year - Post Graduate Programme		
1) Post Graduate Programme - Gross Fees	4,275.19	3418.69
Less : Family Income Linked Fee Waiver	829.06	703.91
	3,446.13	2,714.78
2) PGP - Agri-Business Management - Gross Fees	467.39	306.39
Less : Family Income Linked Fee Waiver	152.75	121.82
	314.64	184.57
II One Year - Post Graduate Programme		
1) PGP - Executives	1,736.92	1,465.34
2) PGP - PMP	-	334.27
b) Fellow Programme in Management	166.38	135.10
c) Income from Common Admission Test (Net)	283.25	471.44
d) Placement Income		
1) Post Graduate Programme	190.39	164.04
2) PGP - Executives	21.40	11.60
TOTAL	6,159.11	5,481.14

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

(₹ in Lakhs)

	2010-2011	2009-2010
a) Income from Management Development Programmes(MDPs)*	2,055.30	1,420.53
b) Consultancy Project Income	2,663.77	2,024.92
c) Research Project Income	403.39	617.26
TOTAL	5,122.46	4,062.71

*Includes Income from Faculty Development Programme (FDP)

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 10 - GRANTS
(Irrevocable Grants Received)

(₹ in Lakhs)

	2010-2011	2009-2010
From Central Government		
a) Ministry of HRD	0.00	0.00
TOTAL	0.00	0.00

Sd/-
Laxmandev B.Gohil
Manager
(Accounts & Compliance)

Sd/-
Nina Badlani
Group Head
(Finance & Budgets)

Sd/-
N.V. Pillai
Chief Administrative
Officer

Sd/-
S.K. Barua
Director

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

(₹ in Lakhs)

	2010-2011	2009-2010
a) Interest on		
1) Fixed Deposit with Banks and Public Sector Companies	516.55	637.08
2) Bonds with Public Sector Companies/Govt. Securities	1,690.65	1,241.38
TOTAL A	2,207.20	1,878.46
Less:		
1) Provision for Premium on Redemption of investments	0.05	0.08
2) Transferred to Earmarked & Endowment Funds	1,765.44	1,439.45
3) Transferred to Project Accounts	18.00	18.96
TOTAL B	1,783.49	1,458.49
Transferred to Income & Expenditure Account (A-B)	423.71	419.97

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 12 - OTHER INTEREST

(₹ in Lakhs)

	2010-2011	2009-2010
a) On Saving Accounts with Scheduled Banks	9.28	4.69
TOTAL	9.28	4.69

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 13 - OTHER INCOME

(₹ in Lakhs)

	2010-2011	2009-2010
a) Surplus on Sale/disposal of obsolete Assets: (Acquired out of Grants)	0.28	6.05
b) Income from Other Sources		
1) Income from IMDC/MSH/New Campus Facilities (Net)	587.39	418.60
2) KLMDRC Receipt (Net)	210.23	124.02
3) Rent	66.19	40.02
4) Scholarship from Industries	68.15	4.41
5) Royalty Income	32.17	79.98
6) Miscellaneous Income	153.06	182.41
TOTAL	1,117.47	855.49

Sd/-
Laxmandev B.Gohil
Manager
(Accounts & Compliance)

Sd/-
Nina Badlani
Group Head
(Finance & Budgets)

Sd/-
N.V. Pillai
Chief Administrative
Officer

Sd/-
S.K. Barua
Director

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

	(₹ in Lakhs)	
	2010-2011	2009-2010
(Maximum to the extent of Expenditure incurred)		
1) Fund from Min. of Agriculture & Contribution from CMA Fund	148.74	182.01
2) Chairs	29.61	47.89
3) Various Capital Grant (To the extent of depreciation)	76.86	95.77
4) Depreciation Fund (Written back on account of Sale of Assets)	3.31	91.14
5) Pension Fund (interest only)	45.78	44.50
6) Computer Fund	127.60	130.01
7) Centre for Infrastructure Policy and Regulation	2.44	1.38
TOTAL	434.34	592.70

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 15 - ESTABLISHMENT EXPENSES

	(₹ in Lakhs)	
	2010-2011	2009-2010
a) Salaries and Wages	2,135.73	2,676.59
b) Allowances and Bonus	28.33	30.33
c) Contribution to Provident Fund	57.55	97.10
d) Staff Welfare Expenses	63.90	45.46
e) Expenses on Employees' Retirement and Terminal Benefits #	2,127.38	1,759.10
Total	4,412.89	4,608.58
f) Other Establishment Expenses		
1) Centre for Management in Agriculture(CMA)	133.01	162.56
2) Consultancy & Research Projects *	113.41	102.75
3) Chairs (Faculty and Staff)	28.72	46.27
4) Centre Activities	18.39	23.55
Total	293.53	335.13
TOTAL	4,706.42	4,943.71

Includes Rs. 45.78 Lakhs met out of Interest on Pension Fund (Previous Year Rs. 44.50 Lakhs)

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

Sd/-
Laxmandev B.Gohil
Manager
(Accounts & Compliance)

Sd/-
Nina Badlani
Group Head
(Finance & Budgets)

Sd/-
N.V. Pillai
Chief Administrative
Officer

Sd/-
S.K. Barua
Director

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

(₹ in Lakhs)

	2010-2011	2009-2010
a) Electricity Charges (Net)	163.22	157.96
b) Campus Repairs and Maintenance	247.87	215.85
c) Furniture/Equipments Repairs and Maintenance	46.65	51.89
d) Travelling and Conveyance Expenses	49.10	51.61
e) Computer Expenses	127.60	130.01
f) Security Expenses	90.35	77.00
g) Postage, Telephone and Communication Charges(Net)	35.96	33.74
h) Legal & Professional Charges	18.32	16.84
i) Insurance	5.30	9.83
j) Advertisement	6.69	4.80
k) Rent, Rates and Taxes	38.32	36.90
l) Staff Mess Expenses	15.49	16.28
m) Vehicles Operations and Maintenance	1.97	1.71
n) Printing and Stationery (Net)	19.05	8.78
o) Auditors Remuneration	2.10	2.10
p) Miscellaneous Expenses	81.68	65.56
q) Golden Jubilee Celebration	111.59	-
TOTAL	1,061.26	880.86

Sd/-
Laxmandev B.Gohil
Manager
(Accounts & Compliance)

Sd/-
Nina Badlani
Group Head
(Finance & Budgets)

Sd/-
N.V. Pillai
Chief Administrative
Officer

Sd/-
S.K. Barua
Director

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

(₹ in Lakhs)

	2010-2011		2009-2010	
a) POST GRADUATE PROGRAMME (PGP)				
I Two Year - Post Graduate Programme				
1) Post Graduate Programme	588.26		461.18	
2) PGP - Agri Business Management	35.51	623.77	32.43	493.61
II One Year - Post Graduate Programme				
1) PGP - Executive	510.33		294.75	
2) PGP - PMP	-	510.33	211.18	505.93
b) FELLOW PROGRAMME IN MANAGEMENT (FPM)				
1) FPM Expenses		72.11		80.70
c) SCHOLARSHIPS AND FELLOWSHIPS				
1) Educational Scholarship	71.88		5.71	
2) Need Based Scholarships out of PGP Fees	7.80		4.37	
3) Fellowship to FPM students	303.63	383.31	299.74	309.82
d) OTHER ACADEMIC ACTIVITIES				
1) Library Services (Other than Books)	287.12		239.45	
2) IIM A Bulletin & Website : C D Rom	2.24	289.36	0.59	240.04
TOTAL		1,878.88		1,630.10

*Does not include allocated overhead expenditure

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

(₹ in Lakhs)

	2010-2011	2009-2010
1) Consultancy & Research Projects	2,264.20	2,038.29
2) Management Development Programmes (MDPs)	1,017.60	753.41
3) CMA Other Expenses	15.73	19.45
4) Centre Activities	8.39	21.94
5) Chairs	0.89	1.62
6) I.T. Modernization	1.63	1.41
7) Faculty & Professional Development Expenses	31.75	30.01
TOTAL	3,340.19	2,866.13

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

Sd/-
Laxmandev B.Gohil
Manager
(Accounts & Compliance)

Sd/-
Nina Badlani
Group Head
(Finance & Budgets)

Sd/-
N.V. Pillai
Chief Administrative
Officer

Sd/-
S.K. Barua
Director

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 and stationery items 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 ₹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/Discount 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) for OBC expansion of ₹1272.00 Lakhs(Previous Year ₹Nil) was received during the year.

2. UNEXECUTED CAPITAL CONTRACT

Unexecuted Capital Contract (Net of Advances) is ₹1360.74 Lakhs (Previous year ₹144.68 Lakhs).

3. CONTINGENT LIABILITIES

Additional Electricity Duty demand in dispute ₹Nil (Previous year ₹34.69 Lakhs) and Service Tax demand in dispute ₹661.99 Lakhs (Previous year ₹529.23 Lakhs).

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 vide letter No.CC-IV/ABD/10 (23C) cell/10 (23C) (vi) IIM/2010-11/1305 dated 31/01/2011 from the Office of the Chief Commissioner of Income Tax, Ahmedabad. It will be in force till it is withdrawn by the competent authority. In view of this, no provision for Income tax has been considered necessary.

6. OTHER ITEMS

6.1 Out of the total expenditure for Centre for Management in Agriculture (CMA) of ₹148.74 Lakhs (Previous year ₹182.01 Lakhs), ₹130.50 Lakhs (Previous year ₹155.28 Lakhs) has been met out of Fund from Ministry of Agriculture and balance ₹18.24 Lakhs (Previous year ₹26.73 Lakhs) from Institute's own fund (CMA fund).

6.2 Tax Deducted at Source from:

Particulars	₹ in Lakhs)	
	2010-11	2009 - 10
a) Interest Income	0.00	3.48
b) Placement Income	1.43	0.86
c) MDP	3.16	2.54
d) Other Income	0.66	0.41

6.3 Expenditure in Foreign Currency

Particulars	(₹ in Lakhs)	
	2010 – 11	2009 – 10
a) Foreign Travel	135.50	86.52
b) Books and Case Materials	114.48	103.13
c) Others	77.22	113.83

6.4 Earning in Foreign Currency

Particulars	(₹ in Lakhs)	
	2010 – 11	2009 – 10
a) Consultancy & Research Project Income	312.02	377.56
b) Placement Income	13.89	12.12
c) Fees & Other Income	276.06	193.85

- 6.5 Outstanding Liabilities for Expense and others includes book overdraft of ₹164.35 lakhs (Previous Year ₹Nil)
- 6.6 Figures below ₹500/- which are required to be shown separately have been shown at actual in the brackets.
- 6.7 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

Sd/-
Laxmandev B.Gohil
Manager
(Accounts & Compliance)

Sd/-
Nina Badlani
Group Head
(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, 2011

RECEIPTS	2010-11	2009-10	PAYMENTS	2010-11	2009-10
1.1 Opening Balances			2.1 Payments for		
1 Cash in hand	0.25	0.25	1 Establishment Expenses	3,325.17	3,820.48
2 Bank balances	923.89	578.06	2 Administrative Expenses	1,061.26	880.86
- in current accounts	34.07	39.00	3 Long Duration Programme Expenses	1,878.88	1,630.10
- in savings accounts	1.45	0.97		6,265.31	6,331.44
3 Franking Advance	959.66	618.28	2.2 Payments against Various Funds		
			1 Projects/programmes	3,340.19	2,866.14
1.2 Interest Received on			2 Academic Activities	170.20	115.49
1 Investments	2002.84	1844.69	3 Student Aid	42.36	42.52
2 Saving Bank Account	9.28	4.69	4 Faculty & Staff Development Fund	75.93	54.72
3 Loans, Advances etc.	9.09	8.89	5 CII Fund	3.92	5.18
	2021.21	1858.27		3,632.60	3,084.05
1.3 Grant Received			2.3 Investments (Net)	3,995.77	5,344.20
1 OBC Grant	1272.00	0.00	2.4 Purchase of Fixed Assets	1,311.82	537.27
2 TDB Seed Support Grant	56.91	0.00			
3 C M A Fund from GOI	134.00	162.00	2.5 Changes in Inventory	0.80	-
	1462.91	162.00	2.6 Loans and Advances		
1.4 Other Income Received			1 CENVAT	29.84	29.06
1 Fees	6184.62	5375.41	2 Statutory Dues/TDS Receivable	203.15	13.29
2 Project/Program/Services	5134.65	4088.07	3 Security Deposits	-	41.60
3 Sale of Assets	0.28	8.17	4 Deposits Accepted	-	79.28
4 Donations	227.91	440.33		232.99	163.23
5 Misc.Receipts	1117.19	849.44	2.7 Changes in Current Liabilities		
6 CII Fund Income	3.25	4.63	Project/Program & Others Liabilities	1,718.21	-
7 Computer Centre Receipts	281.37	238.15			
8 Academic Activities Receipt	118.71	203.47	2.8 Closing Balances		
9 Students Aid Fund	62.56	56.94	1 Cash on Hand	0.25	0.25
10 Retirement Benefit Fund	1.07	20.61	2 Bank balances		
11 IIM Society Membership	0.00	5.00	- in current accounts	519.20	923.89
12 Faculty, Officer & staff Dev & welfare Fund	48.06	71.44	- in savings accounts	327.11	34.07
	13179.67	11361.66	3 Franking Advance	1.89	1.45
				848.45	959.66
1.5 Changes in Inventory	0.00	8.37			
1.6 Changes in Current Assets					
1 TDS Refund	3.31	0.00			
2 Loans & advances	265.90	24.85			
3 Statutory Dues	41.78	0.00			
4 Deposits Accepted	71.40	0.00			
5 Security Deposits	0.11	0.00			
	382.50	24.85			
1.7 Changes in Current Liabilities					
Project/Program & Others Liabilities	0.00	2386.42			
TOTAL	18005.95	16419.85	TOTAL	18,005.95	16,419.85

Sd/-
Laxmandev B. Gohil
Manager
(Accounts & Compliance)

Sd/-
Nina Badlani
Group Head
(Finance & Budgets)

Sd/-
N.V. Pillai
Chief Administrative
Officer

Sd/-
S.K. Barua
Director

