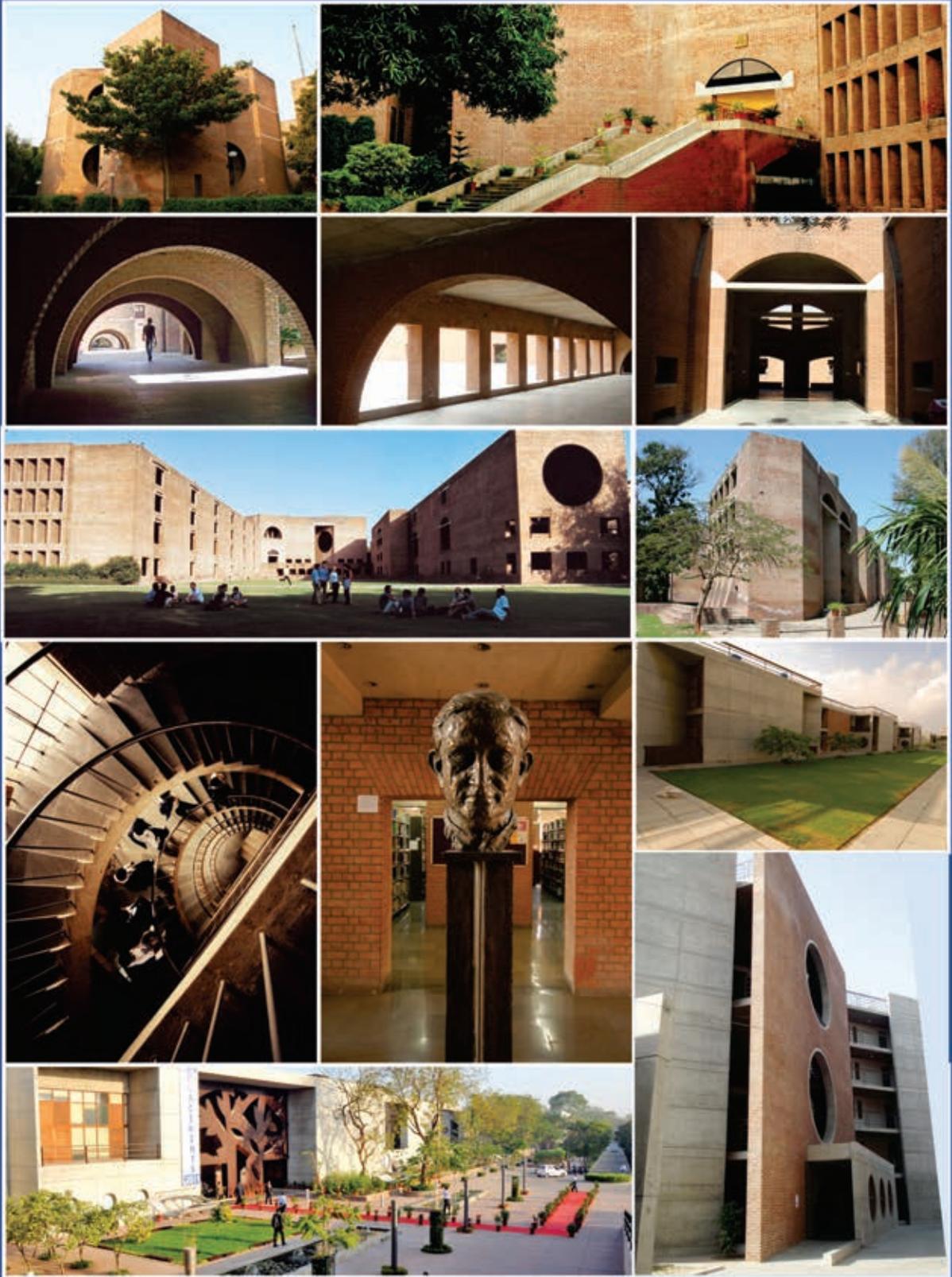


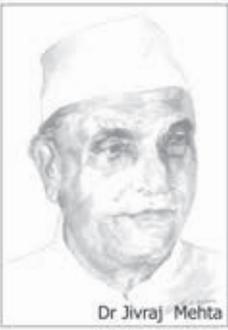


भारतीय प्रबंध संस्थान अहमदाबाद
INDIAN INSTITUTE OF MANAGEMENT
AHMEDABAD



51 वार्षिक प्रतिवेदन
ANNUAL REPORT 2012-13

Founding Fathers



Dr. Jivraj Mehta



Kasturbhai Lalbhai



Dr. Vikram Sarabhai

Our Past Chairmen



Dr. Jivraj N. Mehta



Shri Prakash Tandon



Shri. S.L. Kirloskar



Shri Keshub Mahindra



Mr. V. Krishnamurthy



Mr. A.P. Venkateswaran



Prof. S.K. Khanna



Dr. I.G. Patel



Mr. N.R. Narayana Murthy



Dr. Vijaypat Singhania

Our Present Chairman



Shri A. M. Naik

Our Present Director



Prof. Ashish Nanda

Our Past Directors



Dr. Vikram A. Sarabhai



Prof. Ravi J. Matthai



Dr. Samuel Paul



Prof. V.S. Vyas



Dr. I.G. Patel



Prof. N.R. Sheth



Prof. P.N. Khandwalla



Prof. Jahar Saha



Prof. Bakul H. Dholakia



Prof. Samir K Barua

Fifty-First Annual Report: 2012-13



भारतीय प्रबंध संस्थान अहमदाबाद
Indian Institute of Management Ahmedabad



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VISION

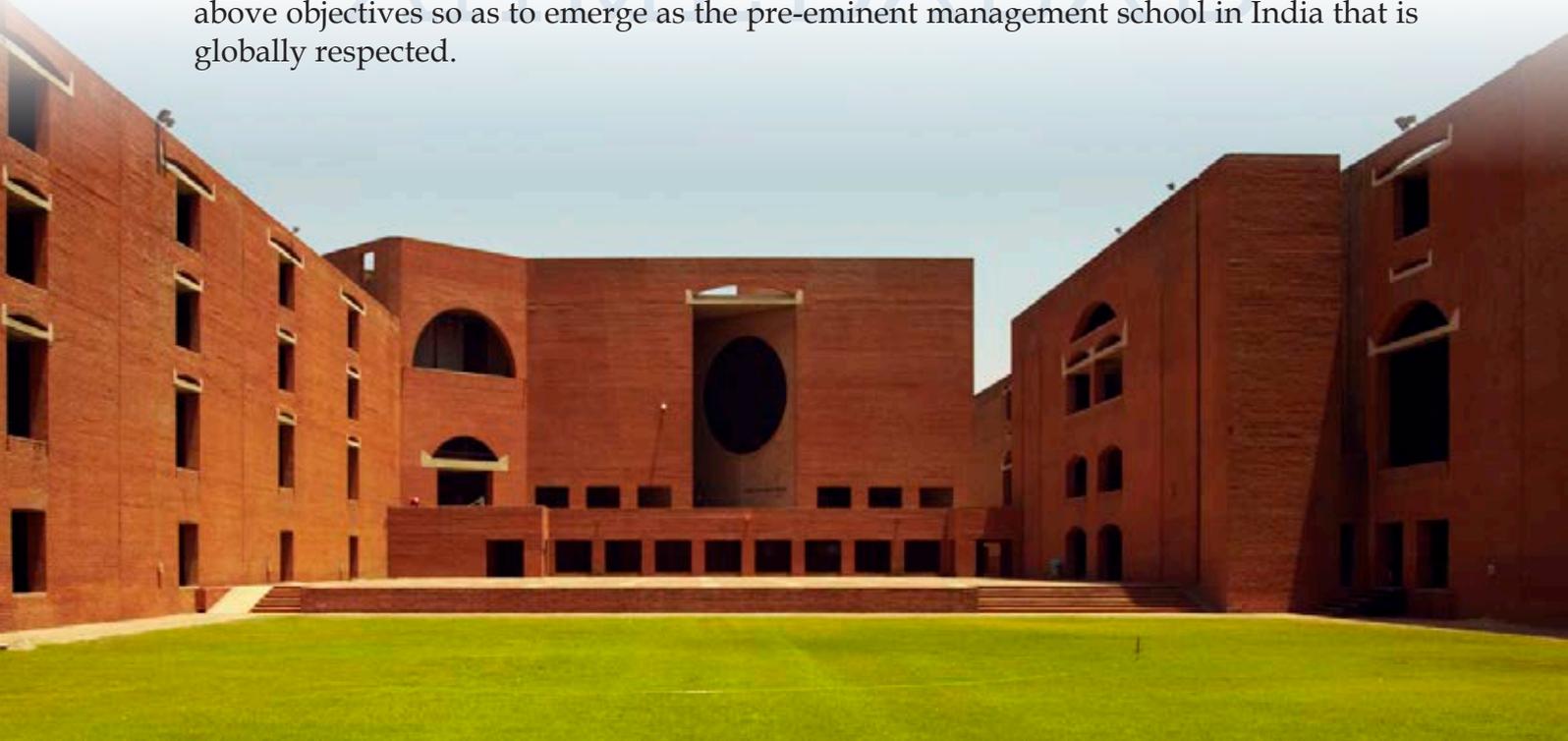
To become an Institute that is globally recognized and respected as a thought leader in management.

MISSION

To transform India and other countries through generating and propagating new ideas of global significance based on research and creation of risk-taking leader-managers who change managerial and administrative practices to enhance performance of organizations.

OBJECTIVES

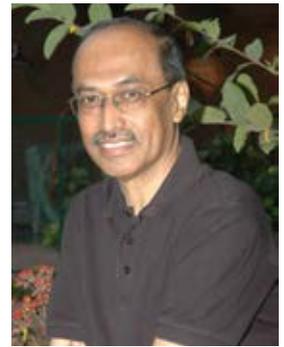
- ▶ To create knowledge through applied and conceptual research, relevant to management and its underlying disciplines, and to disseminate such knowledge through publications.
- ▶ To establish educational facilities to prepare young men and women for careers in management and related fields in all forms of organizations.
- ▶ To develop teachers and researchers in management with specialization in different fields relating to management.
- ▶ To improve the decision making skills and administrative competence of practicing managers through innovative and cutting edge management education programmes and providing opportunities for continuing education.
- ▶ To provide advisory services so as to enhance: a) the decision making skills and processes in organizations, and b) the effectiveness of public policies.
- ▶ To improve the quality of management education and research in other management schools by building their capabilities through meaningful collaborations.
- ▶ To globalize the institute's operations and linkages in the context of any or all of the above objectives so as to emerge as the pre-eminent management school in India that is globally respected.





THE YEAR IN RETROSPECT

The year that has gone by was truly a year of transition. The year began with a new Chairman taking charge of the IIMA Society and the Board. After protracted negotiations among various stakeholders a new MoA of the Institute was finally approved by the Government. The new MoA makes the Institute a Board managed and governed entity. This is a historic development as for the first time in India the government ceded so much authority and responsibility to the Board of a public academic institution. This change was overdue and one hopes that similar changes would be effected for other public institutions also.



The New MoA

The Board has now been empowered to suggest names for the Chairperson as well as the Director of the institute. The Institute has complete freedom to decide the portfolio of its activities, the locations for creation of facilities as well as acquisition and management of resources needed for its functioning. The Board got seriously engaged in the task of searching for a new Director. The incumbent Director had alerted the Board in December 2011 itself about the need to start and complete the process of identifying the next Director well before November 2012, the time when his term as Director was to be over. He had also suggested that the next person should be identified a few months prior to the end of his term so that the transition could be seamless.

The Board's First Test

A double change of guard at the top is always fraught with uncertainty for any organization. In such situations, key stakeholders are expected to ensure orderly transition. No single stakeholder can and should insist that its view be the one that dictates decisions. It is indeed heartening that despite the unseemly behaviour of a small section of one key stakeholder, the Board acted with wisdom that lent credibility to the new found status of IIMA being a board managed institution. Going forward the board would have to put mechanisms in place to ensure that the independence conferred on it is not jeopardized through boorish behaviour of sections of stakeholders or poor performance of the institute.

The Convocation

It was indeed fitting that at a time when it is becoming increasingly clear that India's future will be decided by its entrepreneurial youngsters, an intrepid Indian entrepreneur, Mr. Laxmi Niwas Mittal, was the chief guest for the convocation in 2013.

Institute's Performance

The unprecedented global economic crisis that began in 2008 continued unabated through 2012-13. The Institute has not only weathered effectively the impact of the prolonged crisis but has emerged stronger from the crisis. In the five years ending 2013, the Institute has made significant progress on all dimensions.

Financial Situation

Despite the continuance of the economic crises for the sixth year in a row, I am happy to report that the Institute was able to further consolidate its financial position. The Institute achieved a net surplus for the third year in a row which stands at about Rs.130 million for 2012-13, despite having to set aside significant amounts towards meeting its pension liabilities and anticipated expenses for additional payment to faculty based on performance. This was possible through prudent watch on expenses and making concerted efforts to enhance and diversify the sources of revenue. The initiatives taken by the Institute in the last five years have laid the foundation for a sound financial position for the Institute for growth in the years ahead.

Campus Infrastructure

The year witnessed completion of several projects to further enhance the quality of infrastructure as well as add to the beauty of the campus. The quality of infrastructure the institute has today is comparable to the best in the country. The library continued to expand its collection of academic material and subscription to databases and journals needed for research and teaching. The refurbishing of the interiors of the library was started during the year. The sports facilities, the fitness centres and the green outdoors are compelling attractions to students and residents to stay fit. The several cafeteria spread across the campus provide opportunities for groups to sit around and engage in discussions and debates in informal settings. The ambience of the campus has truly become one that is fit for an academic institution – conducive to learning through reflection and exchange of ideas.

Academic Programmes

IIMA has become the first management school from India that is recognized globally on multiple dimensions. In 2012-13, all the three post-graduate programmes continued to be ranked among the top programmes in their respective categories – Financial Times (FT) ranked PGP at number 10 among Masters Programmes in Management; Financial Times Global MBA Rankings established PGPX as a distinguished global MBA programme, with an average rank of 16 over three years, besides being at number one in Career Progress Rank; Eduniversal ranked PGP-ABM at the very top among programmes in management of the agriculture and the food technology sector. The Fellow Programme in Management (FPM) continued to be the most preferred doctoral programme in management in the country. The institute was ranked at number 56 among the top 100 business schools globally by The Economist.

Confidence of Recruiters

The gulf between IIMA and other management schools in India, including other IIMs, continued to widen in 2013. While all management schools including other IIMs struggled to place their graduates, IIMA completed the placement of its graduates from the PGP and the PGP-ABM by early March despite the difficult economic situation. This re-confirmed the faith of the recruiters in the quality of students and the academic processes of the Institute.

Executive Education

The Institute continued to enjoy a dominant position in executive education. Further expanding the global footprint of executive education, the institute participated in a programme titled 'BRICs on BRICs'. The programme was a collaborative offering by four well known management schools, one from each of the four BRIC nations - Brazil, Russia, India and China. The one week India module of the programme was conducted in early March on campus. The twenty-eight participants represented the top management from companies from the four BRIC nations. The unique feature of the programme design was extensive participation of alumni in the delivery of the programme. Distinguished alumni from varied fields addressed the participants. Alumni from Ahmedabad organized visits to households for the participants

to understand the Indian family and social settings as well as get first-hand understanding about consumers in India. The programme was extremely well received.

Research and Publication

Considerable focused research and other academic work in the Institute is done by centres that are created with specific focus. The existing centres include Centre for Management of Agriculture (CMA); Centre for Infrastructure Policy and Regulation (CIPR); Centre for Management of Health Services (CMHS); IIMA IDEA Telecom Centre of Excellence (IITCOE); Centre for Gender Equity, Diversity and Inclusivity (GEDI); Centre for Electronic Governance (CEG); Centre for Innovation Incubation and Entrepreneurship (CIIE) and Centre for Retailing. These centres continued to be active and completed significant amount of research and academic work during the year. The centres also conducted management development programs and organized colloquia, seminars, workshops and conferences for dissemination of the work done by faculty associated with the centres.

While the quantum of research done by the Institute is high, there is a need to significantly enhance the kind of research that has international recognition. This would be consistent with the vision of the Institute to become a thought leader in management globally. In the year that has gone by, definite measures consistent with this vision were put in place. Research and publication in established journals have now been given primacy in the measurement of faculty contribution. This would result in nudging faculty members to excel and push the frontiers of knowledge in their chosen fields of inquiry.

The Research and Publication Committee has the mandate to promote research within the Institute. In 2012-13, it funded over 67 projects, organized 14 seminars and published over 46 working papers.

The collaboration with Random House to publish easy to read and relevant books in management authored by Institute faculty under the banner *IIMA Business Books* series continued. By the end of 2012-13, a total of ten books had been published in the series. The books have been highly appreciated by executives and several titles have become best sellers.

Dissemination of Academic Output

The year also witnessed the Institute taking another significant step in dissemination of the intellectual output of its faculty. A portal has been created that provides web based access to cases and other academic output of faculty members. The portal became fully operational from January 26, 2013. Over one thousand items have already been uploaded and are available for on-line downloading. By the end of the year, the number of items would be in multiples of thousand. Over time, the portal is expected to become the disseminator of quality cases and teaching material authored by contributors from other institutions too.

Supporting Entrepreneurship

The Institute has taken significant strides in the last five years in support of innovation and entrepreneurship through the efforts of the Centre for Innovation Incubation and Entrepreneurship (CIIE). The Centre has been recognized as the best such centre in the country. In 2012, through a nationwide 'Power of Ideas' competition, the Centre generated a final list of 75 proposals that were chosen for seed funding support. These start-up companies were subsequently show-cased for larger funding in a two-day event that attracted participation from leading venture capitalists and angel investors. The Centre also launched INFUSE, India's first program aimed at promoting ventures that use clean technology. INFUSE identified twenty ventures for further mentoring and funding support. The Centre has attracted significant amount of funding, more than Rs.1500 million for supporting entrepreneurship in India.

The Centre also initiated the 'Young IIMA Mavericks Program' to support graduating students from IIMA who wish to become entrepreneurs. Each such student would receive an allowance of Rs.30,000 per month for two years, access to facilities at the Centre and mentoring support from the mentoring network created by the Centre. The IIMA alumni have pledged their support for the initiative and have already committed funds to sponsor eleven student entrepreneurs. I am happy to report that seven students from the graduating batches have been selected for sponsorship under this program. I would like to take the opportunity to thank alumni who are supporting this unique initiative.

Staff Excellence

The contribution of the non-teaching staff of the Institute towards the Institute achieving pre-eminence in management education often goes unrecognized. While the calibre of faculty across some of the top management schools in the country is comparable, the quality of staff at IIMA is remarkably better than the quality of staff in other schools. Their commitment to the Institute over the years has resulted in effective processes that underlie all aspects of functioning of the Institute. The formal system for measuring performance of the staff, the Performance Review and Appraisal System (PRAS), that was introduced last year was consolidated in the year 2012-13. The staff incentive system that was created in 2007-08 has been strengthened with the formal performance measurement system in place. The Institute will reap significant benefits from this formalization in the future through motivating staff even further.

Social Transformation

In 1975 the Institute's first full time Director, Ravi Matthai started an action research project that came to be known as the Jawaja Project. The 'Rural University Experiment' was to test the applicability of principles of management for social and economic emancipation of the poorest of the poor. After about two decades of disengagement, in 2010 the Institute went back to Jawaja to revive the Artisans Association of Jawaja through funds raised from the Torrent group for the purpose. The Institute set up a group comprising two faculty members from IIMA, one faculty member from NID, an alumnus of the Institute, ex-director of NID and a volunteer chartered accountant committed to the idea of re-engagement with AAJ. By 2012-13, the incomes of families of artisans had increased by 80 to 100% over 2010 through new product design, re-training, skill enhancement and involvement of women. The efforts put in by the group have seen these products being demanded in sophisticated markets within the country. A few products have even been exported.

Societal Obligations

In 2008-09, IIMA perhaps became the first business school in the world that started educating some students absolutely free. In 2008-09 the Institute supported education of 23 students absolutely free in the first year of their education at the Institute. The number of such students increased to 41 in 2009-10 as another 18 students from the new batch were identified for free education. In addition to complete fee waiver, the Institute also provides graded fee waiver to students who hail from economically poor families. This initiative was continued in 2012-13 and the total need based scholarships provided in the year was about Rs.70 million. The total support provided to needy students in the last five years is Rs.386 million.

Personal Note

This would be my sixth and the last yearly report as Director. I have been with the Institute a lifetime, thirty seven years. When I joined the institute as a student I never imagined that one

day I would have the honour of serving the institute as Director. I have seen the institute grow from an organization with potential to one that has become an iconic institution. Whatever I have achieved as Director would not have been possible without the unstinted support of the staff, the indulgence of the board and the administrative support from a few faculty colleagues who worked with me closely. I would like to put on record my gratitude for the support I have received from all of them in discharging my duties as Director and achieving the milestones for the institute in the last six years.

Samir K Barua



ACADEMIC PROGRAMMES

Offered since 1964, the Post-Graduate Programme in Management (PGP) is the longest running programme offered by the Institute. In surveys conducted by leading publications in India and abroad, it has been consistently ranked at the top. The range of programmes offered by the Institute has expanded over the years. Currently, the Institute 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

The forty-ninth batch of the Post-Graduate Programme in Management (PGP) got off to a start on June 18, 2012, with 381 students. At the end of the year, 376 students were promoted to the second year.

The second year of the programme commenced on June 11, 2012 with 371 students. At the end of the second year, 373 students (including Double Degree students) graduated after having satisfactorily completed the academic requirements.

Students	SC	ST	OBC	DA	Total
First Year	59	29	100	12	200
Second Year	49	22	103	9	183

Details are given in **Appendix A1**.

Given below is the break-up of scheduled caste, scheduled tribe, other backward class, and differently abled (DA) students:

Preparatory Programme

The preparatory programme is meant for newly admitted students who are found relatively under-prepared in communication and mathematical skills. Conducted before the start of the regular session, 67 students attended this programme from May 28 to June 16, 2012.

Orientation Programme

An orientation programme for newly admitted students was held from June 18 to 20, 2012. 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 programme. An extended session on case preparation and case method was held to familiarize new students with case method of teaching.

Tutorials

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

Curriculum

The curriculum is revised periodically by the PGP Review Committee to keep pace with latest research.

This year, first year students took 31 compulsory courses spread over six slots.

In the second year, 105 elective courses and 81 project courses were offered (including 2 non-credit independent projects).

New Courses

During the year, 17 new elective courses were offered in the second year of PGP. Details are given in **Appendix A2**.

Double Degree Programme and One term Exchange Programme

Double Degree Programme

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

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

Five students from the University of Bocconi, Italy, and two from HEC, France, participated in the second year of PGP during 2012-13 under the Double Degree programme. Seven second year students from the Institute participated in the Double Degree programme at the University of Bocconi, Italy, and HEC, France, during 2012-13.

One Term Exchange Programme

In line with the internationalization of PGP and with a view to providing international exposure to students, the Institute collaborated with several international business schools for exchange of students during the academic year 2012-13.

Seventy-four (one term exchange) and seven (Double Degree programme) students from IIMA went to partnering universities abroad while 79 (one term exchange) and 7 (Double Degree) students from collaborating universities took courses at the Institute.

Details of partnering institutions and number of exchange students are given in **Appendixes A3 and A4**.

Lecture Series

The following distinguished persons addressed students during 2012-13:

Raj Biyani	Managing Director, Microsoft India
Anup Bagchi	Managing Director and CEO, ICICI Securities Ltd.
Kuldip Sharma	Director General of Police, Bureau of Police R&D, New Delhi

Scholarships

The Institute awards a large number of scholarships based on academic performance. It also offers need-based scholarships.

▶ **Industry Scholarships**

Thirty-eight students were awarded industry merit scholarships based on academic performance.

▶ **Aditya Birla Scholarships**

Nine students were awarded these scholarships.

▶ **Sir Ratan Tata Scholarships**

Sir Ratan Tata Scholarships have been instituted by Sir Ratan Tata Trust and are awarded to second year students of PGP based on their first year academic performance. Five students received these scholarships.

▶ **O.P. Jindal Scholarships**

The O.P. Jindal scholarship worth Rs.1,25,000 each was given to two PGP students.

▶ **Societe Generale Global Solution Centre Scholarships**

Societe Generale Global Solution Centre Pvt. Ltd., Bangalore, gave scholarships to four PGP students. The total amount of the scholarships was Rs.12,72,000.

▶ **Shri S.K. Seth Memorial Award**

Instituted by Mrs. Shanti Seth in memory of her husband, the late Shri S.K. Seth, the first Librarian of the Institute, this 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 Nikhil Agarwal.

▶ **S. Umopathy Prize**

Instituted by the brother of late S. Umopathy in his memory, who was a PGP student, to recognize the academic excellence of a student, this prize is given to the first year PGP topper. This year, the prize was awarded to Nikhil Agarwal.

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

The Kollengode V. Srinivas Award was instituted by the parents of late Kollengode V. Srinivas to recognize the all-round performance of an outstanding student and to honour the memory of Srinivas, who was a student of PGP. This year, the award was given to Gopal Balakrishnan.

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

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

▶ **Woman All-Rounder Awards**

The PGP Woman All Rounder Excellence Cash Award was instituted by Rita Duggal, wife of Arun Duggal, an alumna of the institute, to recognize the all-round performance of an outstanding woman student. This year, the award was given to Dipannita Sengupta.

The PGP Woman All Rounder Excellence Gold Medal is instituted by Quetzal Foundation to recognize the all-round performance of an outstanding woman student. This year, the award was given to Ms. Dipannita Sengupta.

▶ **Sajeev Sirpal Academic and Creativity Excellence Award**

This award was instituted in memory of Shri Sajeev Sirpal (PGP 1984) by Ms. Kanaka Sirpal (PGP 1984) and friends to recognize excellence in academics and creativity among students. This year, Nikhil Agarwal and Sumit Somani received this award.

▶ **IIMA Special Need-Based Scholarships (SNBS)**

The Institute gave need-based scholarships totaling Rs.6,99,63,000 to 103 PGP students and 34 PGP-ABM students. The scholarship amount ranged from Rs.74,000 to Rs.5,25,000. Maximum support of 70 per cent of the total course fee was given to 29 students.

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

SC – Nine applications were sent to the Ministry of Human Resource Development.

ST – The scholarship amount of the last academic year, Rs.21,69,200, was received and disbursed to the awardees. For the current year, five applications were received and sent to the Ministry of Human Resource Development.

▶ **IIMA SC/ST Scholarships**

During the year, 164 students received the SC/ST scholarships of Rs.1500 each.

▶ **PGP Alumni Scholarships**

Several PGP alumni have generously contributed to support needy students. While some of the funds were utilized to award SNBS, some were awarded as top up to the SNBS awardees on a returnable basis.

▶ **State Government Scholarships**

The Institute disbursed state government sponsored scholarships (by the State of Maharashtra and Kerala) to five students during the year amounting to Rs.31,09,037.

Names of recipients of various scholarships are given in **Appendix A5**.

Admission

Three hundred and eighty-one students were admitted to PGP beginning June 2012.

The Common Admission Test was conducted as a computer based test with a testing window of 21 days from October 11 to November 06, 2012. The Institute received 180855 applications including those from overseas candidates for PGP beginning June 2013.

Details of number of applications received and students admitted are given in **Appendixes A6 and A7**.

	Male	Female	Total
General	159	25	184
NC-OBC	82	17	99
SC	44	14	58
ST	20	8	28
DA	12	-	12
Total	317	64	381

PGP Admissions (2013-2015 Batch)

2. POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT

The Post-Graduate Programme in Agri-Business Management (PGP-ABM) has achieved global recognition and has been ranked first in agribusiness/food industry management programmes in the world for two consecutive years (2011 and 2012) by Eduniversal, Paris.

The commitment of the Institute towards socially important sector like food and agri-business dates back to its inception when the Institute accepted managerial issues related to agriculture, food, and other developmental sectors as part of its thrust areas. In pursuit of this objectives, a Post-Graduate Programme with Specialization Package in Agriculture (PGP-SPA) was offered first in 1974. In 2000, the programme was revamped after a review of the Institute's approach to agri-business management education under the changing economic environment and a 15-month Post-Graduate Programme in Agri-Business Management was launched. It was converted to a full two-year programme in 2003.

Course Objectives

The objective of the programme is to develop young men and women into competent professional managers for food and agri-business, rural, and allied sectors. Increasing environmental concerns and challenges of working in a highly market oriented competitive environment requires the agri-food industry to respond 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. The programme prepares students for the arduous task of leading change in dynamic industry and managing the process of those changes. The programme adequately prepares students for the rapidly changing agri-business sector with following specific programme objectives:

- ▶ equip students with the required conceptual and interpersonal skills along with a sense of social purpose for managerial decision making and implementation in the context of agri-business
- ▶ encourage agri-entrepreneurship among students to transform them into successful professionals in 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.

Admission

This year, the Institute received 135,911 applications as against 123,462 in the previous year. After a rigorous selection process which included the Common Admission Test, group discussion, and interview, 43 students joined the programme in June 2012.

Details are given in **Appendix B1**.

Preparatory Programme

In order to strengthen mathematical, communication and computer skills, all students were asked to attend a preparatory programme which began on May 30, 2012, and ended on June 15, 2012.

Orientation Programme

An orientation programme for newly admitted students was held during June 20-22, 2012. There was an interaction with the PGP-ABM Executive Committee and briefing on computer and library facilities. A session on case preparation and case discussion was held to introduce students to the case method of instruction.

Curriculum

The first year of the programme is common with PGP and in the second year there are four sector-specific compulsory courses, in addition to several elective courses.

Rural Immersion Module

The principal objective of the Rural Immersion Module is to give students an exposure to rural life, learning from interaction with villagers, and becoming familiar with the rural environment, society, institutions, and economy.

The first phase of the module was organized from April 1 to 10, 2012. Students were divided into eight groups. Two groups were placed in Sitamarhi and Madhubani districts of Bihar, two groups were placed by SEEDS (NGO) based at XLRI, Jamshedpur, two groups were placed with Kalamandir, another NGO based in Jamshedpur, and the last two groups were placed in Andhra Pradesh.



The second phase of the module was organized from December 11 to 18, 2012, at the same locations.

Awards/Scholarships

Details are given in **Appendix B2**.

Exchange Programme

Five second year students of PGP-ABM went to ESSEC, MS Agribusiness School, Paris, and spent a term during October-December, 2012.

Details of number of applications received and students admitted are given in **Appendixes B3 and B4**.

3. POST-GRADUATE PROGRAMME IN MANAGEMENT FOR EXECUTIVES

The Post-Graduate Programme in Management for Executives (PGPX) commenced on April 8, 2012. The batch had 85 students including 6 women students. With an average GMAT score of 717, the average age of participants was 34 years and work experience was 10 years and 5 months which included international work experience of around 3 years and 2 months.

See **Appendix C** for profile of PGPX 2012-13 batch.

Structure

Spread over five academic terms, PGPX is structured around six segments: Induction, Building Blocks, Preparing for Top Management, International Immersion, Electives, and Capstone. Twenty-five core/compulsory and thirty-five elective courses including five new courses were offered during the academic year.

International Immersion Programme

The immersion programme of two-week academic training at foreign institutions was offered from September 3 to 14, 2012. Students travelled in three groups to:

- ▶ Chinese University of Hong Kong, Hong Kong (24 students)
- ▶ Warwick Business School, University of Warwick, Coventry (24 students)
- ▶ ESCP, Paris (37 students)

Academic Performance and Scholarships

All 85 students graduated successfully. Following awards were given:

- ▶ Gold Medal to PGPX topper: Aditya Bansal
- ▶ Academic merit awards of Rs.20,000 each to top five students: Aditya Bansal, Abhishek Verma, Ashutosh Shukla, Shrikant Deo, and Navin Doshi
- ▶ All-round excellence award of Rs.50,000 sponsored by Shri Arun Duggal (Chairman, Shriram Capital Ltd., IIMA Visiting Faculty, and alumnus 1974 batch): Aditya Bansal.

International Recognition

PGPX continued to be ranked first on career progression parameter in the *Financial Times* FT Global MBA Rankings 2013.



PGPX Student Activities

ConneXion 2012

ConneXion 2012, the annual business conclave, was organized on November 2-3, 2012. The programme was kicked off with a 5 km run within the campus. Around 20 business leaders attended the event to present their views on the central theme: "Rejuvenating India - Role of Corporate Sector." Senior executives from companies such as GE Capital India, Goldman



Sachs India, IL&FS, PwC, Ingersoll Rand, 3M India, Bennett Coleman & Co, Ericsson Global, TCS, IBM, Essar Group, Ashok Leyland, Alstom, Bertling Logistics, and Thermax exchanged ideas with students and faculty on topics such as navigating business cycles, innovation, and establishing India as a global brand and its next growth engines, feeding into the overall theme of the event. In line with its rich tradition of promoting entrepreneurship, an entrepreneurial dinner was also organized to celebrate the achievements of entrepreneur as business leaders. Co-founders of various IT and e-commerce startups shared their experiences with the audience.

X-Biz

X-Biz was conducted in a war game format this year and focused on the impact of FDI on Multi Brand Retail. Industry experts provided insights based on their experience and mentored participating teams. There were six teams each representing a stakeholder such as Trans National Retailer, Indian Organized Retailer, The Indian Kirana Store, The Indian Middleman, The Indian Farmer, and the Government of India/Policy Formulator. The event was anchored by Professor Shailendra Mehta. It witnessed participation by senior IAS officers from the Prime Minister's Office, the Confederation of Indian Retailers, representatives from e-Commerce companies, Indian organized retailers (Future Group), and senior journalists who are experts in food policy.

PGPX Alumni Meet

A large contingent of PGPX alumni had come down for this event and shared interesting stories of their success and the contribution of PGPX in their careers. The event culminated with a felicitation ceremony of the pioneer batch.

Speaker Series

Speaker Series is a PGPX student initiative where senior corporate leaders and eminent citizens are invited to share their experiences with PGPX students. Following speakers were invited:

- ▶ Mr. Prashant Sharma, Senior Vice President, Zydus Cadila, Mary 26, 2012
- ▶ Mr. B.V. Jagadeesh, Managing Partner, KAAJ Ventures, July 29, 2012
- ▶ Mr. Santosh Anoo, Office Management Principal, Deloitte Consulting Services Pvt. Ltd, August 18, 2012
- ▶ Mr. Ratneshwar Prasad and Mr. Ratnesh Sahay, Competition Commission of India (CCI): October 13, 2012
- ▶ Mr. Sri Prakash Lohia, Founder and Chairman of Indorama Corporation, November 27, 2012

- ▶ Mr. Deepak Mahurkar, Director and Leader of Oil and Gas Industry Practice at PricewaterhouseCoopers, December 20, 2012
- ▶ Professor Bala Dharan, Robert B. and Candice J. Haas Visiting Professor, Harvard Law School, January 2, 2013
- ▶ Mr. Kuladhar Saikia, IPS, Additional Director General of Police, Assam, January 6, 2013
- ▶ Mr. U.K. Sinha, Chairman, SEBI, February 15, 2013

Marketing Activities

The Institute participated in the Vibrant Gujarat Global Trade Show, Gandhinagar, from January 8 to 13, 2013, to promote the programme among industries and foreign delegations. Delegations had come from Japan, US, Canada, UK, Germany, France, Russia, China, Belgium, Netherlands, Denmark, Australia, the Philippines, Mozambique, and Rwanda.

Admissions for 2013-14

Six hundred and sixty applications were received for PGPX 2013-14, out of which 247 candidates were shortlisted for interviews. Offers have been made to 92 candidates and 25 have been placed in wait list.

4. FELLOW PROGRAMME IN MANAGEMENT

Since the beginning of the Fellow Programme, 279 students have received the title of “Fellow of the Indian Institute of Management, Ahmedabad”. With the addition of 16 students who graduated on March 23, 2013, the number of graduates stands at 295. There are 33 students in their thesis phase and 34 students are pursuing course work.

Details of graduated FPM students of 2013 are given in **Appendix D**.

Details of students strength in PGP, PGP-ABM, and FPM in the last 10 years is given in **Appendix E**.

Thesis Proposal for Awards

Following thesis proposals won IFCI and other awards:

Name of the Student	Title of the Thesis Proposal	Award/s
Ravi Kothari (P&QM)	Metaheuristics for the Single Row Facility Layout Problem	IFCI Award Rs.15,000 Chaudhary-Padmanabhan-Pant Award for the Best Thesis Proposal Rs.10,000
Avijit Khanra (P&QM)	Essays on Newsboy Problem	1. IFCI Award Rs.15,000
Ramakrishnan T S (PSG)	Increasing the Share of Rail in Passenger Transport in India: An Exploratory Study	1. IFCI Award Rs.15,000
Manisha Mishra (P&IR)	An Exploratory Study of Post Implementation Experiential Perceptions of Reservations with Focus on Stigmatization Processes in the Higher Professional Education Context	1. Professor Tirath Gupta Memorial Award for the Best Thesis in the Development Domain Rs.75,000
Smriti Agarwalla (OB)		Chaudhary-Padmanabhan-Pant Award for Scholastic Performance in the First Year



Sixth IIMA Doctoral Colloquium

The sixth IIMA Doctoral Colloquium was held from January 7 to 9, 2013. The colloquium has grown in size and reach and has given a platform for the research community to put forward their ideas and build a valuable research network.

There were 102 registrations, out of which 78 were paper presenters. More than 20 participants were FPM candidates from other IIMs. Various tracks of the colloquium covered areas such as Business Policy and Strategy, Organizational Behaviour, Personnel and Industrial Relations, Marketing, Production and Quantitative Methods, Computer and Information Systems, Public Policy and Public Systems, Economics, Agriculture Management, and Finance and Accounting.

The keynote speaker was Professor Masaaki Kotabe, Washburn Chair Professor of International Business and Marketing at the Fox School of Business, Temple University. Many academicians of international repute were also present. Professor Joe Hair of Kennesaw State University, Professor Subhash Sharma of the University of South Carolina, Professor Peter Stokes of the University of Chester, Professor Sunil Venaik of the University of Queensland, and several faculty members of the Institute shared their research experiences.

The colloquium was sponsored by Emerald Publishing, Sage Publishers, Cengage, Badruka School of Management, HP Global Analytics, and Minitab Inc. The event concluded with the Director's address and prize distribution ceremony.

5. PLACEMENT

The placement process for the graduating batch of the Post-Graduate Programme (PGP) in Management was successfully completed with students being placed in sectors and functions of their choice. The successful recruitment cycle stands testament to the high quality of students at the Institute and the robust nature of the placement process that provides adequate flexibility to both students and recruiters.

Placement Process

The placement process was conducted in two stages. The first was the lateral process where firms interviewed students with work experience and offered them mid-level managerial positions. In the second stage, the final placement process, firms were grouped into cohorts based on the profile offered, and invited to campus in different clusters. As in previous years, students were provided the flexibility of making a "dream" application to any firm of their choice even with an offer in hand. This gave students the freedom to build careers in sectors of their preference.

Laterals Process

Fifty per cent of the batch was eligible for lateral placement, which provided students an opportunity to optimally leverage their work experience. The laterals process included firms from diverse sectors such as technology, consulting, pharmaceuticals and analytics. Firms





which participated in the laterals process included Aditya Birla Group, Amazon, Deloitte, General Electric, Google, Microsoft, Pricewaterhouse Coopers, and Thomson Reuters.

Sectoral Overview

Despite adverse market conditions, the Institute did not witness a hiring freeze from any sector. Bank of America Merrill Lynch, Barclays, Citibank, Deutsche Bank, Goldman Sachs, HSBC, Morgan Stanley, Royal Bank of Scotland and Standard Chartered were the global investment banks that recruited students from the batch of 2011-13. Several other banks and financial institutions such as Axis Bank, DBS, HDFC, Kotak Mahindra, JM Financial and Yes Bank also recruited students this year. Consulting companies recruited in large numbers in both the finals and laterals processes. Recruiters in the consulting space included global strategy consulting firms as well as niche consulting firms: Accenture, AT Kearney, Bain & Company, Booz and Company, Boston Consulting Group, Capgemini, Deloitte, Ernst & Young, Feedback Ventures, KPMG, McKinsey & Company, Monitor Group, Oliver Wyman, Opera Solutions, Pricewaterhouse Coopers, TSMG, and Vector Consulting. A large number of students took up roles in sales and marketing in companies such as Airtel, Asian Paints, HUL, ITC, Kraft, L'Oreal, Mars, Nestle, P&G, Pepsi, and Reckitt Benckiser. General management and leadership profiles were offered to students by Aditya Birla Group, Cipla, General Electric, Ingersoll Rand, Mahindra, Reliance, RPG Group, TAS, Thomson Reuters amongst others. Students secured roles in the technology sector in firms such as Cognizant, Google, Hewlett Packard, HCL, Microsoft, Oracle and SAP.

Top Recruiters

More than 130 firms participated in the placement process in 2013 including the laterals process. In terms of volume, Boston Consulting Group was the top recruiter across clusters having picked 15 students. Accenture recruited 13 students while McKinsey & Company and Capgemini made 10 offers each, and Bain & Company selected 9 students from the batch. Among global investment banks, Goldman Sachs was the largest recruiter having picked 7 students for roles in financial markets as well as quantitative strategy. In the consumer goods and services sector, Airtel was the lead recruiter having made 11 offers to students for roles in marketing and finance, in both India and international locations. Amazon recruited 7 students for roles in business development and operations.

Entrepreneurship

The Institute has always encouraged students to take up entrepreneurship as a career and this year, four students opted out of the placement process to start their own ventures. The start-ups include a professional network for photographers, an online sampling and market research portal, and an e-commerce venture for project equipment. In line with its culture of fostering entrepreneurship, the Institute offers a placement holiday to its students wherein they will be allowed to participate in placements in one of the next two years in the event that their venture does not work out.



PGP

A total of 433 job offers were made to 360 students who participated in placement.

Strengthening Old Relationships and Forging New Ones

Placements are viewed as an opportunity to build relationships with Industry and create a symbiotic association. Not only did existing recruiters maintain their relationship with the institute through recruiting large numbers but many new companies also recruited. Thirty-nine companies came for the first time. All the listed companies are leading firms in their areas of operation, nationally and/or internationally. This is an indication of the growing global reputation of the institute graduates.

There were 13 acceptances of overseas offers. Domestic placement accounted for the remaining 347 students.

PPO Placements

Based on the performance of students in summer internships, 107 pre-placement offers were extended by 45 companies out of which 85 offers were accepted.

PGP-ABM

Despite adverse market conditions and dampened hiring sentiment, the programme has been well received by industry as a provider of high quality talent to the agribusiness sector. Over 25 companies participated in the placement process, and the batch attracted a diverse pool of recruiters, ranging from MNCs to small and medium enterprises as well as notable start-up firms. Syngenta, Frontal Rain, GSFC, and Yes Bank were the top recruiters, and recruited three students each. IFFCO, i3 Consulting, Escorts, Frontal Rain, Nancy Barry's Enterprise Solutions for Poverty, and GlaxoSmithKline hired for the first time. Regular recruiters such as Syngenta, Rabo Bank, Godrej Agrovet, StarAgri, and Yes Bank were present. Bayer CropScience Limited offered its Commercial Excellence Leadership Programme for the first time in India by recruiting from the Institute.

A variety of roles were offered across diverse domains including Seeds, Fertilizers, Pesticides, Corporate Banking, Food and Agribusiness Research and Advisory, Logistics and Warehousing Management, Platform Development, Plantations, Commodity Trading, Agricultural Machinery, Rural Banking, and Consulting.

Two students opted out of the placement process – one to launch an entrepreneurial venture in warehousing and the other to pursue a career in the social sector. The Institute supports entrepreneurship through providing a two year placement holiday to students who launch their own start-up ventures.

PGPX

PGPX placement started from December on a rolling basis and the participants are considered for middle to senior level positions. The focus is on ensuring a good fit between the participant and the potential job/role.

The placement season has attracted a diverse pool of recruiters across multiple sectors. This year's recruiter list spanned conglomerates, MNCs, small and medium enterprises (SMEs) and start-ups, and included several first-time recruiters.

Following table provides detail breakdown of the current status of the students:

Total No. of Students	85
Student opting for placement holiday to start own venture	2
Student seeking placement on their own (outside placement process)	23
Sabbatical	4
Students secured final offers through placement process	45
Students in-process	11

Firms that returned for recruitment included Google, Goldman Sachs, RPG, Hero Moto Corp, Amazon, Mindtree, etc. IBM introduced their Leadership Development Programme first time in India while Thermax selected a CEO from the batch for their upcoming venture. Ericsson and Hero have made the largest number of offers till date.

The placement office continues to provide full support by facilitating interaction between students and firms that express interest.

FPM

FPM placement has moved from fixed placement to rolling placement. Since no candidate opted for placements last year, the new process could not be implemented. Therefore the current academic year was the first time with the new process. According to the new rules, placement assistance can be provided for a maximum period of seven months from the time a candidate enters the placement process. This year 8 FPMs have opted for final placement. Candidates from Business Policy (1), CISG (1), P&QM (1), Economics (1), Marketing (2), P&IR (1), and PSG (1) have opted for placement. In general, candidates looked for specific roles which aligned with their broad research interests and background.

New recruiters were approached to create awareness about the FPM programme and the rolling nature of placements. Close to 30 firms were approached this year and favourable responses were received from most, including Oliver Wyman, Monitor Group, Infosys Labs, Genpact, and AT Kearney among others.

Following table provides detail breakdown of the current status of the students:

Total No. of Students	8
Student seeking placement on their own	0
Student opting for placement holiday to start own venture	0
Students secured final offers	2
Students with academic offers	4
Students yet to be placed	2

Details of placement are given in **Appendix F**.

6. CONVOCATION

The forty-eighth convocation of the Institute was held on March 23, 2013. Shri L. N. Mittal, Chairman and Chief Executive Officer, ArcelorMittal, delivered the convocation address. At the convocation, 16 FPM students were awarded the title of Fellow of the Indian Institute of Management, Ahmedabad, 373 students were awarded the Post-Graduate Diploma in Management, 35 students were awarded the Post-Graduate Diploma in Agri-Business Management, and 85 students were awarded the one-year Post-Graduate Diploma in Management for Executives.



Shri L. N. Mittal, Chairman and Chief Executive Officer, ArcelorMittal, at the forty-eight Convocation



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

- ▶ Nikhil Agarwal
- ▶ Aniketh Talwai
- ▶ Sumit Somani

Shashank Rathi of the Post-Graduate Programme in Agri-Business Management and Aditya Bansal of the Post-Graduate in Management for Executives received the Indian Institute of Management Ahmedabad Medal for Scholastic Performance.

Gold Medalists



Nikhil Agarwal



Aniketh Talwai



Sumit Somani



Shashank Rathi



Aditya Bansal

7. FACULTY DEVELOPMENT PROGRAMME IN MANAGEMENT

The Faculty Development Programme (FDP) is specially designed for faculty members of management education and training institutes. Over the years the FDP's structure and curriculum have been reworked to address emerging developmental needs of management educators. The 34th FDP was conducted from June 11 to September 29, 2012. Forty-one management teachers, including three from Nepal and one from Bhutan, attended the programme. There were 9 women participants. Seven of the 41 held doctorates in various disciplines related to management. Fourteen of them were self-sponsored and two were partially self-sponsored. Fellowships totalling Rs.49,000 were made available to fourteen self-sponsored participants. The Centre for Regional Management Studies research grants were extended to participants who wished to work on Gujarat-based research studies. Four participants have submitted six research project proposals and, on completion, they will be given Rs.6000 for case and Rs.15,000 for research report as research fellowships through the Research and Publications Office.

The focus of FDP is on upgrading the teaching, training, and research skills of management educators – especially those educators who haven't had adequate opportunities to hone their teaching and research skills. Continuing with the structure developed for the 33rd FDP, three sets of courses were offered in the 34th FDP: discipline-based courses, foundational courses, and electives.

Participants also undertook field visits including one to the Tata Nano factory at Sanand. They also attended the Strategy Simulation workshop.

FDP has come to be recognized as one of the best in the country for an intensive management faculty development experience. The FDP alumni network has 664 members, including 80 management teachers from Nepal, Bangladesh, Maldives, Sri Lanka, Bhutan, and Ethiopia.



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, 4 research projects, 4 seed money projects, and 6 case development projects were completed. Ten research projects, 3 seed money projects, and 4 case development projects were initiated. While 4 projects were terminated, 2 projects were withdrawn. In addition, 20 summer internship projects were undertaken.

During the year, the academic community wrote 12 books, 6 monographs, and 78 articles in journals. They contributed 15 chapters in books, presented 124 papers in conferences, and wrote 51 working papers.

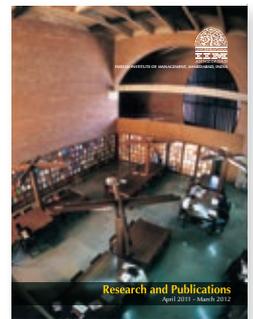
Details are given in **Appendixes G, H, and J.**

Papers/Seminars/Publications

Papers presented at conferences/seminars, publications in journals, and workshops attended are given in broader detail in the Research and Publication Committee’s annual report published separately.

Vikalpa: The Journal for Decision Makers

Vikalpa: The Journal for Decision Makers (www.vikalpa.com) is a quarterly publication of the Indian Institute of Management, Ahmedabad. Currently in its 38th year of publication, *Vikalpa* is recognized as a premier management journal, communicating developments in management to academicians and managers. The focus of the journal is on applied research that meets the standards of academic rigour and reflections that are relevant to practising managers.



Every issue of *Vikalpa* has the following features. *Perspectives* presents emerging issues and ideas that call for action or rethinking by managers, administrators, and policy makers in organizations. *Research* has analytical or research-based articles that focus on the resolution of managerial and academic issues. *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. *Colloquium* includes debate on a contemporary topic. *Management Case* describes a real-life situation faced, a decision or action taken by an individual manager or by an organization at the strategic, functional, or operational levels; *Diagnoses* features analyses of the Case by academicians and practitioners. Since the last two years, *Vikalpa* has started carrying the Case and its Diagnoses in the same issue, in contrast to the earlier practice of publishing the Diagnoses in a subsequent issue. *Vikalpa* also features *Book Reviews*.

Vikalpa is a peer-reviewed journal. All contributions received are double-blind reviewed by two referees; accepted contributions are edited suitably. About 60 reviewers were involved in reviewing the papers during the year.

During 2012-13, *Vikalpa* received 342 papers; 289 of these were rejected at the preliminary stage, and the rest are in the process of review.

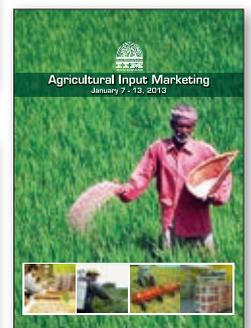
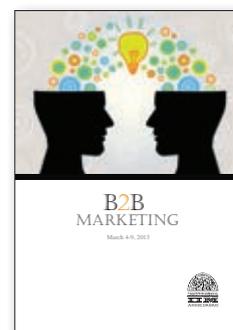
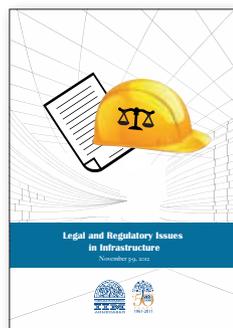
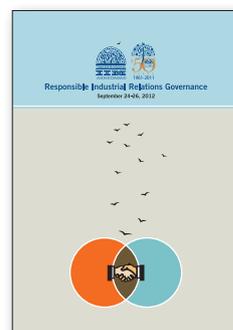
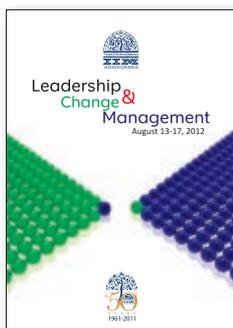
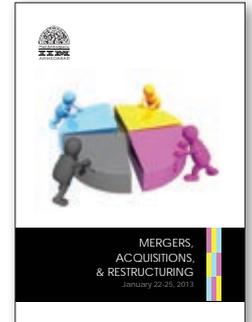
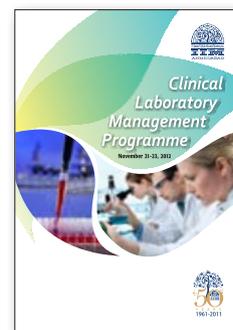
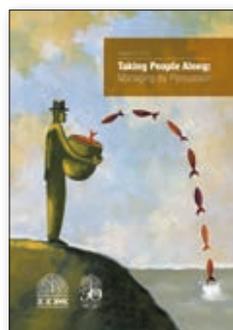
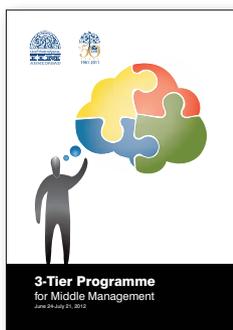


MANAGEMENT DEVELOPMENT PROGRAMMES

In 2012-13, the Institute offered 53 Management Development Programmes (MDPs). They attracted 1,614 executives from private and public sector organizations including government departments. The MDP activity resulted in 11,982 participant-days.

Of the 53 programmes, four were regular General Management Programmes. Of the remaining 49 programmes, three programmes were new and 46 were repeat offerings. Of these three new programmes, one was a Global Programme and one each was offered by Finance and Accounting, Public Systems and Centre for Management of Health Services.

Details are given in **Appendix K**.





INTERDISCIPLINARY CENTRES AND GROUPS

1. CENTRE FOR ELECTRONIC GOVERNANCE (CEG)

CEG published three issues of the newsletter *Information Technology in Developed Countries* in partnership with the International Federation for Information Processing (IFIP) Working Group 9.4. The three issues carried 20 articles contributed by IT professionals, academicians, development practitioners, and administrators concerned with ICT policy across countries such as Russia, Ghana, South Africa, Nigeria, Sri Lanka, Nepal, and USA, besides India. The newsletter's website was accessed by about 2500 visitors from 15 countries.

CEG faculty wrote papers on following topics: E-governance, development through empowerment-role of ICTs in service delivery and business model innovations for mobile and ICT based services for low income segments in emerging economies. They also made presentations at national and international conferences.

Policy Support and Training

The Department of Information Technology (DIT), Government of India, constituted a working group in October 2012 for preparing a capacity building roadmap for implementation of e-governance in India. The working group submitted its report in March 2013.

DIT constituted a working committee on establishment of a National e-Governance Academy in December 2012. CEG was requested to submit a proposal for preparing a detailed project report for the academy.

Nearly a dozen presentations were made by CEG faculty in training programmes and workshops organized by different institutions on the topic of e-Governance. Two of these workshops were organized for cabinet ministers and legislators of Delhi and Kerala.

2. CENTRE FOR GENDER EQUITY, DIVERSITY, AND INCLUSIVITY (CGEDI)

Mainstreaming of Gender

The Centre's focus in 2012-13 was on mainstreaming of gender through a series of dialogues with stakeholding constituents including policy makers, academicians, leaders, managers, entrepreneurs, and others. The Centre's primary task to create, support, and sustain gender-sensitive processes for better understanding and addressing disharmony in the management of gender differences was pursued through a series of GEDI Colloquia Evenings for the purpose of fostering policy research, capacity building through education, training, and outreach; providing policy-makers, practitioners, scholars, and alumni with advisory support on gender initiatives; and undertaking activities for knowledge creation and action research in Gender Equity, Diversity, and Inclusivity.

The GEDI Centre's Thematic Focus 2012-13

GEDI Colloquia Evenings were organized around a variety of themes on the politics of disharmony in the management of gender differences. Ideally, “gender” refers to an understanding of the perspectives of both men and women. Distinguishing itself from the stream of “women’s studies”, the Centre focused on gender injustices that arise at different stages of life and cannot be quick-fixed in a narrow set of adult roles in work life. For this reason, the Centre adopted a life-cycle perspective from the womb to old age to address politics of disharmony in the management of gender differences through attention to pre-natal care, infant care, child rearing, education, work-life balance for couples in roles and systems, economic and social security management, and the chronic underrepresentation of women in authority in professional life. Some of the priorities identified are underrepresentation of women in elected and selected roles of professional responsibility and capacity building to enhance gender diversity, equity, and inclusivity at workplaces and in systems of higher education, gendered child-rearing practices and design of educational curricula to combat systemic deficits that translate into gender stereotyping, and the special challenges for women entrepreneurs and managers.

Research and Publications

The research agenda has been identified based on a series of consultative dialogues and also taking note of the outcomes of research and publications by faculty members associated with the centre. It pointed to certain startling revelations:

- ▶ Violence against women in various forms ranging from pervasive sexual harassment of women professionals, supplemented by domestic violence across a wide range of classes and risk of rape remained on top of the agenda during the year even before the incident in December 2012 that sparked national indignation. Accordingly, GEDI colloquia evenings took up rape, revenge, and violence against women as themes for discussions to identify a long term policy research agenda.
- ▶ Men and women in work places have similar but also different repertoires from which to evolve appropriate personal styles and we know very little about directions in organizational design that are likely to accompany increased participation of women in professional roles.
- ▶ Careers of women professionals are particularly vulnerable if they are constrained to limit development of their capabilities only within a limited range of behaviour consistent with masculine paradigms. Yet, the main complaint from social workers and lawyers voiced at various GEDI Colloquia was inadequate support for diversity in organizations and lack of implementation of gender justice policies in public systems even after being notified by law.
- ▶ Men as professionals also experience surprises bordering on bewilderment and considerable anxiety in the search for collaborative equilibria with greater variety in managerial styles bring to increased participation of women in organizational roles.
- ▶ Certain life skills cannot be learnt from reading or listening to lectures or discussing cases and this leaves deficits for adult life in men and women unless changes are brought to child rearing practices and primary education involving both parents and teachers.
- ▶ Professors Asha Kaul and Manjari Singh edited a book **New Paradigms for Gender Inclusivity: Theory and Best Practices** containing contributions documenting good gender justice practices adopted in some of the Indian organizations.

Progress with Case Study on SEWA

With the support of Research and Publications Committee, the case study of SEWA to understand the umbrella characteristics, hybrid organizational features and countervailing power dynamics of this remarkable organization progressed further with field visits to Anand, Murshidabad, and the National Capital Region of Delhi to document first hand the challenges faced by poor women.

Highlights from GEDI Colloquia Evenings (2012-13)

Five colloquia evenings were organized during the year. At the GEDI Colloquia Evening on October 10, 2012, the award winning 2011 Spanish psychological thriller **“The Skin I live In”** (with English sub-titles) was screened followed by an analysis of the movie with Dr. Apurva Shah, our guest anchor for the evening, and an interactive discussion. The themes of the film included sexual assault, anxiety, loneliness, betrayal, sexual identity, and death.

A special GEDI colloquia evening “Dialogue on Gender equality: Unfinished agenda for 21st century” was organized on November 21, 2012, to understand what NGOs are doing to achieve equality and share experiences and best practices of NGOs to make a list of policy research questions for the long term research agenda of the Centre.

The GEDI colloquia evening on December 17, 2012, had as its theme **“Women of Influence”** inspired by the struggles to mobilize influence on behalf of men and women. Short film clips of protest movements were screened followed by an open discussion.

At the GEDI colloquia evening organized on February 7, 2013, there was a lively discussion on the recommendations of the Justice Verma Committee Report and the Vishakha Judgement in the context of politics of gender equity, diversity, and inclusivity in Indian society in general and specifically the implications for safety, security, and harmony in workplaces if these recommendations are to be implemented.

The issues crystallized at the colloquia on February 7, 2013, were raised with Justice J.S. Verma at a special GEDI colloquia evening on the occasion of International Women’s Day on March 8, 2013. In his talk titled “The Gender Equation,” Justice J.S. Verma spoke of how assumptions around patriarchy militate against gender justice because they unfairly impose norms of modesty for women. He traced the struggle for gender equity, diversity, and inclusivity through the array of landmark judgements by the Supreme Court of India. He strongly opposed segregation as a solution pointing out that separation is a form of gender apartheid that would encourage patriarchy.

Gender Studies

During the year, the Centre and the Vikram Sarabhai Library collaborated to create a new classification for reference materials on gender studies bringing together all relevant resources on the subject at the Vikram Sarabhai Library. In addition, lead articles in national and international journals around themes identified by the Centre as constituting its long term research agenda have also been culled out and indexed.

3. CENTRE FOR INFRASTRUCTURE POLICY AND REGULATION (CIPR)

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 in policy research in infrastructure and regulation.

Training Programmes

Power Market Leadership Course for Power Exchange India Ltd., September 24 – 26, 2012.

Orientation Programme for the Electricity Regulators for the Forum of Regulators (FOR), Government of India. The programme was conducted in two phases: phase 1 at the Institute from October 11-13, 2012, and phase 2 at Lawrence Berkeley National Laboratory in San Francisco, on March 18-22, 2013.

Leadership Programme on Power Generation Optimization for Power Exchange India Ltd, on March 18-20, 2013.

Management Development Programmes (offered through the Public Systems Group or coordinated by CIPR faculty)

- ▶ Public Private Partnerships (PPPs) in Infrastructure, October 15-20, 2012
- ▶ Legal and Regulatory Issues in Infrastructure, November 5 - 9, 2012
- ▶ Business Leadership and Law, December 17-19, 2012
- ▶ Investigating Corporate Social Irresponsibility, February 13-15, 2013
- ▶ BRICs on BRICs: A BRIC experience, March 4-8, 2013

4. CENTRE FOR INNOVATION INCUBATION, AND ENTREPRENEURSHIP (CIIE)

The Centre for Innovation, Incubation, and Entrepreneurship (CIIE) was set up in 2001 to conduct research in the area of innovation and entrepreneurship. The physical infrastructure and technology business incubator were set up in 2007 in collaboration with the Government of Gujarat and the Department of Science and Technology.

Three areas have emerged as primary areas of research interest:

- ▶ Incubation and Investment
- ▶ Entrepreneurship Ecosystem Development
- ▶ Research and Training

Power of Ideas 2012

The Power of Ideas 2012 programme which was launched in June concluded in September with 75 teams participating in a ten-day capacity building workshop. It saw participation of senior mentors and experts to help companies build their capabilities for growing their startups. Fifty companies were selected for awards of Rs.2 lakh and Rs.5 lakh and 20 were selected for seed funding of Rs.20 lakh.

CIIE organized an investor showcase for the final 75 companies on November 30 and December 1, 2012. It was attended by leading venture capitalists and angel networks in the country.

Infuse Venture Accelerator

- ▶ CIIE launched Infuse Venture Accelerator, India's first accelerator programme aimed at early stage cleantech ventures. The programme was launched on August 2, 2012, and 21 startups were shortlisted for detailed evaluation from more than 130 applications. Twelve were invited for a three-day IVA Boot Camp at the Institute from October 30 to November 11, 2012. More than 20 mentors including who's who of the cleantech sector in India mentored these startups over three days to help them chart out a future growth trajectory. Four startups have been selected for further support under the programme. The startups entered the accelerator phase during which the Infuse team would be working closely over the next 6-8 months, ensuring they meet set milestones and become ready for larger investment. CIIE is also in close touch with the other 8 startups that were selected for the boot camp, engaging with them on a case-by-case basis.

GIZ Workshops for Capacity Development and Ecosystem Building

Aarohan, the social venture programme of CIIE, in collaboration with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), has launched a series of workshops focused on ecosystem development and capacity building for social enterprises in India. The workshops aim at improving the support infrastructure for social enterprises and social incubation initiatives.

The GIZ-Aarohan initiative is aimed at educating enterprises and incubators on how these issues can be addressed effectively.

iAccelerator 2012

iAccelerator is an endeavour by CIIE to identify, encourage, and incubate innovative technologies in the IT and mobile domain. This year, eight teams got support and mentoring for refining business model; defining the minimum viable product (MVP); designing user experience/interface; and user acquisition. In the last month the programme focused on bringing early stage angel and VC investors to iAccelerator. This practice helped the startups understand investors' point of view and build their network. The Demo Day for iAccelerator 2012 took place on January 25, 2013. Investors such as Sequoia, Nexus, Omdiyar, Motilal Oswal PE, Yournest, and IAN, to name a few, attended.

Ecosystem Development

CIIE's goal is to provide an enabling environment to aspiring entrepreneurs and innovators and provide a risk-cushion to early stage innovators and entrepreneurs through various kinds of support. The Centre has initiated and partnered with several leading entrepreneurship promotion initiatives across the country. Given its credibility and networks, CIIE is the preferred partner for entrepreneurship promotion initiatives.

Mentor Network

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

Several rounds of mentoring clinics have been organized to provide guidance to budding entrepreneurs. The mentors are actively participating in training/workshops organized by CIIE for startups.

IIM AVericks Meet

IIM AVericks' Meet 2013 brought together successful and budding alumni, entrepreneurs, and change-makers from across the batches and inspire young aspirants to follow their entrepreneurial and creative dreams. The meet built upon the success of the IIMA Entrepreneurs' Meet organized by CIIE in 2008 as part of an initiative to recognize, celebrate, and engage the alumni and their current organizations in supporting entrepreneurship.

The event saw participation of close to 150 aspirants from outside; most were the alumni, some were entrepreneurs, others were students who were present with the sole desire to learn more about entrepreneurship and listen to the experiences of alumni who chose the less-trodden path.

Young Mavericks Fellowship Programme

The Young Mavericks Fellowship programme is a one of a kind initiative that supports graduating students who wish to kick start their entrepreneurial or other non-conventional careers. This award will take the form of a fellowship Rs.30,000 a month for a period of two years. The fellowship, supported by the alumni, would help the awardees sustain themselves during their period of struggle.

Research and Training

CIIE carries out research and training in the area of new trends, innovation, and entrepreneurship. Training is provided both to students at the institute to help them develop the necessary skill-sets in the area of venture investment, entrepreneurship, and technology development, and aspiring entrepreneurs.

CIIE has been involved in creation of new courses and cases apart from organizing various seminars and training sessions across relevant topics. During the year, 25 teams including 75 students, participated in the Fund Management Programme course (FMPC) and interacted with startups for deals evaluation and doing due diligence.

The CIIE faculty offered a course titled New Technology Applications, Design, and Business Models in collaboration with the National Institute of Design. This course involves teams of design and management students identifying new technology applications, creating a design for one of these applications, and exploring models of taking it to the market. Fifty-four students (27 students from the both institutions) took this course.

A British Council supported project on Models of Incubation in UK and India was initiated during the year. Apart from reviewing the literature on models of institutional incubation, the project would undertake six case studies (three in each country) of incubators in educational institutions.

CIIE Investment Activities

CIIE has taken up several initiatives to support entrepreneurship through incubation and investment activities. The efforts put in to connect with early stage risk capital investors are seen as a step forward in the direction towards bringing together visionary investors and revolutionary startups. This involves providing services such as due diligence, startup valuations, collaborating on deals by providing matching funds, and providing incubation and managerial support. This falls in line with the ultimate goal of creating an entrepreneurial ecosystem that is capable of sustaining and flourishing innovative thinking and entrepreneurship.

Online Investment Showcase

Eight investment showcases were carried out over an online web conferencing platform to connect potential investors and the entrepreneur team. The showcases were carried out over a weekend where the team would make a one-hour presentation to the investor group, followed by a question and answer round.

Investor Demo Days

The Demo Days were conducted at the end of iAccelerator. The Power of Ideas was a show and tell event with investors from across the country attending to learn more about the participants and to get a first view of the product demo.

Investment Opportunities and Relationship Building

Apart from sector-focused investment initiatives, CIIE continues to interact with individual (organized and unorganized) and institutional investors from time to time while informing them about the active deals. While exploring the possibilities of synergies and collaborations, this has also helped create syndicates for deals with co-investment opportunities.

Approximately 15 CIIE funded companies went on to raise a follow-on funding of approximately \$2 million through investment related activities carried out in a proactive as well as per need basis. CIIE has been able to develop a network comprising leading angel

investors in the country while also acting as an active deal pipeline for organized investors such as angel networks and venture capitalists in the country. These investors provide funds and advice to support early stage companies which further allows them to build their initial products and assemble an early team.

5. CENTRE FOR MANAGEMENT IN AGRICULTURE (CMA)

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

Research

Seven research projects are in progress:

- ▶ Credit vs. Credit-Plus Approach for Livelihood Promotion in Agri-Business and Allied Activities: A Consolidated Study Report
- ▶ Soil Health, Plant Health, and Human Health
- ▶ Assessment of Marketed and Marketable Surplus of Major Foodgrains in India
- ▶ Problems and Prospects of Oilseeds and Oil Palm Production in India
- ▶ An Analysis of Resource Conservation Technology: A Case of Micro-Irrigation System
- ▶ Sustainability of Self-help and Joint-Liability Group Institutions under Micro-finance.
- ▶ Biotechnology in Agriculture: Examining the Promise, Performance, Concerns, and Economics

Courses

CMA faculty offered 21 courses in post-graduate programmes and six courses in FPM (Agriculture).

Management Development Programmes

- ▶ Agricultural Input Marketing
- ▶ Managing Contract Farming
- ▶ Food Supply Chain Management
- ▶ Harnessing Intellectual Property for Strategic Competitive and Collaborative Advantage

Conferences/Workshops

- ▶ Second International Conference on Creativity and Innovation at Grassroots, December 7 - 8, 2012.
- ▶ Methodology workshop for participating AERCs in projects, April 16, 2012.

6. CENTRE FOR MANAGEMENT OF HEALTH SERVICES (CMHS)

Projects

- ▶ An Infection Control Intervention Study: Using Infection Control as Entry Point for Improving the Quality of Delivery Care and Strengthening Health Systems in Developing Countries (Aberdeen University).
- ▶ Mortality Impact Evaluation of Chiranjeevi Programme of the Government of Gujarat and Study of Public Private Partnership for Emergency Obstetric Care under Janani Suraksha Yojana (MacArthur Foundation).
- ▶ Partnership between Swedish and Indian Institutions for improving Maternal Health and Strengthening Midwifery in India, SIDA Phase - III (Karolinska Institute, Sweden and Academy of Nursing Studies, Hyderabad).

- ▶ A Study of Human Resources Needs Assessment for Immunization Programme (Ministry of Health and Family Welfare, Government of India).
- ▶ Hospital Management Case Development (Johnson & Johnson India).

7. CENTRE FOR RETAILING (CFR)

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

Management Development /In-Company Training Programmes

During 2011-12 the two programmes were offered:

- ▶ Short Term Programme on Retail Management, Dubai
- ▶ Managing Retailing

8. COMPUTER AND INFORMATION SYSTEMS GROUP (C&ISG)

Courses

PGP

Compulsory

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

Elective

- ▶ Digital Inclusion for Development
- ▶ ERP Systems: Technology Planning and Implementation

- ▶ Enterprise Digital Infrastructure
- ▶ Consulting in e-Governance: From Vision to Implementation (Open to PGP ABM)
- ▶ Data Visualization for Decision Making

FDP

- ▶ IT for Management

Management Development Programmes

- ▶ ERP Systems: Technical Planning and Implementation

9. PUBLIC SYSTEMS GROUP (PSG)

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

Courses

PGP

- ▶ Carbon Finance
- ▶ Environment Management
- ▶ Good Governance and People Living in Poverty
- ▶ Hospital and Healthcare Management
- ▶ Infrastructure Development and Financing
- ▶ Investigating Corporate Social Irresponsibility
- ▶ Legal and Regulatory Issues in Infrastructure Services Management
- ▶ Managing Energy Business
- ▶ Participatory Theatre for Development

- ▶ Power and Politics in Organizations
- ▶ Public Finance
- ▶ Public Policy
- ▶ Social Entrepreneurship: Innovating Social Change
- ▶ Urban Economics and Business Environment
- ▶ Waste Business Management

FPM

- ▶ Economic Development and Growth
- ▶ Electric Power Economics and Policy
- ▶ Energy & Environment Policy
- ▶ Health Policy and Planning

- ▶ Interpretive Research Methods
- ▶ Public Finance
- ▶ Public Management
- ▶ Public Policy
- ▶ Public Policy Instruments for Environment Management
- ▶ Seminar on Transportation Policy

PGPX

- ▶ Carbon Finance
- ▶ Environment Management (PGP elective open to PGPX)
- ▶ Hospital Management (PGP elective open to PGPX)
- ▶ Legal and Regulatory Issues in Infrastructure
- ▶ Managing Energy Business (PGP elective open to PGPX)
- ▶ Managing Telecom Enterprises
- ▶ Social Entrepreneurship: Innovating Social Change
- ▶ Transport Infrastructure

PGP-ABM

- ▶ Carbon Finance in Agriculture Business
- ▶ Energy Market and Agribusiness

FDP

- ▶ Business in a Democratic Society
- ▶ Course Design on Managing Climate Change
- ▶ Environment Management
- ▶ Health and Hospital Management
- ▶ Qualitative Research Methods
- ▶ Social Entrepreneurship: Innovating Social Change

Management Development Programmes

The group offered the following programmes during the year:

- ▶ Clinical Lab Management
- ▶ Hospital Management
- ▶ Legal & Regulatory Issues in Infrastructure*
* (Jointly offered with Business Policy Area)
- ▶ PPPs in Infrastructure

10. RAVI J. MATTHAI CENTRE FOR EDUCATIONAL INNOVATION (RJMCEI)

The Ravi J. Matthai Centre for Educational Innovation (RJMCEI) is mandated to work on innovations and innovative approaches to countering problems in education. From an initial focus on institution building and higher education, the scope has gradually expanded to include primary education, literacy, and secondary education. During the year under review, RJMCEI extended its research on innovations in elementary education. The project "Educational Innovations Bank: Decentralized Professional Development and Quality Enhancement in Public Schooling" received the Hewlett-Packard Sustainability and Social Innovation Award (Education Innovation Fund for India, supported by the India Council for Integral Education) in November 2012. This award is being used to scale up ongoing work to develop a clearinghouse for educational innovations of primary school teachers working in state and panchayat schools. The project aims at building on the strengths of those government teachers who experiment and innovate on their own in order to solve educational problems in their immediate contexts.

Under the project titled "Project-based Method of Teaching and Learning: Its Relationship to Cognitive-Motivational Aspects of Students' Learning and to Teachers' Job Satisfaction, Self-Esteem, and Creativity," a study of three schools was completed. Studies of innovative schools like Nilobray Vidyalaya, Ralegaon Siddhi, and Parikrama School, Bangalore, were also carried out.

RJMCEI continued to offer its week-long programmes for principals of secondary schools and for directors of management education institutes.

An elective course on "Entrepreneurship in Education" (PGP) and communication-related courses for FDP and FPM were offered.



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

The area offered compulsory courses in Strategic Management, Legal Aspects of Business, and Business Taxation in the first year of PGP.

Elective Courses

- ▶ Business, Government and Law
- ▶ Economics of Strategy
- ▶ Entrepreneurship and New Venture Planning
- ▶ Foundations of Strategy Consulting
- ▶ Innovations and Intellectual Property
- ▶ International Business
- ▶ Leadership: Vision, Meaning, and Reality
- ▶ Strategy in Emerging Markets
- ▶ Technology and Intellectual Property
- ▶ Technology Strategy for Hi-Tech Industries

PGP-ABM II

- ▶ International Agri-Business

PGPX

- ▶ Capstone Simulation
- ▶ Corporate Governance
- ▶ International Business
- ▶ Leadership, Values, and Ethics
- ▶ Management of New and Small Firms
- ▶ Mergers and Acquisitions (jointly offered with Finance and Accounting Area)
- ▶ Strategic Management

FPM

- ▶ Data Management and Analysis

FDP

- ▶ International Business
- ▶ Legal Environment
- ▶ Strategy Formulation and Implementation
- ▶ Strategy in Emerging Markets

Management Development Programmes

The area offered the following management development programmes:

- ▶ Contract Management
- ▶ Strategies for Growth
- ▶ Organizational Leadership for the 21st Century
- ▶ Innovation, Corporate Strategy, and Competitive Performance
- ▶ Knowledge Management
- ▶ Business Leadership and Law
- ▶ Working Conference on Authority, Organization, Strategies, and Politics of Relatedness

The area faculty continued developing cases on organizations in various sectors of industry. Research interests include strategic issues relating to intellectual property rights, globalization, world markets, and capability development.

2. COMMUNICATION

Courses

PGP/PGP-ABM

Compulsory

- ▶ Spoken Business Communication
- ▶ Written Analysis and Communication I
- ▶ Written Analysis and Communication II

Electives

- ▶ Business Chinese
- ▶ Business French
- ▶ Business German
- ▶ Communicating Corporate Reputation
- ▶ Cultural Identities and Intercultural Communication
- ▶ Difficult Communication
- ▶ Intercultural Communication Competence
- ▶ Managerial Communication
- ▶ Media and Society: The Economics, Politics, Ethics, and Technologies of Mass Communications
- ▶ Organizational Communication
- ▶ Persuasive Communication
- ▶ Strategic Negotiation Skills for Leaders

PGPX

- ▶ Management Communication (Core)

FPM

- ▶ Communication for Management Teachers
- ▶ Written Analysis and Communication I

FDP

- ▶ Communication for Management Teachers

Management Development Programmes

- ▶ Effective Communication Strategies
- ▶ Taking People Along: Managing by Persuasion
- ▶ The Winning Edge: Communication Strategies for Leaders

3. ECONOMICS

PGP

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

Electives

- ▶ Econometric Methods for Decision Making
- ▶ Economics of Organization
- ▶ Economics of Strategy (jointly offered with Business Policy Area)
- ▶ Game Theory and Applications
- ▶ Labour Markets in Developing Countries
- ▶ Monetary Theory and Policy
- ▶ Public Finance (jointly offered with Public Systems Group)

PGPX

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

FPM

- ▶ Advanced Microeconomics
- ▶ Econometrics

FDP

- ▶ Economics Module

4. FINANCE AND ACCOUNTING

PGP

Courses

- ▶ Corporate Finance
- ▶ Costing and Control Systems
- ▶ Financial Accounting, Reporting, and Analysis
- ▶ Financial Markets

Electives

- ▶ Alternative Investments and Hedge Funds (new)
- ▶ Behavioural 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
- ▶ Pricing Derivative Securities (new)

- ▶ Principles of Transfer Pricing
- ▶ Securities Regulation
- ▶ Seminar Course on Corporate Finance
- ▶ Stochastic Calculus in Finance
- ▶ Strategic Financial Management
- ▶ Trading Strategies
- ▶ Valuation of Firms (new)
- ▶ Venture Capital and Private Equity

FPM

- ▶ Mathematical Finance (elective)
- ▶ Seminar course on Accounting Research (elective)
- ▶ Seminar Course on Corporate Finance
- ▶ Seminar on Privatization (elective)
- ▶ Theory of Finance I
- ▶ Theory of Finance II
- ▶ Time Series Methods for Macroeconomics and Finance (elective)

PGPX

- ▶ Corporate Finance
- ▶ Effective Management of Finance Function (elective)
- ▶ Financial Markets
- ▶ Financial Reporting and Analysis
- ▶ Financial Statement Analysis (elective)
- ▶ Management Control and Metrics for Organizational Performance
- ▶ Mergers and Acquisition
- ▶ Strategic Cost Management

FDP

- ▶ Accounting
- ▶ Financial Management

Management Development Programmes

- ▶ Advanced Corporate Finance
- ▶ Pricing and Hedging Derivative Securities
- ▶ Strategic Cost Management

The area faculty were actively involved in programmes organized by other areas and offered consultancy services to various institutions.

Research

A number of research projects were initiated during the year.

5. MARKETING

In 2012-13 also Marketing area made significant contribution towards teaching, research, consultancy activities, and academic administration at the Institute. Area courses and programmes were augmented through sharing of experiences by leading practitioners. Several senior executives from industry shared their experiences in different courses offered by the area. The area faculty provided consulting help and offered customized programmes to Ambuja Cement, Lupin, JK Cement, Blue Star, Mahindra & Mahindra, Tata, and Exide.

Courses

- ▶ The area offered compulsory and elective courses in PGP, FPM, and PGPX.

Management Development Programmes

- ▶ Advanced Data Analysis for Marketing Decisions
- ▶ B2B Marketing
- ▶ Customer Based Business Strategy
- ▶ Customer Relationship Management
- ▶ Enhancing Sales Force Performance
- ▶ International Business
- ▶ Managing Retailing
- ▶ Pricing for Profit
- ▶ Quantitative Data Analytics and its Applications in Business / Marketing
- ▶ Tracking Organizational Performance

Research

The focus was on topics such as consumer behaviour, branding, advertising, sales promotion, retailing, information products and services, bottom of the pyramid, and service-centric strategy.

Consulting

Consulting assignments included topics such as understanding and establishing customer value, business development, leadership skills, brand management, building strategic plans, developing strategic implementation plan, and implementation plan for retail strategy, among others.

6. ORGANIZATIONAL BEHAVIOUR

Courses

PGP/PGP-ABM I

- ▶ Individual Dynamics
- ▶ Interpersonal and Group Processes
- ▶ Organizational Dynamics

PGP II

- ▶ Co-Constructing Organizational Changes
- ▶ Developing Entrepreneurial Personality
- ▶ Developing the Creative Self
- ▶ Intellectual Capital Management with HRD Score Card 2500
- ▶ Power and Politics in Organization
- ▶ Talent Management

PGPX

- ▶ Organization Behaviour
- ▶ Orientation Programme
- ▶ Potential to Performance: The Journey of Self-Awareness
- ▶ Workshop on Leadership Skills

FPM I

- ▶ Macro OB
- ▶ Micro OB

FPM II

- ▶ Advanced Micro OB
- ▶ Advanced Research Methods in OB
- ▶ Applied Behavioural Science I
- ▶ Applied Behavioural Science II
- ▶ Crafting and Publishing of Research
- ▶ National Culture: Myths, Meaning, and Measurement
- ▶ Organizational Theory and its Social Context

FDP

- ▶ Understanding Organizational Behaviour

Management Development Programmes

- ▶ Creativity and Innovation as Core Competence
- ▶ Enhancing Leadership Capacities and Potential among Professional Women
- ▶ Interpersonal Effectiveness and Team Building
- ▶ Leadership and Change Management

7. PERSONNEL AND INDUSTRIAL RELATIONS

PGP I

- ▶ Capability Building Systems
- ▶ Personnel Competence

PGP II

- ▶ Business Turnaround and Organizational Transformation
- ▶ Strategic Management Human Resource Management

Electives

- ▶ Analysing and Building Competencies
- ▶ Business Turnaround and Organizational Transformation
- ▶ Business Turnaround and Organizational Transformation
- ▶ Managing Negotiations
- ▶ Strategic Human Resource Management

FDP

- ▶ Human Resource Management

Management Development Programmes

- ▶ Advanced Human Resource Management
- ▶ Human Resource Management, Dubai
- ▶ Negotiations and Skills Clinic

Research

Area faculty contributed to case writing, teaching material development, and research in their areas of interest.

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

PGPX

- ▶ Analysis of Data
- ▶ Designing Operations to Meet Demand
- ▶ Logistics Management
- ▶ Modelling for Decision
- ▶ Quality Management
- ▶ Setting and Delivering Service Levels
- ▶ Supply Chain Management
- ▶ Understanding and Assessing Risk

FPM

- ▶ Advanced Probability in Management
- ▶ Applied Multivariate Analysis
- ▶ Data Analysis
- ▶ Operations Research
- ▶ Real Analysis

FDP

- ▶ Applications of Data Analysis
- ▶ Decision Making
- ▶ Operations Management

Management Development Programmes

- ▶ Advanced Analytics for Management
- ▶ Advanced Quality Management
- ▶ Delivering Logistics Solutions
- ▶ Food Supply Chain Management
- ▶ Project Management
- ▶ Quantitative Data Analytics and its Application in Business / Marketing
- ▶ Revenue Management and Dynamic Pricing
- ▶ Risk: Modelling and Management
- ▶ Supply Chain Management

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 modelling in finance, and statistical inference are areas where area faculty members have contributed through publications.



ALUMNI ACTIVITIES

During the year, the alumni database was streamlined. After detailed verification, the alumni database (those with current addresses) stood at 16,670 members. Overall, the number of alumni is slightly more than 35,000. Thus, the confirmed reach is close to 50 per cent.

A new state-of-the-art alumni portal (www.iimaalumni.org) was launched in December 2012. There were several new features: Alumni Directory, News and Announcements, Chapter Pages, Featured Alumni, Social Networking, Mentorship Programme, Discussion Forum, Chapter News and Events, Job Corner, etc. This alumni management system will go a long way in improving our connectivity even further.

Eligibility for MDP Alumni Status Streamlined

Prior to April 1, 2012, all persons graduating from the Institute became members of the IIMA Alumni Association (IIMAAA), an unregistered association formed in 1967. From April 1, 2012, the Institute introduced the eligibility norm of attendance of 21 days in one or more short-duration programmes for MDP alumni membership. Thus, while the longer duration participants automatically become alumni, MDP participants have to attend for a minimum of 21 days before they get alumni status.

Indian Institute of Management Ahmedabad Alumni Association

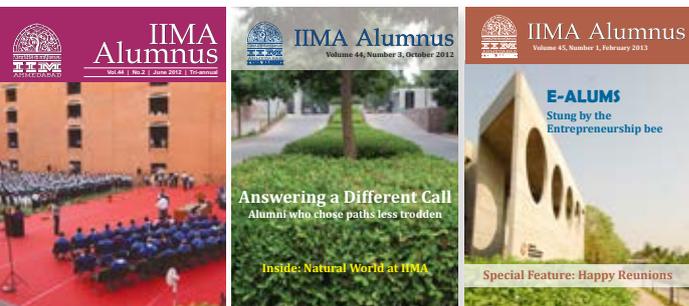
The associations' constitution provides for an Executive Committee (EC) to manage its affairs – ranging from furthering the objects of the Institute to establishing and maintaining Chapters. For many years now, the EC has been dormant. After internal discussions and approvals, the Institute has decided to initiate the formation of the EC. This will take place during 2013-14.

Alumni Subscription Fee

During 2012-13, the membership subscription fee increased by about 0.7 per cent as compared to last year (from Rs.38.70 lakh during 2011-12 to Rs.39.04 lakh during 2012-13).

IIMA Alumnus Magazine

Published three times a year in June, October and February, the October 2012 issue saw a major revamp of the design, structure, and coverage. Advertisements cover a part of the cost of bringing out the magazine. During 2012-13, Rs.6.23 lakh was generated through advertisements.





Silver Jubilee Reunion

The Silver Jubilee reunion of the graduating PGP batch of 1988 (1986-1988) was held during December 21-23, 2012. Around 94 alumni with families took part. During the reunion, 16 faculty members who taught the 1988 batch were honoured. The next Silver Jubilee reunion is planned during December 20-22, 2013.

Other Reunions

Apart from the Silver Jubilee reunion, reunions of different PGP batches were organized: 1970-72 (40 years) during January 4-6, 2013; 1990-92 (20 years) during December 28-30, 2012; 1995-97 (15 years) during December 23-24, 2012; and 2000-2002 (10 years) during December 14-16, 2012.

Alumni Academic Connect

Several elective courses were offered by the alumni working in relevant fields. Alumni are regularly being informed about the importance of sharing their knowledge and experience. A two-day workshop on case writing for alumni was also conducted at the Institute in October 2012.

Alumni I-Cards

A novel concept of alumni I-cards was introduced based on the categorization of alumni. During the year around 650 I-cards were issued.

LinkedIn Initiative

In an initiative to provide career support system to its alumni the Institute joined hands with LinkedIn to set up two groups: (a) IIMA Alumni Group, which is for all long-term alumni who have passed through the convocation. The Placement Office will invite our valued recruiters to be part of the recruiter sub-group for this group; and (b) IIMA Executive Education Alumni Group, which is for short-term programme alumni. Recruiter access to this group is not provided. It is in accordance with the Institute's policy of providing placement services only to those who pass through the convocation. The objective behind this initiative is to facilitate alumni to network with peers and to create an infrastructure which would allow recruiters to interact with alumni, who permit them to do so. For recruiters, the benefits include lower information search costs for middle to senior level hiring. For alumni, benefits include not just keeping in touch with their alma mater and batchmates, but also connecting with potential recruiters for mid-career shifts. For current students, benefits include the ability to reach out to seniors and participate in career-specific discussion boards. For the Institute, benefits include ability to continuously track the career progression of the alumni and serve the dual purpose of having alumni-connect as well as migration to life-long career support from providing one time campus placement service. So far 1750 alumni have joined these groups.

Funds from Alumni

During the year 2012-13 different batches and individual alumni have donated Rs.3 crore to the Institute. Major donors are:

Batch	Name (If Individual)	Amount in Rs. lakh
1966	Diwan Arun Nanda	16.50
1971	Batch	7.50
1975	Tandon Family Foundation	135.00
1985	Dipak Gupta	6.50
1989	Batch	15.50
1992	Pulak C. Prasad	10.00
1996	Batch	7.00
2001	Batch	37.31
1969	Marti G. Subrahmanyam	15.00

Scholarships and Awards

During the year following scholarships/awards were given by the alumni:

- ▶ **The Sajeev Sirpal Academic and Creativity Excellence Award:** This award has been instituted in memory of Shri Sajeev Sirpal (PGP 1984) by Kanaka Sirpal (PGP 1984) and friends. The award recognizes excellence in academics and creativity among participants of PGP. The first awards of Rs.2 lakh each were given to two PGP students, Nikhil Agarwal and Sumit Somani.
- ▶ **The Marti Mannariah Gurunath Outstanding Teacher Award:** This award has been instituted in memory of Mr. Marti Mannariah Gurunath by Professor Marti Subrahmanyam (PGP 1967-69). The award is given to a faculty member who has taught the PGP batch graduating in that convocation. The first award of Rs.50,000 went to Professor Anurag Agarwal.
- ▶ **1969 Batch Scholarship:** The donors of PGP 1969 batch have decided to support economically, socially and physically challenged first year PGP students from 2011-13 onwards. Financial assistance up to Rs.2 lakh each for five students was released from the Class of PGP 1969 Fund.
- ▶ **Shri G.C. Mital Entrepreneurship Aid:** This aid of Rs.2 lakh set up by Ankit Mital (PGP 2005) is meant for those graduating students who wish to start their own venture. Siddhi Karnani (PGP-ABM 2013) received the award.

Chapter Activities

Chapters located in Ahmedabad, Bangalore, Chennai, Delhi, Hyderabad, Kolkata, London, USA, etc. were very active in organizing various activities during the year.

Date	Chapter	Events	No. of Alumni Attended	Remarks
May 7, 2012	Chennai	Synchrony and family get together	30	The gathering was welcomed by the president Mr. Muralidharan. The film on IIMA: 50 years by Kandaswamy Bharathan (who wears three hats: PGP 1978, Professor, and CEO Kavithalaya giving him a unique perspective on IIMA) was most absorbing.
May 12, 2012	Hyderabad	Synchrony - Taking over a 450 Strong School	90	Prof Atanu Ghosh, Dean Alumni and External Relationships, explained the developments at the institute with a special focus on the increased importance being attached to relationships with alumni. Twenty-four Hyderabadis who secured admission to IIMA were present.
May 20, 2012	Bangalore	Annual Synchrony	160	Organized the annual synchrony meet. The fachhasa, numbering about 30 were welcomed by the Alumni.
May 2012	London	PAN IIM Europe Alumni Association Activities	130	The largest event recently was a joint intern dinner in London to welcome the summer interns from all IIMs who are based in London. There were 130 attendees including Professor B H Jajoo, Dean of IIMA and faculty from IIMB.
May 2012	USA	PAN IIM Europe Alumni Association Activities	.Na.	Dinner with Professor Trilochan Sastry, and Professor Rakesh Basant, San Francisc/Bay Area.
June 2 2012	USA	PAN IIM Europe Alumni Association Activities	.Na.	Dinner with Professor Indira Parikh, ex- Dean, IIM. Washington DC.
September 28, 2012	Singapore	Annual Dinner and Dance event	.Na.	The Singapore chapter organized annual dinner and dance event. The older batches completely outdanced the younger lots
October 20, 2012	Ahmedabad	Farewell to Director	.Na.	The chapter organized a farewell for the outgoing Director Professor Samir Barua.
October 2012	USA	PAN IIM Europe Alumni Association Activities	.Na.	Breakfast with Professor Anil Gupta, Toronto
November 3, 2012	Delhi	Grand Alumni get together	300	The Diwali meet was graced by Professor Barua's presence. He talked about the achievements of the Institute and sought further cooperation from the alumni to take the Institute to even greater heights.
November 10, 2012	Chennai	Diwali get-together	50	
November 25, 2012	Hyderabad	Ravi J Matthai Memorial Lecture	125	Ms. Mallika Sarabhai was the chief guest and key note speaker. Professor Saral Mukherjee, member of the Alumni and External Relations Committee of IIMA, also attended the function and interacted with the alumni.
February 16 and 17, 2013	Hyderabad		28	Fun time at Weekend Resort
February 23, 2013	Kolkata	Interactive session with His Excellency Shri M.K. Narayanan, The Governor of West Bengal	70	The topic selected for the interactive session was "International Security Issues in South and South East Asia and Its Implications on Business". Prof Samir Barua, shared the ambitious plans the Institute has for the future. Professor Shekhar Chaudhuri, Director of IIM Calcutta, and an IIMA alumni (FPM 1980), was also present.



GLOBAL PARTNERSHIP AND CORPORATE AFFAIRS

Ranking and Surveys

The Institute participated in 17 B-school surveys (national and international) during the year. The Institute continued to maintain top position in all the leading and prestigious national surveys. The rankings clearly demonstrate that the Institute's programmes and students are of high quality and globally among the best.

FT Masters in Management 2012 Ranking

The Institute was ranked tenth in the FT (Financial Times) Masters in Management 2012 Ranking from among 70 programmes globally, that were reviewed for ranking. The Institute continued to figure as the only Indian business school to have ranking in the top 10 positions.

The Institute's PGP is ranked first in the Placement Success Rank.

FT Global MBA Rankings 2013

The Institute was ranked 26th in the FT (Financial Times) Global MBA Rankings 2013 among its top 100 list of B-Schools. In addition, PGPX obtained a rare distinction of being on number one position in FT's career progress rank.

The Economist Ranking 2012

The Institute is the only Indian B-school to get ranked in the *The Economist* full-time MBA programmes ranking 2012.

The Institute features in the list of top ten schools by category, attaining the third position in the "Open New Career Opportunities" criteria for ranking. IIMA made it to the fifth position in the Asia and Australasia 2012 regional rankings and was ranked 56th globally in *The Economist* full-time MBA programmes ranking 2012, moving up 22 places.

Eduniversal Best Master Ranking 2012

The Institute has Post-Graduate Programme in Agri-Business Management (PGP-ABM) attained the number one position in the Eduniversal Best Master Ranking 2012 in Agribusiness / Food Industry Management among the 50 top programmes ranked for this sector globally. Eduniversal is a French rating agency specialized in higher education.

Details are given in **Appendix L**.

Global Partnerships

The Institute has entered into partnerships with reputed B-schools/universities abroad. MoUs were signed in areas of academic cooperation with following universities to further the Institute's efforts towards internationalization:

- ▶ Catolica Lisbon School of Business and Economics, Portugal
- ▶ ESC Bretagne Brest - Brittany School of Management, France
- ▶ Graduate School of Management, Kyoto University, Japan
- ▶ Louvain School of Management, Belgium
- ▶ Universidad ESAN, Peru
- ▶ Warsaw School of Economics, Poland

Strategic Partnerships

The Institute entered into strategic partnership with EBS Business School, Germany, for a double degree programme, providing students of both partnering institutions an experience that contributes immensely to deeper understanding of global management practices. With this, the Institute offers Double Degree (DD) programmes with four partner universities. Students on a DD programme will not only receive top quality education but will also have a chance to broaden their horizon by studying and living in a foreign country for a whole year.

Engagement with Foreign Institutions

The Institute engaged in meaningful dialogues for academic collaboration with 20 high level delegations from foreign institutes/international agencies during the year.

Some of the important delegates included:

- ▶ **Professor Suresh Kalagnanam**, Associate Professor of Accounting, Edwards School of Business, University of Saskatchewan, Canada
- ▶ **Professor Antonio Batista**, Dean for Executive Education, FDC, Brazil
- ▶ **Professor Dr. Md. Golam Samdani Fakir**, Pro-Vice Chancellor, BRAC University, Dhaka
- ▶ **Professor KOH Chin Yee**, Director (Asia), National University of Singapore, Singapore
- ▶ **Professor Peter YH PANG**, Assistant Vice-President, National University of Singapore, Singapore
- ▶ **Professor Nick Wailes**, Associate Professor; Director, MBA Programs, The University of Sydney, Australia
- ▶ **Professor Kiyoshi Kobayashi**, Director of Asia Business School, Graduate School of Management, Kyoto University, Japan
- ▶ **Professor Timothy S. Douppnik**, Vice Provost and Professor, University of South Carolina, Columbia
- ▶ **Professor Yoshihiro Tokuga**, Dean, The Graduate School of Management, Kyoto University, Japan
- ▶ **Professor Axel Schumacher**, Associate Dean International Relations, EBS Universität für Wirtschaft und Recht, EBS Business School, Germany

Study visits for International Participants at IIMA

Programme/Research Study	Foreign Partner/Organization	International Participants
Multiculturalism and Global Perspective of Business	International School of Economic and Administrative Sciences (ISEAS) at La Sabana University, Colombia	34
Educational Tour	Bank Officers from overseas	40
Agricultural Entrepreneurship	Kyoto University, Japan	1 (Research work)



Students from Universidad de La Sabana, Colombia at the Institute



Press Conference in progress

Media Relations

The Institute regularly engages with print and electronic media as a part of its outreach activity. Support was extended through organizing several interviews, press briefings, press conference, and issuing press releases.



Senior Officers from Defence Services at the Institute

Protocol and Visits

Enabling visitors access to the Institute's activities and programmes is facilitated each year. The Institute received nearly 4000 visitors during 2012-13, including foreign nationals, government officials, senior executives from corporate and education sectors, senior staff from armed forces, professionals, and students.

New Initiatives

In recent years, the Institute has been hosting an increasing number of international participants who would like to obtain an exposure to Indian culture and Indian management practices. To meet this demand, the Institute has started a collaborative programme with the IIMA Alumni Association, Ahmedabad Chapter, under which alumni who are top corporate executives share best practices with the foreign participants and arrange for visits to Indian homes.

GRANT-IN-AID

During 2012-13, the Institute did not receive grant-in-aid under Non-Plan (Regular) and Plan (Regular) from the Ministry of Human Resource Development, Government of India.

During 2012-13, the Institute received grant of Rs.1419.25 lakh from the Ministry of Human Resource Development, Government of India, for OBC Expansion.

During 2012-13, the Institute received grant of Rs.100.96 lakh from Ministry of Human Resource Development, Government of India, for financial support to FPM students as below:

- | | |
|--|-----------------|
| 1) for ST students | = Rs.10.96 lakh |
| 2) for SC students | = Rs.20 lakh |
| 3) for Research Infrastructure and Contingency | = Rs.70 lakh |



INFRASTRUCTURE DEVELOPMENT

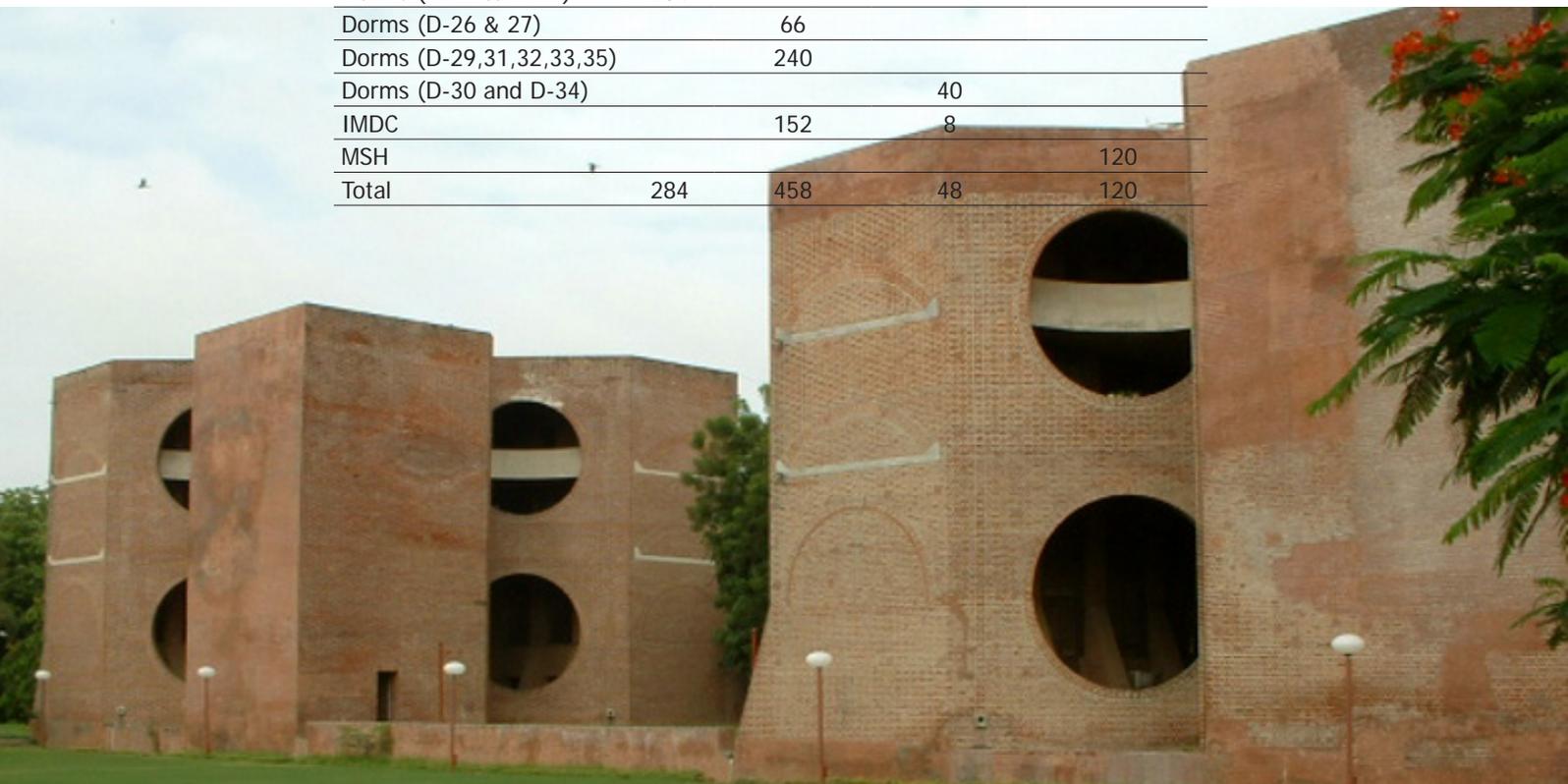
To meet the Institute's infrastructure requirements, construction is an ongoing process in the new campus. With the completion of the balance dorms of 320 room hostel complex, the total constructed area in the new campus is approximately 7 lakh sq. feet. Dorms completed during 2012-12 were D-34 and D-35 along with associated infrastructure of Students' Activity Block (SAB) and utility buildings.

Academic Infrastructure

	Academic block of new campus	International Management Development Center
Classrooms	5	3
Seminar rooms	3	2
Syndicate rooms	8 (+9 in Dorms)	22

Residential Accommodation

Hostel type	Single rooms	Rooms with attached WC	Studio apartments and suites	One bedroom hall kitchen Apartments
Dorms (D-19 to D-27)	284			
Dorms (D-26 & 27)		66		
Dorms (D-29,31,32,33,35)		240		
Dorms (D-30 and D-34)			40	
IMDC		152	8	
MSH				120
Total	284	458	48	120





PERSONNEL

During 2012-13, seven faculty members joined the Institute. Three faculty members and one staff member resigned. Seventeen staff members retired after attaining the age of superannuation.

Leave of absence was granted to two faculty members to take up assignments elsewhere while two faculty members rejoined on expiry of leave of absence.

Appendix M8 provides data on manpower strength.

Officers and Staff Development Activity

During the year, several officers and staff members were sponsored for programmes conducted by the Ahmedabad Management Association as well as other training institutes in skill upgradation as well as in general supervisory and managerial functions. The Institute continued to sponsor several staff members to pursue various courses. As a part of the Women's Day celebration on March 8, 2013, a training programme was arranged to enhance the knowledge and to motivate 50 women employees of the institute. An induction programme was also conducted for newly recruited employees of Group B/C/D on September 6, 2012.



Official Language Implementation

The Institute is fully committed to implementation of the official language policy of the Government of India. Meetings of the Official Language Implementation Committee were held time to time under the chairmanship of Professor Anand Kumar Jaiswal for better Implementation of the official language.

The Institute celebrated Hindi Fortnight from September 14 to 28, 2012, for promotion of the official language. Various competitions (Essay, Poetry, Words knowledge, Prompt speech, and Hand writing) were organized. More than 90 members of the Institute participated in these competitions. On the concluding day, winners were awarded prizes and certificates. Professor Anand Kumar Jaiswal, Chairman of the Official Language Implementation Committee, exhorted all members of the Institute to enhance the use of the official language in day to day work.

The second edition of the Hindi magazine *Pratibimb* was published in January 2013. Copies were forwarded to all the IIMs, IITs, Board of Governors, concerned Ministries and all the 150 members of the Town Official Language Implementation Committee in Ahmedabad and Gandhinagar. It was also uploaded on the Institute's website.

Three Hindi workshops on noting and drafting in Hindi were organized during the year, in which 80 staff members participated. Eminent speakers from other organizations were invited to deliver lectures in Hindi for these workshops.



Four meetings of the Official Language Implementation Committee were held during the year. Stress was laid on achieving the targets for implementation as stipulated in the annual programme for the Region B by the government.

Staff Awards/Honours

During the year, one faculty member and one staff member were given awards on completing 20 years of service. N.V. Pillai, Mohana Gangadharan, Manjula S. Nair, V. Vijayan, Kirti Acharya, Vijaypal Kotad, Manjulaben H. Sakaria, D.R. Prajapati, Satish N. Shah, E.P. Sidharthan, S. Jayasankar, K.T. Wilson, Dhana Deva Parmar, R.S. Mani, K.S. Somayajulu, G.A. Chandrasekaran, Magan P. Gohel, Mafabhai M. Solanki, R. Gurumurthy, S.M. Makwana, N.R. Solanki, Motilal B. Verma, Karsan M. Sonakhiya, and R.G. Misra were given the Institute's Long Service Award for retiring employees with a record of long service in the Institute.

Details are given in **Appendix M**.

Right to Information Act, 2005

Under the Right to Information Act, 2005, 95 applications were received during the year and were responded to.



STUDENT ACTIVITIES

Abacus

Abacus is the quant club which brings together all the mathematics and statistics enthusiasts on the campus.

As the year began, the club tried to help those students who had little or no prior knowledge of quantitative or mathematics based courses by conducting remedial sessions and guiding them through the basics of subjects such as probability and statistics.

The club also conducted its annual flagship puzzle competition, Nutcracker, a week-long event, where the best minds battled it out for the final prize.

Abacus conducted various workshops such as Poker, Bridge and Rubik's Cube. At this year's Poker workshop, enthusiasts showed interest in knowing the mathematical concepts underlying the game.

The use of quantitative methods in business management and especially in finance roles is increasing day by day and this is underscored by the fact that companies ask puzzles in the interview. For this purpose, Abacus held the Tesseract event where it sent out a set of puzzles every alternate day, a month before the summer placement, to help students brush up their analytical and number-crunching skills.

Before the students left for summer internships, Abacus took up MS Excel revision sessions to revise the concepts they had learnt in the first term.

Abacus looks forward to conducting more such engaging events, especially during Confluence and Chaos where other college students can take part and prove their mental prowess.

Academic Council

The Academic Council acts as the interface between students and faculty, represents students' concerns to the administration, and participates in the academic policy making process.

The Academic Council is responsible for suggesting changes and improvements in the content and delivery methods of existing courses and for bringing in new courses as part of the curriculum through student feedback and deliberations with professors.

It conducts a dynamic bidding process every term to facilitate the elective registration process for students. It works with the PGP office in minimizing clashes between courses, thereby enabling students to choose courses from a wider range of electives.

This year, the academic council successfully managed over 150 electives over three terms. This is the highest ever to be offered across PGP, PGP-ABM, PGPX, and FPM programmes. It also

initiated a lecture series where renowned retired IIMA alumni were invited as guest speakers.

During the coming year, the Council plans to help students in the selection of elective courses by providing introduction videos by professors and by streamlining informal feedback from seniors. It will also work with the PGP Office in trying and improving the current academic system through active interfacing between students and faculty. It also plans to create an online portal for dissemination of grades.

Agri-Business Club

With a passionate team who envision agribusiness as a tool to rural prosperity, the Agri-business Club strives to bring best practices in agribusiness. During the year, the club hosted speaker sessions by eminent speakers in the agribusiness and allied domain.

The club hosts activities such as InQuizition (multipurpose general knowledge and business quiz) which elicited active participation. It hosted focus group discussions and agribusiness conclaves where industry stalwarts discussed current challenges in the agribusiness sector.

With a dedicated biannual magazine *The Agribusiness Focus* and a blog Agri-business on the Road to Rural Prosperity, the club entertains and provides an avenue to their insights on burning issues.

The club organizes KRONOS, the Agribusiness zone of Confluence with MDMS, for students to get a feel of the Institute and flagship events. Rural Crusaders, a rural marketing event, drew tremendous participation. Green Initiatives, open for all students, and Aavishkar, the business plan contest, comprised the flagship event's portfolio.

The Syngenta Challenge saw eminent speakers give insights into the prospects in this sector. A panel discussion was also conducted on creating sustainable livelihood for the poor.

Alumni Interaction Cell

The major aim of the Alumni Interaction Cell is to develop a long term bond between the alumni and students and also enable willing alumni in assisting leadership development among students.

Synchrony, a set of annual meets conducted by the Alumni Cell in association with various chapters across the globe, brought together esteemed alumni and current and future students. Synchrony is a platform at domestic and international level for various stakeholders of the Institute for interaction. Synchrony 2012 was held across Delhi, Mumbai, Chennai, Bangalore, Pune, Kolkata, Hyderabad, Singapore, Hong Kong, and London. The event registered attendance from several corporate executives and other dignitaries. It offered an excellent opportunity to network and learn business traits from stalwarts in a fairly informal setting.

Every year the Alumni Cell, in its endeavour to bring back its alumni to their alma mater, hosts reunions for various batches. Reunions offer an excellent platform to the alumni and their families to meet their batch mates, exchange experiences, network with each other, and build a stronger bond with the institution. Happy faces and excited expressions bring a special feeling of enthusiasm to the entire campus. The current students look forward to these reunions as they are excited to interact closely with their role models. This year witnessed reunions for the batches 1972, 1988, 1992, 1997 and 2002.

The Alumni Cell also organizes a series of guest lectures by the alumni. This offers a great opportunity to students to gain first-hand information about various industries and career avenues from industry stalwarts.

The Alumni Cell has started dispatching Alumni Identity Cards to alumni as a souvenir, and an identity of their association with the Institute. This initiative started last year with the Alumni Identity Cards being given to the outgoing batch of 2011. Plans are afoot to send these cards to all alumni since the inception of the Institute, along with the passing-out batch.

BETA

The objective of Beta is to cultivate interest in finance as an academic discipline as well as promote it as a career option. The club conducted several national level finance competitions.

Beta provides continuous guidance and counselling to students regarding career in finance. This is done by the Beta Word of the Day (WOTD) and Daily series, the Beta primer, REMs series, and the Beta mentorship programme. The WOTD and Daily series are intended to help students understand financial concepts and stay up to date with latest financial news. The readership for these publications has grown to encompass a majority of students with over 50 per cent of the subscriptions from other B-schools all over India.

The Beta mentorship programme is held prior to summer placement and is aimed at first year students interested in finance as a career choice. Each of them is assigned a second year Beta member to guide them.

This year the club conducted the renowned Bloomberg Aptitude Test (BAT) which helped students benchmark their financial knowledge with peers globally. Through the calendar year the club hosted the Beta Lecture Series, starting with a talk on the “Sub-prime Crisis” by Professor Jayanth Varma. As a part of this series, Mr. Bhavtosh Vajpayee, Managing Director and Head of India Equities at Barclays and an alumnus, delivered a talk on “Careers in Finance: Myths and Realities.”

Beta also conducted a workshop on finance in association with DB CIB Centre in which Mr. Rajesh Tolani, Business Head for Global Markets Equity team, and Biswaroop Chakraborty, Senior Vice President at Deutsche Bank CIB Centre, participated.

The club organized competitions such as Finomena, a four day intra-IIM finance summit, and Exchequer, a national finance competition. Finomena, a week-long finance festival interspersed with events like speaker series and competitions, provided first-year students with an introductory platform to the world of finance.

Exchequer, the annual national level finance competition, was conducted by Beta in association with the Jardine Lloyd Thompson Group, a leading British-based insurance, re-insurance and employee benefits business. The third edition of the competition saw students from top 40 business schools in India battle it out to be crowned the “Wizards of Finance” and lay claim to the prize money of Rs. one lakh. The event was a first of its kind to be held in any global business school and was an invitation-only event testing the participants across four financial verticals of capital markets, investment banking, private equity, and insurance. Alongside the finale of the event an on-campus online quiz WhatTheFin and a lecture series was also hosted. The latter event saw prominent speakers such as Mr. Srivatsa Krishna, the national topper, IAS (1994) and one of Top 100 Global Leaders at the World Economic Forum (2003); Mr. Sudeep Nair, Head of Business Transformation at the Jardine Lloyd Thompson Group; and Mr. Prashant Girbane, an investment manager and entrepreneur who was formerly with TCS Capital Markets and the United Nations.

The club launched the 12th edition of its annual flagship publication, *The Efficient Frontier*, (TEF) this year with an article writing competition offering a first place prize money of Rs.30,000. The magazine features articles from thought leaders in the world of finance and is widely read across corporate houses and business schools. This year’s edition covered major financial

events/ideas with focus on changes that are happening in the financial sector globally and domestically.

Computer Centre Committee

The Computer Centre Committee or CCC, as it is ubiquitously known, handles the IT infrastructure requirements of students and addresses IT related issues by acting as the students' representative.

CCC, with its bulk laptop deal and Fachcha interaction group, enjoys the unique privilege of being the first student body to interact with the incoming batch. This relationship grows only stronger as CCC touches the life of students on campus every day, be it through the LAN and Wi-Fi network, printers, institute mailbox or Dbab.

Notable deals in the recent years have been the Microsoft Windows-Office deal, external HDD, data cards and CUG for mobile phone connection. However, the most important is the laptop deal. Collaborating with other IIMs and using the bargaining power of numbers, CCC procured highly durable Lenovo laptops at a great discount.

Last year CCC made significant progress on the technology side. It had come up with an Android app to connect to Wi-Fi easily. It is a breakthrough app that installed the Wi-Fi settings with a click. CCC also built an online music portal which streams music from a local server.

Building web apps is a new culture that has begun recently. An online student information directory was also created to find out contact details or background info of a batchmate. One more significant app created was a batch-profile tool of second year students which was very helpful for first year students during summer placement.

Chaos

A sense of euphoria and jubilation laid siege to the campus as the Institute hosted its annual cultural extravaganza, Chaos Carnival in association with Airtel, between December 20 and 23, 2012. The biggest B-School cultural festival of India has always packed a lot of oomph, and the current edition lived up to the expectations with a host of events and performances that drew huge crowds.

It featured events across various genres such as Fine Arts, Dramatics, Literary and Quizzing, Choreo and Melodies; along with special categories and events including FashP (the flagship fashion extravaganza), Why So Serious (Informals), Filmy Khel, Spelling Bee, and Gaming. The festival also included pro-show performances at the end of each day's events, with well-renowned artists Vishal-Shekhar, Gaurav Dagaonkar, and DJ Shaan setting the stage on fire with their scintillating concerts.

The opening day of Chaos featured the prelims and finals of the Choreo event – the flagship troop dance competition. The prelims for another unique event initiated at Chaos this year



- the Spell Bee - were also conducted. The day concluded with a Synchronicity feature by Gaurav Dagaonkar, an alumnus.

The second day was launched with two very special music events designed by the Chaos team, Blizzards of Rock and At World's End, Blizzards of Rock. The semi-pro rock band competition witnessed seven shortlisted bands travel to Ahmedabad and performs live at the Rock Arena. Other major attractions of the day included Potpourri, Solo dance, gaming, and informals. The Rock night, involving the finalists from the Blizzards of Rock competition and the band *Soulmate*, began with a performance by Think Floyd, India's biggest and only Pink Floyd tribute show.

If music was the centerpiece for the festival for first two days, fashion was the buzzword on the third day. The Fash-P competition, one of the most eagerly awaited events of Chaos, brought in participants from across the nation, with NID eventually winning the coveted top prize. The day also involved other competitions that drew huge crowds, such as Western Solo vocals, couple dance competition and a Salsa workshop. The day concluded with Chaos Sunburn, the electronic music and dance festival.

On the final day two of India's biggest names in Bollywood, Vishal Dadlani and Shekhar Ravjani performed at the Bollywood Night. The day also included some unconventional events such as the Bachata workshop, an increasingly popular South American dance format, a pencil sketching competition and a screening of the movie *Rocket Boys*. And in case some people thought zombies and ghouls were a thing for the fairytales, the last day also saw the team of India's first original Zombie film, *Rise of the Zombie*, visit the campus for a performance. It was a fitting tribute to a four-day gala of innovative and popular events that made the festival a huge success.

Confluence

Confluence is the IIMA international business school summit and the largest of its kind in the Asia Pacific region. It occupies a much prized position worldwide and attracts students from premier colleges and prominent industry leaders alike. Confluence 2012 was structured along sessions, unique workshops which deal with topics of paramount importance to the world of business, and involved a unique blend of lectures by prominent speakers, interactive discussions, and competitive events. There were 22 competitions across finance, marketing, policy, strategy, and agri-business spheres of management. These competitions attracted participation from around 16,000 students from all over the country including some entries from institutions abroad. Six new events reflected the current challenges in economy and management. Management to improve social welfare was also taken up through events like Run an NGO and Campaign for a Cause. While participants were required to make a video to raise awareness on a social issue for Campaign for a Cause, students spent a day with an NGO to suggest improvements in its operations. Confluence 2012 also included a variety of Business workshops and flagship events such as Master Plan: India's largest Business Plan Competition.

The theme of the summit was "Changing Winds; New Paradigms of Leadership". The plethora of speakers included business leaders like Ms. Debjani Ghosh, Mr. Arindam Bhattacharya, Mr. Sudhir Vasudera, Mr. M.V. Tanksale and Mr. Patrick Foulis, and entrepreneurs like Mr. Arvind Lal, Mr. Chris Guillebeau, and Mr. Mahesh Murthy. Stories shared by Param Vir Chakra Yogendra Singh Yadav, Mr. Amish Tripathi and Mr. Viren Rasquinha kept the audience glued to their chairs.



Mr. M.V. Tanksale

Mr. Patrick Foulis



Mr. Arvind Lal

Mr. Chris Guillebeau



Mr. Mahesh Murthy

Param Vir Chakra
Yogendra Singh
Yadav

Mr. Amish Tripathi

Mr. Viren
Rasquinha



A round table conference in association with FICCI was organized, where speakers from government, industry and academia came together to discuss the issue of increasing employability of youth in India. The panel of eminent personalities included Ms. Jayanti Ravi, Dr. Akshai Agarwal, and Mr. Vishal Mehta.

Over three days, the summit saw very enthusiastic participation from the IIMA community. It proved to be a great learning experience in real life management for members of the organizing committee.

Consult Club

The Consult Club is an organization for students pursuing excellence in the profession of management consulting. The club aspires to provide avenues of interaction for students, faculty, alumni, and professionals through activities designed to increase and develop an understanding of the profession.

The club organized immensely successful Sectorama 2012, the flagship event of the club on sector-based case studies. Over 2000 teams from 80 B-schools participated in the event, which covered sectors like pharmaceutical and healthcare, retail, technology, media and telecom, automobile, financial services, and energy.

Procter & Gamble collaborated with the club to organize its strategy simulation game on Consumer and Market Knowledge (CMK). The event was conducted twice last year – in October for PGP 1 students and in February for PGP 2 students. Each event witnessed participation from over 100 students.

The club published the magazine *Audire* in collaboration with the consulting clubs of IIM Bangalore and IIM Calcutta. This year's *Audire* raised the bar for the magazine by publishing interviews of eminent personalities such as K.V. Kamath (Chairman, Infosys Limited and Non-Executive Chairman, ICICI Bank) and Sanjeev Bikhchandani (Founder and CEO, Naukri.com). The magazine also featured articles from students of the three IIMs. It also published Panorama, a monthly newsletter that included an analysis of the key drivers of the sector, emerging trends, major players, and effects of regulatory and policy changes.

The club maintained its own blog with articles on topics ranging from management in public sector to business of Bollywood. The club released an updated version of the IIMA Case Book which featured case interviews conducted by consulting firms during summer and final placement to help students prepare better for their consult placements.

Cultural Committee

This year, the Cultural Committee (CultComm) began its activities by discussing ideas for PGP1's T-shirts. Designed with the special motto "No time for a witty tagline", the T-shirt had an interesting and eye-catching design.

Tug-of-war on the occasion of Janmashtami saw the fuchchas and tuchchas of the five sections fighting it out to beat each other. The high-adrenaline event saw one of the fiercest displays of physical power. Matki-Phod was an inter-dorm event organized on the occasion of Janmashtami.

The five-day Ganesh Mahotsav enthralled the IIMA community. The event began with a pooja to praise the presence of Lord Ganesha. The event ended with a procession in which the statue of Lord Ganesha was taken around the campus.

The CultComm also organized “Raas-Garba @IIMA”, which saw a footfall of over 1200 people from across the IIMA community as well as other colleges such as MICA, NID, NIFT, and CEPT.

Organized in association with Footloose, the Garba dance workshop saw enthusiastic participation from the IIMA community.

Organized in association with Abacus, the Poker Night was a first-of-its-kind event. The event was aimed at engaging the growing community of poker enthusiasts on campus. From rookie players to hard-core experts, everybody was highly engaged in this battle of the mind that lasted an entire night.

Organized in association with MessComm, the post-placement party celebrated the placement of all first year students for summer internships. The invite was extended to the entire IIMA community for a lavish dinner followed by music, dancing, and partying while the in-house DJs played spectacular music.

Eloquence

The public speaking club Eloquence has continued to strive to help interested students in improving their public speaking, communication and leadership skills with weekly meetings on Sunday. Initially, the toastmasters pattern was followed but later it was customized to suit the needs of the IIMA community.

The Sunday sessions were jam-packed with students performing ex-tempore and heated debates, with themes including love and politics. The members actively gave participants feedback on body language, correct usage of words, and right content

The fun-filled live experience of Random Section was something that attendees eagerly looked forward to. This was followed up by Monday Masti, a vanquish mailer sent to the IIMA community on Monday.

ENTRE

When it comes to clubs, there is only one name that is unconventional and risk-taking. The name is ENTRE, the Entrepreneurship Club. The club has established strong relations with the Centre for Innovation, Incubation, and Entrepreneurship to offer tremendous opportunities to students to chase their own dreams.

It won't be wrong in saying that Entre club is slowly redefining the way entrepreneurship is being seen by students. Events such as the Entre Fair, held in October 2012, went a big way in promoting entrepreneurship not only in India but also in several other countries. The place which was initially started as the Entre Store was redefined as Bricks. Today, Bricks is not just a store that sells IIMA merchandise but also provides a platform for students to convert their ideas into reality.

The genesis of the DreamChasers speaker series happened this year. Alumni who chased their dreams were invited to have informal conversations with students. Also, other renowned professionals in the technology entrepreneurship space were invited to deliver talks. A Boot Camp was also organized in October to invite people to share their ideas and get crucial inputs from experts.

The club also supported the IIMavericks 2013 initiative of CIIE. The club has also been constantly working with the SAC and the administration to consider developing a favourable support system for students who want to pursue entrepreneurship.

Equipoise

Equipoise is driven by a vision to nurture interest in economics. Being a part of a premier management school, the club tries to bring the practical aspects of the subject to the fore by conducting events which involve application of economic principles in realistic business scenarios.

This year the club conducted three new events: Talent Stock Exchange, Chanakya's Challenge and Currency Wars. Talent Stock Exchange was held during T-Nite and allowed participants to predict the performance of their section in T-Nite. The widely followed contest pitted section loyalty versus cold economic rationale. Chanakya's Challenge, conducted in coordination with the PubPol SIG was a public policy and economics quiz. The event drew more than 100 participants. The innovative format and intriguing questions based on macroeconomics and policy making were well received. Currency Wars was a web-based currency portfolio simulation. It was conducted over two months, and generated interest and awareness of foreign exchange markets.

Equipoise conducted QuizMaster for first year students. A hugely popular event, it gave them an opportunity to match their wits against the PGP office by guessing which quiz would happen next. While initially the students felt that they had cracked the code, the PGP office once again surprised the entire batch.

Equipoise continued to conduct remedial sessions for students for microeconomics and macroeconomics courses. Prior to summer placement, the tuccha members of the club conducted a news remedial on the current global economic scenario.

During Confluence, Equipoise conducted Budget, its policymaking event. It saw participation from more than 150 teams from around the country. The teams had to clear an online round and the finalists were provided with a hypothetical case study of a country. Using socio-political data, the teams had to come up with a fiscal and monetary policy.

A notable publication was *Kaleidoscope* prior to summer placement. It provided a global roundup of recent economic events. Eco-Concepts, a regular mailer, contained brief summaries of key economic concepts. The club's website now provides the entire collection of publications.

Exchange Council

The period of September to December is a stressful one for facchas, and one which sees many tucchis in a pensive mood. The one club that helps light up their mood in these testing times is the Exchange Council.

Officially facilitating the student exchange programme for both incoming students from Europe and outgoing students from the Institute, the Exchange Council has endeavoured to make the process of assimilating global insights a comfortable, enjoyable, and memorable one. By organizing bulk deals for easy access and better barter for everything needed by the outgoing tuccha - from currency, visas and the all-important Eurail passes to even backpacks - the Council has ensured that students had all boxes ticked for a once-in-a-lifetime exchange term.

The incoming students were given a warm welcome at the registration and orientation programme. By assigning buddies for each student, the Council assured a single point-of-contact for all their queries during their stay. The incoming students were gelled into the student community, with the Council aiding that process with regular dorm parties, birthday celebrations and inviting them to take part in community celebrations. The Council also facilitated trips to Jodhpur, Jaipur, Goa, and Agra, amongst others.

As a souvenir, the exchange students were given T-shirts depicting their journeys across India, and, in particular, IIMA. As they left with many friends, an academic experience of the best management programme in the country and the love of the Taj, the outgoing tucchas also returned in high spirits. The Exchange Council organized a debriefing and knowledge transfer session for the facchas who would be applying next year, and shared all the necessary travel information.

Faculty Student Interaction

The Faculty Student Interaction (FSI) cell promotes interaction between students and faculty in an informal setting. The cell regularly organizes events such as teacher-student dinners, cricket matches, nature walks, and discussions on general topics so that the lines between the professor and student get blurred leading to a symbiotic exchange of thoughts and ideas.

To this end, FSI organized Coffee with Professor, a platform to provide students an opportunity to interact with faculty in a relaxed manner where you can ask them anything and everything under the sun, be it academics, wildlife, sports, or adventure.

On September 5, Teacher's Day was celebrated. Students put up a marvellous array of events for their cherished professors. Professors shared their teaching experiences with students and also experiences about their student life. The highlight of the celebration was recognizing and honouring professors with customized souvenirs and greeting cards with messages from students.

The club conducted faculty-student cricket matches, a sport enjoyed by both to the fullest. Interaction with professors comes in a lot of ways: formal, informal, in-class, out-of-class, social, academic, accidental and planned, but it rarely comes in the form of sports which is what these cricket matches have achieved.

FSI was in charge of the Mentor-Mentee programme wherein faculty members as mentors for students made for a chance to forge bonds and get guidance in the concerned faculty member's area of interest. Mentors were assigned within the first two weeks after the new batch joined. Faculty members were also asked about their interest and availability. The club tried to maximize overlap of interests between mentors and mentees.

The club organizes birthday celebrations of teachers.

Forum for Industry Interaction

The Forum for Industry Interaction (FII) is the student consulting body. As one of the oldest student organizations, FII has facilitated successful partnerships between students and industry over the many years of its existence. With over 300 students from diverse backgrounds, industry experience, and interests forming a part of FII project teams every year, FII has continually delivered effective and practical solutions to companies across multiple industries and multiple business functions.

The FII core team provides the platform for project pitches, discussion, and handles the entire administrative process. It ensures that the solutions reflect the brand and quality that the Institute commands in industry. The FII project teams consist of highly motivated students. The unique team allocation process ensures that there is an alignment of interest and proper synergies between the client and the team executing the project.

The year was phenomenal year for FII with teams serving various international and domestic firms like Amazon, Cisco, GE, FinIQ, and TetraPak. FII bagged projects from diverse fields ranging from social institutions such as Auroville to sports management sectors such as Bhaichung Bhutia's Indian Football Federation. The year witnessed a 60 per cent surge in

revenues with the top line crossing the million rupee mark for the first time. The number of projects has also increased by 35 per cent over last year. This has not only provided opportunity to a large number of budding managers to work on these live consulting assignments, but also ensured that utilization levels stayed healthy. The success of FII teams this year is reflected from the above-average rating obtained by nearly every registered team.

Many new initiatives were taken up by the core team this year to ensure that processes are streamlined and project pitching is carried out in an efficient manner. The registration process was integrated with the FII website and was further streamlined using IT tools by creating standardized deliverable templates and carried out pre-enrolment and post-completion feedback.

FII conducted a case study workshop in collaboration with the Consult Club to document cases and build knowledge capabilities that can be reused by future teams. Another initiative for an online project tracker using Google Sites is in progress which will act as a one-stop shop for FII coordinators, project teams, and clients.

To reward the outstanding teams, a final award ceremony was organized in January. The event was graced by Mr. V.G. Patel, Chairman of CERC and one of the most eminent personalities in the field of entrepreneurship in India. This year, the reward structure was modified and apart from big-packet rewards to top five teams, 23 other high-performing teams were awarded a prize of Rs.15,000.

Finesse

Finesse, the fine arts club, is a special interest group that aims to promote various forms of arts on campus. The club organizes various activities to provide a platform to pursue students' interests in fine arts.

The year was a milestone in itself in terms of scale and scope of events. Art Mela, a two-day art extravaganza, was conducted this year. As the part of Mela, various workshops including caricature and calligraphy and competitions like Haute Couture and Face the Paint were conducted. An art exhibition was also organized.

The War of the Dorms, an inter-dorm flag making competition, was conducted to explore dorm level enthusiasm and the unique dorm culture. Finesse also started art classes for Prayaas children this year, which proved to be very popular. Of the other events, painting exhibition as a part of Joy of Giving Week and oil painting workshop were conducted.

For the upcoming year, the club has planned a number of new initiatives like workshops on non-traditional art forms like Modern Art, Origami and Adobe Flash, novel events based on socio-cultural issues, online gallery for artists at IIMA, various dorm level and section level competitions, and National Level Designing Competition.

Footloose

Footloose, the dance club, started its new year with the Faccha Night for the freshers.

Footloose brought a taste of T-Nite to professors on Teachers' Day.

Footloose also organized dance workshops for the IIMA community. Styles like Salsa, Bollywood, and Garba were offered and were eagerly taken up by enthusiastic student body.

After another successful summer placement season, the students were presented a treat by Footloose – its Dance Night. Routines of all styles – exotic, fusion, or classic – prepared meticulously over many days were presented. Contemporary, classical, bollywood, belly



dance, hip-hop, and fusions like Nautanki-Hiphop and Lyrical Hiphop brought a taste of the many facets of dance. The Republic Day celebrations were again a mix of tradition and novelty.

Genesys

Genesys conducted quizzes and gaming events to help students come together, brainstorm, and get involved in the latest happenings in the IT sector. Activities such as Pictonic, which was enthusiastically received by the student community, provided the necessary challenge that the highly intelligent community of IIMA craves for. Case study based competitions were held which helped the contestants understand the challenges in IT.

Newsletters were regularly posted which tracked the latest innovations in the technology sector and helped students obtain all the information they needed in just one single location. *TechGene* is the monthly journal of GeneSys. It includes latest tech updates and current trends in the industry.

To facilitate first year students in making well informed career choices, Genesys conducted sector awareness sessions which included talks by PGPX students.

IIM Ahmedabad Cultural and Theatrical Society

A Hindi adaptation of Dario Fo's "Accidental Death of an Anarchist", *Bechara Mara Gaya*, set the IIMACTS ball rolling for the year, showcasing an immensely talented team. Not only did IIMACTS did justice to the brilliant script, but also set a very high bar for the many productions to follow.

Gulzar's *Kharashein* proved to be the pièce de résistance this year, winning at Sankalp, the Cultural Festival at MICA, and gaining an entry to the Nokia India Fest finals held in Goa earlier this year. Other productions included *Always Look at the Brighter Side of Life* based on sketches by Monty Python's Flying Circus and *Tumse Naa Ho Paayega*, completely indigenous street play, winner of Antarganee 2013, held at IIT Gandhinagar.

IIMACTS' latest success was the Reduced Shakespeare Company's *The Complete Works of William Shakespeare*, a unique three man act covering not only all 37 of Shakespeare's plays but a number of genres including Rap and sports. IIMACTS also staged some short thematic plays for Independence Day and Republic Day.

English productions were not far away from the spotlight either, with a well-directed *Always* and a collaboration with Evam, a prominent theatre group from Chennai, on *Five Point Someone*, at Chaos this year.

Institute Support System

The programme at the Institute is quite rigorous and requires students to adjust themselves. The Institute has several lines of defence and channels of support.

No Disclosure of Category

Firstly, as Institute-wide policy, no one is required to disclose their category status whether General, ST, SC, OBC or any other, and one is also prohibited from asking any student to do so. There is no differentiation in the classes/classrooms/study groups between students. The category information is used only prior to admission and is not available to students.

Channels of Support

For those who find it difficult to cope, there are various forms of assistance and the scope varies on the extent of need.



Financial

The Institute is needs blind and prides itself on this fact. No one is denied education on financial ground and there are various forms of fee waivers/scholarships/ financial packages to support students in need. Some of these are especially for SC/ST and OBC candidates and for those who cannot afford the fees.

Preparatory Programme

Even before one joins the programme some students are asked to join the preparatory course with classes on communication skills, computer skills, and quantitative methods. This is a month long course and approximately 20 per cent of the batch is enrolled. This also takes care of the candidates coming from vernacular medium.

Student Mentors

A team of over 50 second year students are directly aligned to first year students. Each mentor has a set of 8 to 10 students to which he/she would personally be responsible for. Essentially, this programme seeks to help the first year students identify opportunities that they are most interested in. The mentors are assigned as soon as admission letters are rolled out and help their mentees in all situations ranging from settling in on campus to making career choices.

Identifying Special Needs

Incoming first year students are contacted well in advance to understand if they have any special needs or requirements when they join the Institute. The Institute seeks to provide equal opportunity to all differently abled students and attempts to provide them with special assistance that they may need.

Remedial Sessions

Remedial sessions are conducted by students for each other in every course. This is usually done two or three times in every slot. These remedial sessions are the best ways to brush up on every lost bit of topic. Conducted by students, it is common to see more than 100 students at such sessions.

Students' Personal and Career Development Centre

This is a centre with a professional counsellor that is available for students to discuss personal and professional development issues. The mentorship team and student council work very closely with the centre and make sure that the facility is well known to student community.

Dorm Living

A dorm consists of 19-39 friends who live together. Every dorm has a dorm representative and a group of friends who are always available next door.

Each of these steps mentioned about the Students' Council is the enabler to make sure there is a solid support system to identify and help students. These systems work in coordination with each other to identify needs and accordingly address them through an appropriate channel.

Insight

The first festival in the Institute to be held in 2012, and only the fifth in the country to get ISO certification.

With newer competitions like Enblick and Waking the Dead, eight marketing competitions were organized where students from B-schools across the country contested hard to win prizes. Over 400 students participated in various marketing workshops like Market Research from A.C, Nielsen and a brand building workshop conducted by Perfect Relations. Professor



Arvind Sahay, the faculty advisor for the event, also took a professional marketing workshop for the sponsors to address any issues that the employees would be facing.

Speaker sessions were organized for the first time and it witnessed some brilliant speakers who mesmerized the participants with their amazing insights. While Mr. Anand Halve talked about some of the most prolific brands of the 20th century, Rahul Roushan talked about his journey of Faking News. Next day, the team of Satyamev Jayate discussed how it used market research to gauge the interest in the show.

The Great Ahmedabad Mela, a fair which acted as a platform for disguised market research, was immensely successful. Over two days, the fair saw participation of over 8000 people of all age groups. For the first time, over 1200 kids from schools participated in different competitions. At the same time, youth and elders enjoyed events like Har Ek Friend Zaroori Hota Hai and Tambola Housie. Also, Campus Walk, which showcased the history, architecture, and culture of the Institute, attracted hundreds of people. While visitors enjoyed the fest to its fullest, the project teams were thrilled with hundreds of responses for their disguised surveys helping them gain incredible insights.

Literary Symposium Desk (LSD)

The Literary Symposium Desk's (LSD) year began with the most strenuous but at the same time most fulfilling work, the Yearbook.

The team initiated the fachchas into the literary culture with the Lit Week. During this week events such as Just-a-minute, Pot-Pourri, and Word Game and a Fachcha Quiz were held. LSD conducted the first inter-section competition of the year called Section Friction to give the fachchas an idea of what section enthusiasm was all about.

The first ever Student-Faculty Debate was held with students debating against two of the most respected professors on campus – Professor Neharika Vohra and Professor Sebastian Morris.

LSD won the Ahmedabad chapter of IIT Bombay's Techfest once again, continuing its winning streak for the last three years. Nine students participated in Nihilanth, the inter IIT-IIM Quiz competition, and comprehensively beat all other institutions. It has also dominated the quizzing scene in Ahmedabad, by placing among the top three in almost every quiz held by Nirma University, DA-IICT, GNLU, and other institutions.

MAD Club

The MAD Club is committed to adding a little more fun to the life of the student by providing latest movies, TV series, games, documentaries, and much more. Requests by students for movies and sitcoms are taken up and delivered at the earliest.

The club organized regular movie screenings throughout the year One among them was *Jai Bhim Comrade*, a documentary by Anand Patwardhan based on the killing of 10 Dalits by the police in Mumbai in 1997.



The club also helped screen *Deswa*, a Bhojpuri film which deals with contemporary issues, in association with Public Policy SIG. The event was attended by the director Nitin Chandra and the producer Neetu Chandra and was followed by a lively discussion with them.

This screening of *Riding Solo to the Top of the World* provided much needed stress relief. The film, a national award winning travel documentary by Gaurav Jani about his solo motorcycle journey from Mumbai to one of the remotest places in the world, the Changthang Plateau in Ladakh, has won 11 awards and has been screened across 21 film festivals.

Media Cell

The Media Cell, the official media channel for the student community, makes sure that all the good work done by the hardworking and talented students on campus gets the publicity it rightly deserves.

From working with external media houses to promote campus festivals like Chaos and Confluence to publishing stories on club activities and out-of-the-box initiatives by students, right down to creating greater brand visibility on social media networks, the Media Cell worked hard to spread the news far and wide. It was also involved in developing welcome kits for the incoming batch, printing visiting cards for students and publishing several periodicals.

Mess Committee

The Mess Committee has always maintained food hygiene and quality as its top priority. It's continued commitment to the cause led to the opening of Bizzare in the main campus to provide better culinary options.

The Committee organized a couple of dinners for the student community and also focused on food wastage reduction.

The Committee also initiated Dining Etiquette workshops in restaurants like Radisson, ISTA, and Marriott which were mentored by renowned training faculty.

Music Club

Combine some mind-blowing vocalists, outstanding guitarists, brilliant percussionists, awesome keyboardists, fiddlers, and flutists performing some of the best known English, Hindi, and regional numbers and one obtains the reason for the unparalleled popularity of the Music Club on campus.

The club put up some great shows this year. It started with High Hopes, which showcased the newly arrived talented fachcha musicians. Audience response for the show was unprecedented.

Next was Euphony, the acoustic music night, held at Café Tanstafl. The show, held just days before summer placement, was an astounding success.

Next was Geeky Nights, a free flowing, open-to- all music jamming session, that saw even the most resolute and exclusive bathroom singers come out in the open and sing.

There were performances during T-Nite, Teacher's Day, and Independence Day.

Niche

Niche welcomed the incoming batch with Airtel's Prarambh, the brand quiz. The turnout for the event was exhilarating and the enthusiasm level was simply mind-blowing.

Niche organized $\epsilon\mu\pi\omicron\pi\iota\alpha$ - War of the Marketers, which was a first of its kind national level online simulation event in India. It witnessed eight days of intense, adrenaline packed participation from marketing enthusiasts from across top 37 B-schools.



This was followed by a series of discussion sessions held on various unconventional topics. The session on "Marketing as a Career" gave faculty a much needed insight on the life of a marketer. Niche continued to assist the mentorship programme in a marketing capacity.

Beyond the Case organized in Confluence 2012 captured a lot of mind space. It was the flagship marketing event which simulated a real time marketplace. Participants designed their own stalls in a shopping mall to conduct a disguised market research on Cadbury Bournvita little champs and their foray into adult MFD category. The event witnessed enthusiastic participation from the public registering more than 2500 footfalls within a time span of three hours. Towards year-end, it conducted the Ad-Mad Show, an ad-spoof event which attracted potential creative advertisers.

Niche was also very active during the placement season. Just like every other year, it conducted a series of REM sessions and came out with frequent mailers on jargon demystified, brand updates, ad analysis, company profiles, and several other articles. Speaker sessions were conducted by pioneers and workshops by HUL and Lowes Lintas in the field of marketing were organized. In addition, it continued to maintain its repository of marketing gyaan.

Niche also worked in tandem with the faculty and industry for the upcoming Centre of Excellence for Marketing in Emerging Markets. It also conducted an international conference on "Marketing Innovations in Emerging Economies" in January, which provided a global platform for marketing stalwarts to discuss marketing strategies concerning emerging markets.

Panacea

Panacea, the Healthcare Club, conducted a blood donation camp on July 22, 2012, and January 20, 2013, with support from the Indian Red Cross Society. Over 356 units of blood were collected from students and staff who volunteered for this noble cause.

In August 2012, Panacea brought out its newsletter *Panacea Plus* which focused on the pharmaceutical industry. In the same month, it organized a dental check-up camp for the students of Prayaas.

During the annual national business fest Confluence, Panacea ran an AIDS awareness campaign with the hope of reaching the largest possible audience.

Panacea arranged a bulk deal for the second dose of Hepatitis-A vaccine for students.

Perspectives

Perspectives, the Photography Club, held photography competitions, workshops, and photo-walks with students participating in large numbers.

The club organized a Heritage Walk for exchange students, where they experienced the culture of Ahmedabad through camera. It proved to be a unique experience for the students. The club also encouraged members and students to participate in photography competitions held by various organizations like Contreezy, which has seen international participation.

Prakriti

Prakriti, the Nature Club conducted a trip to the Nalsarovar Lake on a cold November morning to enjoy a wonderful session of bird-watching and photography. It continued its Inter-Dorm Efficiency Competition to conserve energy which received appreciation from all quarters.

The Water Conservation Awareness Drive through posters in dorm bathrooms led to lesser water wastage. Awareness of nature was reinforced by newsletters and quiz competitions.



Prayaas

This year, Prayaas provided talented children with a platform to showcase their talents on Independence Day, Navratri, and Holi. But its focus on education continued unhampered as it provided seven children with the opportunity to move from the municipality school to a private school.



It also conducted the Joy of Giving week on campus, which provided students and professors alike with an opportunity to give back, in their own special way, to society. The bidding for Shadow-a-CEO was a national level charity event where students bid to donate to spend a day with a CEO of their choice. The main attraction of the week, though, was A Day at IIM-A which enabled people from outside the campus to spend a day at the Institute and experience the life of a first year student. Participants were encouraged to donate voluntarily with all the collections going to Prayaas. A cloth collection drive was organized to facilitate collection of used and unwanted clothes and distribute them to the needy.



Prayaas hired a new teacher for the children and held monthly performance evaluations to ensure that the children performed well. It also ensured they got nutritious food and attended regular health checkups. Financial support was provided by the alumni to the tune of Rs.5 lakh.

Public Policy SIG

Public Policy SIG has given students opportunities to interact with some of the eminent personalities in the policy domain:

- ▶ **Paranjoy GuhaThakurta**, Activist, Commentator, and Educationalist
- ▶ **Dr. Haren Das, Chairman**, Assam Industrial Development Corporation
- ▶ **Professor Sebastian Morris**, IIM Ahmedabad
- ▶ **Professor Anil Gupta**, Coordinator SRISTI, Founder Honey Bee Network, Executive Vice Chair, National Innovation Council
- ▶ **Harsh Mander**, ex-National Advisory Council member and Communal Harmony activist
- ▶ **Jagdeep S. Chhokar**, founding member, Association of Democratic Reforms
- ▶ **Shailesh Gandhi**, Prominent RTI Activist
- ▶ **Vijay Mahajan**, social entrepreneur and Founder and CEO, BASIX Social Enterprise Group

SIG conducted panel discussions, seminars and speaker sessions on issues like the Right to Information Act, monetary policy paralysis and female security, TV News: Ethics vs TRPS, Assam's political turmoil, etc. SIG also sent consultation to the Government of India on national youth policy.

SIG conducted a campaign on informed decision making in association with ADR on Gujarat elections. It began working on projects with leading think-tanks in the country such as Project with Centre for Civil Society and PRS Legislative Research. A short film on save the girl child was another initiative besides conducting events like Chankya, Chakravyuh, Ideafest, and quizzes.

Sports Committee

The Sports Committee began the year with Yalgaar, the sports meet which set the stage for students, especially from the first year, to showcase their talent.

The best players represented the Institute in the inter-college sports festival Shaurya. IIMA dominated it by beating seven selected institutes from around Ahmedabad. With some intra-IIM-A tournaments like chess and table tennis competition happening throughout the year,



the level of enthusiasm touched its peak with inter-section sports meet and Sangharsh, the IIM A,B,C,L sports meet.

Sportscomm also helped IIMA teams to participate in state level competitions like the Petro Cup at Gandhinagar, Samar, at MICA, and Ultimate Frisbee tournament.

Stargazers

Stargazer, the Astronomy Club, conducted quizzes and Fantasy Factor competition for astronomy enthusiasts. It gave students a platform to showcase their literary talents by penning science fiction articles. For creative students, it came up with a well-designed *Corona*, its newsletter covering winning science fiction articles, rebuses, notes on the commercial space sector, the recent astrophysical findings, and a tutorial on celestial navigation. It covered the Mars landing of the Curiosity rover by releasing live landing videos, photographs taken by the Rover on Mars, and regular updates from the mission. It also screened an inspirational movie, *October Sky*, during Chaos.





VIKRAM SARABHAI LIBRARY

The Vikram Sarabhai Library is committed to providing widest possible access to information and this commitment is reflected in the range of services provided by it. Its website <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 fulfill 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 the members.

During the year, library added 3161 books and 936 bound volumes of journals to its collection.

		No. of Items
Resources	Books	1,78,890
	Bound Volumes of Periodicals	44,009
	Working Papers	2,289
	Thesis	277
	Project Reports	1,780
	Educational Video Cassettes	128
	CDs / DVDs	2,145
	Current Subscription to Journals	1108
	News Papers	30
	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

- ▶ CAPITALINE, CMIE - Business Beacon, Capex, Commodities, EIS, IAS, India Trades, Prowess and States of India CRISINFAC, Datastream (Incorporating Worldscope), DSI Data Service, EIU Country Reports (Brazil, Russia, China & Egypt), Euromonitor (GMID), FT.com (1888-2007), FT Archive, Gartner, Indiastat.com, INDICUS District GDP 2006-07 and 2011-12, Infraline - Coal Sector, Oil & Gas Sector, and Power Sector, INSIGHT, Invest India, ISI Emerging Markets - Asia, Marketline Advantage, NASSCOM, Prime Database, Reuters 3000 Extra Hosted Terminal, Reuters Knowledge, Venture Intelligence: World Investment Service (EIU).

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 & Accounting, Decision Science Economics, Econometrics Finance & Computer Science (400+



Titles), Elsevier (Science & Direct), Emerald Management Extra (170+ Titles), IEEE Electronic Library (IEL), IGI Full-Text (50+ Titles), Indian Journals.com - Business/ Economics/ Management Package (46 Titles)

- ▶ J-Gate (JCCC@INDEST), JSTOR (1300+ Titles), Kluwer - Springer Link (15 Titles), Oxford University Press (94 Titles), Project Muse (296 Titles), Sage (including HSS Collection - 400+ Titles), Taylor and Francis (32 Titles), Wiley-Blackwell (500+ Titles), Wiley Interscience

Back-Files of E-Journals

- ▶ Elsevier (Agriculture & Biological Science; Social Science; Pharmacology, Toxicology & Pharmaceuticals, Business Management & 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), Westlaw (including INDLAW), ISI Web of Knowledge (Citation Index from 1999-2006), World Bank Databases, IMF eLibrary, Carbonfactors, JoVE (Video Journal), Papers Invited, Proquest Thesis and Dissertation, Sage Research Methods Online, WARC Database

E-Books

- ▶ Ebrary

Specialized Search Software

- ▶ Ebsco Discovery, Ebsco A-Z, Remote Login for internal users

Services

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

Publications

The library has been publishing two quarterly information bulletins since 1998:

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

It has started NICMAN (National Information Centre for Management) Membership in order to help/facilitate business/management related researchers in their research. Recently it has also started documenting research in marketing in the context of emerging economies.





WELFARE ACTIVITIES

A general health check-up for permanent staff (both male and female employees above 40 years) was organized by the Welfare Committee during April – June 2012 at Sterling Hospital, Ahmedabad. A total of 304 community members benefited from this activity.

On November 16, 2012, the committee organized a get-together to celebrate Gujarati New Year. The new year was greeted by lighting lamps, fireworks, and distributing sweet packets.

The Institute Day was celebrated on December 11, 2012. Awards were presented by the Director to 44 children and staff members for performance in academics, sports, and social service. A cultural programme by children of IIMA community was also organized at RJM Auditorium.

The Welfare Committee caters to the need for higher education of staff children indirectly by providing interest free loans recoverable in 10 monthly instalments. An employee may apply for loan for his ward who has passed higher secondary school examination. This year four staff members benefited from the Education Loan Scheme, aggregating Rs.1,90,000.

An amount of Rs.1,86,900 was disbursed to retired staff members of the Institute under the “Professor B.H. Jajoo Welfare Committee Medical Scheme for Retired Staff Members of the Institute during the year.

A ladies room was set up for women employees, which was inaugurated on March 8, the Women’s Day.

Yoga coaching classes are regularly held for the IIMA community.

The Welfare Committee supported activities of the Staff Recreation Club while celebrating Republic Day, Independence Day, Talent Evening, Christmas, and, Navratri.





APPENDICES





POST-GRADUATE PROGRAMME IN MANAGEMENT

Students in PGP in 2012-13

A1

	PGP I	PGP II
Joined the Programme	381	372
(-) Discontinued	3	-
(-) Permitted/Asked to rejoin in 2013	1	-
(+) Repeaters	3	-
(+) Permitted to rejoin in 2012	1	-
No. in the First Year	381	-
(-) Asked to withdraw	4	-
(-) Asked to Repeat	1	-
(-) Not Graduated due to non-completion of academic requirements (Double degree and General)	-	8
(-) Not Graduated due to Academic Indiscipline	-	-
(+) Graduating from earlier year	-	1
(+) Students Graduated under Double Degree Programme	-	8
Total promoted/graduated	376	373

New Courses offered in PGP II

A2

- Alternative Investments and Hedge Funds
- Bridging the Rural-Urban Divide
- Cultural Identities and Intercultural Communication
- eMarketing
- Econometric Methods for Decision Making
- Growth, Equity, and Equality – 5 Ws and 1H
- International Business and Foreign Market Entry in BRIC Countries
- Marketing Management in the World of High Technologies and Innovation
- Media Investment Management
- Monetary Theory and Policy
- Pricing Derivative Securities
- Sports Marketing
- Strategic Negotiation Skills for Leaders
- Strategies for Digital Marketing and e-Business
- Strategy in Emerging Markets
- Technology and Intellectual Property Rights
- Waste Business Management

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POST-GRADUATE PROGRAMME IN MANAGEMENT

A3

IIMA Students on Exchange Programme

Name of the Exchange Institution	Outgoing IIMA Students	Name of the Exchange Institution	Outgoing IIMA Students
EUROPE		Munster School of Business and Economics	5
EDHEC	3	WHU Koblenz Graduate School of Management	1
ESCP-EAP	12	NORTH AMERICA	
ESC	4	USA	
ESSEC	7	University of Chicago Graduate School of Business	2
ESSEC, MS, MIA (for PGP-ABM)	5	Washington University (John M. Olin School of Business)	2
European Business School	2	CANADA	
HEC School of Management	3	McGill University, Montreal	1
Instituto de Empresa, Madrid	2	Total	74
Pforzheim University of Applied Sciences	5	Double Degree Programme	
Solvay Business School	3	University of Bocconi	5
University of Bocconi	4	HEC School of Management	2
University of Cologne	7	Total	7
University of Maastricht	1		
University of Mannheim	4		
Vienna University of Economics and Business Administration	1		

A4

Foreign Students on Exchange Programme

Name of the exchange institution	Incoming Students	Name of the exchange institution	Incoming Students
ASIA		Aalto School of Economics and Business Administration	1
Asian Institute of Management	2	Instituto de Empresa	3
Asian Institute of Technology	2	HHL-Leipzig Graduate School of Management	1
KAIST Graduate School of Management	1	Solvay Business School	2
EUROPE		Stockholm School of Economics	2
Copenhagen Business School	4	University of Bocconi	4
EDHEC	4	University of Cologne	6
ESCP-EAP	12	University of Maastricht	2
ESSEC	7	University of Mannheim	2
HEC School of Management	5	University of St. Gallen	1

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POST-GRADUATE PROGRAMME IN MANAGEMENT

Name of the exchange institution	Incoming Students
Vienna University of Economics and Business Administration	3
Munster School of Business and Economics	4
WHU Koblenz Graduate School of Management	2
NORTH AMERICA	
USA	
University of Chicago Graduate School of Business	1
University of Texas, Austin (McCombs School of Business)	1
Washington University (John M. Olin School of Business)	2

Name of the exchange institution	Incoming Students
CANADA	
Sauder School of Business	1
Schulich School of Business	2
SOUTH AMERICA	
Universidad De Los Andes School of Management	2
Total	79
Double Degree Programme	
University of Bocconi, Milano, Italy	5
HEC School of Management, Paris, France	2
Total	7

A4

Scholarships

A5

Industry Scholarships Batch 2011-12	
Name	Scholarship
Rahul Sharan	Infosys
Rizurekh Saha	ICICI
Tulsian Ankit Vinod	Jet Age Finance Pvt. Ltd.
Shantanu Agarwal	SBI Mutual Fund
Gaurav Srivastava	S.M. Shah
Anmol Arora	IIMA Silver Jubilee/PGP 87 Batch/Faculty Memorial and Audco
Saurabh Chhajjer	IIMA
Atul Kumar	IIMA
Kartikeya K. Sharma	IIMA
Ranmit Singh Pantle	IIMA
Siddhartha Gupta	IIMA
Aditya Monga	IIMA
Anshul Gupta	IIMA
Rahul Jand	IIMA
Gautam Midha	IIMA
Subodh Bhandari	IIMA
Ankit Kumar Madhogaria	IIMA
Vikash Lohia	IIMA
Tushar Garg	IIMA

Industry Scholarships Batch 2011-13	
Name	Scholarship
Aniketh Talwai	MphasiS Award
Nikhil Agarwal	Jet Age Securities Pvt. Ltd.
Sumit Somani	IFCI Limited
Rahul Sharan	IFCI Limited
Gaurav Singh Teotia	S.M. Shah
Shashank	Monsanto
Jain Atinkumar Hirachand	Surrendra Paul and IIMA
Saransh Goel	Dun and Bradstreet Information Services India Pvt. Ltd. and IIMA
Gaurav Srivastava	IIMA
Adoor Vikramaditya Rau	IIMA
Ranmit Singh Pantle	IIMA
Tulsian Ankit Vinod	IIMA
Snigdha Rashmi	IIMA
Venkat R.	IIMA
Akash Agarwal	IIMA
Abhiram R.	IIMA
Sreejith Ramachandran	IIMA
Siddhartha Gupta	IIMA
Gupta Bharat Sunil	IIMA



POST-GRADUATE PROGRAMME IN MANAGEMENT

Aditya Birla Scholarships**PGP-I**

Kirtika Sharma
Nikhil Mann
Rohit Singh Sahani
Sachin Bhardwaj
Udit Kejriwal

PGP-II

Gopal Balakrishnan
Maneesh Menon
Nikhil Pratap Gulati
Virendra Singh Shekhawat

Sir Ratan Tata Scholarships

Nikhil Agarwal
Aniket Talwai
Sumit Somani

Shashank
Jain Atinkumar Hirachand

O.P. Jindal Scholarships

Anmol Arora
P. Raghul

Societe Generale Global Solution Centre Scholarships

Dasireddy Sucharitha
Lipika Mitra

Shantanu Agrawal
Navneet Singh

Alumni Contributions Scholarships

Sponsor	Amount (Rs.)	Awardee/s	Class/Batch
Class of PGP 1969	2,00,000	Gara Nitesh Kumara	PGP-I/2012-14
	2,00,000	Rahul Pratap Singh	
	2,00,000	N. Sadhanandhan	
	2,00,000	R. Vignesh	
	2,00,000	D. Chandrashekhar	
Tega Industries (Shri Madan Mohanka)	1,50,000	U. Sriram	PGP-I/2012-14
Shri BV Doshi	3,00,000	Srikanth Chigilipalli	PGP-II/2011-13
Shri Dipak Gupta	3,00,000	Atul Kumar	PGP-II/2011-13
	3,00,000	Mr. Gopal Balakrishnan	
Scholarships merged with SNBS			
Warburg Pincus	16,80,000	Aditya Singh	PGP-I/2012-14
		Ankit Garg	
		Anugrah Jain	
		Ashish H Patira	
		Chheda Bhavik Rajesh	
Shri Arun Nanda	16,50,000	Guru Krishnan V.	PGP-II/2011-13
		Ankit Kumar M.	
		Atul Kumar	
		Gopal Balakrishnan	
		Safique Mohamed M.	
Shri Deep Kalra	2,50,000	Deepak Mehta	PGP-II/2011-13
		Gaurav Singh Teotia	



POST-GRADUATE PROGRAMME IN MANAGEMENT

Sponsor	Amount (Rs.)	Awardee/s	Class/Batch
State Government Scholarships			
Maharashtra State	6,23,200	Ramtake Abhay Manohar	PGP-I/2012-14
	7,56,837	Devendra Mohan Alhat	
	7,27,500	Sumedh Nilkanth Deogade	PGP-II/2011-13
	7,61,500	Vinaykumar Jalindar Kate	
Kerala State	2,40,000	K.M. Mohamed Ibrahim	PGP-I/2011-13

Applications Received for PGP

A6

Category	Batch 2012-2014			Batch 2013-2015		
	Male	Female	Total	Male	Female	Total
General	101334	39690	141024	101283	42200	143483
NC-OBC	16454	3596	20050	18929	4807	23736
SC	7527	2287	9814	7955	2457	10412
ST	1831	659	2490	1945	767	2712
DA	448	60	508	426	86	512
Total	127594	46292	173886	130538	50317	180855
%	73.38	26.62	100.00	72.18	27.82	100.00

PGP Admissions: 2013-15 Batch

A7

Particulars	Gender/ Total	General Category	Reserved Category				GMAT	Total
			NCOBC	SC	ST	DA		
No. of Applicants to IIMA	Male	101251	18929	7955	1945	426	32	130538
	Female	42188	4807	2457	767	86	12	50317
	Total	143439	23736	10412	2712	512	44	180855
No. of Candidates Called for Interview	Male	449	273	138	56	26	5	947
	Female	103	42	40	33	10	1	229
	Total	552	315	178	89	36	6	1176
No. of Candidates Attended the Interview	Male	424	250	124	47	24	3	872
	Female	99	37	34	26	9	1	206
	Total	523	287	158	73	33	4	1078



POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT

B1

Students in PGP-ABM 2012-13

	PGP-ABM I	PGP-ABM II
Joined the Programme	40	35
Discontinued	-	-
Permitted/asked to rejoin in 2013	-	-
Repeaters	2	-
Permitted to rejoin in 2012	1	-
No. of the First/Second year	43	35
Asked to withdraw	-	-
Asked to repeat	2	-
Not Graduated due to non-completion of academic Requirements (Double degree and General)	-	-
Not Graduated due to Academic Indiscipline	-	-
Graduating from earlier year	-	-
Students Graduated under Double Degree Programme	-	-
Total promoted/graduated	41	35

B2

Awards/Scholarships

- Mr. Shashank Rathi was awarded the Institute's Gold Medal for outstanding scholastic performance in Post-Graduate Programme in Agribusiness Management.
- Mr. R. C. Mathur (PMA 1972 batch of IIM, Ahmedabad) Award for Best All Rounder PGP-ABM Woman Student awarded to Ms. Siddhi Karnani.
- IIMA Award has been given to Ms. Siddhi Karnani and Mr. Shashank Rathi for their outstanding academic performance.

B3

Applications Received for PGP-ABM

Category	Batch 2012-2014			Batch 2013-15		
	Male	Female	Total	Male	Female	Total
General	106447	43097	149544	105938	45601	151539
NC-OBC	17528	4083	21611	19995	5420	25415
SC	8044	2566	10610	8394	2737	11131
ST	2000	778	2778	2119	891	3010
DA	471	68	539	451	95	546
Total	134490	50592	185082	136897	54744	191641
Percentage	72.66508	27.33491	100	71.43408	28.56591	100

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

POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT

PGP-ABM Admissions: 2013-2015

B4

Particulars	Gender	General Category	Reserved Category				GMAT	Total
			NCOBC	SC	ST	DA		
No. of CAT takers	Male	105938	19995	8394	2119	451	NA	136897
	Female	45601	5420	2737	891	95	NA	54744
	Total	151539	25415	11131	3010	546	NA	191641
No. of Applicants to PGP-ABM	Male	77485	15047	6168	1489	328	0	100517
	Female	29547	3514	1764	514	55	0	35394
	Total	107032	18561	7932	2003	383	0	135911
No. of Candidates Called for Interview	Male	207	133	64	34	13	0	451
	Female	59	19	23	9	2	0	112
	Total	266	152	87	43	15	0	563
No. of Candidates who attended interview	Male	100	69	30	17	7	0	223
	Female	28	11	17	7	0	0	63
	Total	128	80	47	24	7	0	286



POST-GRADUATE PROGRAMME FOR EXECUTIVES

PGPX 2012-13: Profile of Students

Parameter	Average
GMAT	717.41
Total work experience as on August 10, 2011	10 years 5 months
International work experience as on August 10, 2011	3 years 2 months
Age as on March 31, 2012	34 years

International exposure

- 6 (5.88%) are international students. Of these, 1 is foreign citizen and 5 are foreign permanent residents.
- 31 (36.47%) are residing outside India, spread across eight countries.
- 74 (87.06%) have international exposure in terms of work and studies.
- 75 (88.24%) have travelled to at least one country other than their home country.

Academic background

- 19 (22.35%) have obtained their degree(s) from outside their home country.
- 37 (43.53%) have a higher qualification (Professional, Masters) than bachelors.
- 65 (76.47%) are engineers.
- 17 (20.00%) have graduated from IIT/NITs.
- The industry mix includes, Airline/Travel, BPO, Defense, Education, Energy/Power, Financial Services, Government Services, Infrastructure, IT and ITES, Management Consultancy, Manufacturing Engineering, Manufacturing Process, Media, Retail, Telecom
- 6 (7.06%) are women
- 65 (76.47%) are married; and 40 (47.06%) have children



FELLOW PROGRAMME IN MANAGEMENT

Graduating FPM Students

Name	Area	Thesis Title	Thesis Advisory Committee
Basant Kumar Purohit	MKTG	Impact of Perceived Overqualification on Salesperson Performance	Prof. Arvind Sahay (Chair) Prof. P K Sinha Prof. Arnab K Laha
Debdatta Pal	AGRI	Managing Rural Institutional Credit: Lessons from Interlinked Transactions	Prof. Samar K Datta (Chair) Prof. Vasant P Gandhi Prof. Arnab K Laha
Deepak Sethia	PSG	Savings and Investment in Indian States: Implications for Growth and Public Finances	Prof. Ravindra H Dholakia (Chair) Prof. Prem Pangotra Prof. Tathagata Bandyopadhyay
Harish Venkatesh Rao	P&QM	Stochastic Optimization Based Decision Support System for Asset-Liability Management in Life Insurance Firms	Prof. Goutam Dutta (Chair) Prof. Sankarshan Basu Prof. Sachin Jayaswal
Kinshuk Saurabh	PSG	Essays in Mergers and Acquisitions, Governance Structures and Valuation	Prof. Ajay Pandey (Chair) Prof. Sidharth Sinha Prof. Sunil Maheshwari
Manisha Mishra	P&IR	An Exploratory Study of Post Implementation Experiential Perceptions of Reservations with Focus on Stigmatization Processes in the Higher Professional Education Context	Prof. Jerome Joseph (Chair) Prof. Anil K Gupta Prof. T V Rao
Mayank Jyotsna Soni	MKTG	Impact of Quantity Scarcity and Time Scarcity Appeals on Consumer's Response: Role of Need for Uniqueness and Deal Proneness	Prof. Abraham Koshy (Chair) Prof. Neharika Vohra Prof. Saral Mukherjee
Naval Bharti Verma	PSG	Measurement of Systemic Risk and its Drivers	Prof. Ajay Pandey (Chair) Prof. Ravindra H Dholakia Prof. Vineet Virmani
Palakh Jain	ECO	Determinants of Inter-Country Variations in Outward Foreign Direct Investment and Cases of Outward FDI from India	Prof. Sebastian Morris (Chair) Prof. Rakesh Basant Prof. Ajay Pandey
Prem Prakash Dewani	MKTG	Role of Gratitude and Obligation in Business Relationships	Prof. P K Sinha (Chair) Prof. Arindam Banerjee Prof. Neharika Vohra
Rahul Chandra Sheel	OB	Studying the Impact of Corporate Social Responsibility (CSR) Perceptions on Employee Work Attitudes	Prof. Neharika Vohra (Chair) Prof. P W Khokle Prof. George Kandathil



FELLOW PROGRAMME IN MANAGEMENT

Name	Area	Thesis Title	Thesis Advisory Committee
Rajnish Kumar Rai	BP	A study of Value Creation and Value Appropriation in Inter-Firm Alliances of Simultaneous Cooperation and Competition	Prof. Jerome Joseph (Chair) Prof. Rakesh Basant Prof. Sunil Sharma
Ravi Kothari	P&QM	Metaheuristics for the Single Row Facility Layout Problem	Prof. Diptesh Ghosh (Chair) Prof. Tathagata Bandyopadhyay Prof. V Venkata Rao
Roopika Raj	MKTG	Impact of Perceived Bases of Power of Brand on Consumers' Behaviour and Attitude in a Brand- Consumer Relationship Context	Prof. Abraham Koshy (Chair) Prof. Arnab K Laha Prof. Neharika Vohra
Sabyasachi Sinha	BP	Managing Ambidexterity in Growthphase of Start-Up Firms	Prof. S Manikutty (Chair) Prof. Rakesh Basant Prof. Shailendra Mehta
Sudeep K. Krishnan	CISG	Degree of Openness and Project Performance: A Multi-Country Empirical Assessment of Open Innovation Information Technology Initiatives	Prof. Rekha Jain (Chair) Prof. Rakesh Basant Prof. Kavitha Ranganathan



POST-GRADUATE AND FELLOW PROGRAMMES: STUDENT STRENGTH

	Post-Graduate Programme in Management	Post-Graduate Programme in Agri- Business Management	Fellow Programme in Management	Total
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
2011-12	747	78	73	898
2012-13	753	78	84	915

E1



PLACEMENT

F1

Batch Profile

Academic Background		Work Experience	
Function	%	Duration	%
Engineering/Technology	92	Fresher	30
Arts & Science	3	1 – 12 months	10
Commerce and Business Administration	3	13 – 24 months	25
Medical Science	2	25 – 36 months	18
		>36 months	17

F2

Offers and Acceptance

Cluster	Offers	Acceptance
Cluster 1	98	91
Cluster 2	161	137
Cluster 3	146	110
Cluster 4	28	22
Total	433	360

*1 student back from placement holiday and placed

F3

New Recruiters

Name of Company	Name of Company	Name of Company
Asipac Projects Pvt. Ltd.	Intertec	Sahiba Fabrics
Boston Scientific	Juvalia & You	Samsung
Caratlane	LatentView	SAP
Cipla Ltd.	MarketsandMarkets	SeaShell
Dassault Systems	Mars	Sonata Softwares
EduSharp	Meditab	Sovarnum Capital
Friends Steel	Naaptol	TaxiForSure
GyanSys Infotech	Penn Schoen Berland	Thomson Reuters
Honda	Perfint Tech	Tiger Analytics
iCreate	PlayGames 24X7	Valyoo
IFFCO	Rishabh Instruments	Varhad Capital
Indegene	SADIG	

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PLACEMENT

Location-wise Distribution

F4

Location	2011		2012		2013	
	No.	Per cent	No.	Per cent	No.	Per cent
India	270	88.82	322	88.46	347	96.39
USA	4	1.32	3	0.82	1	0.28
Europe/UK (London)	11	3.62	14	3.85	1	0.28
Asia Pacific (Hong Kong, Singapore, Tokyo)	17	5.590	17	4.67	6	1.67
Kuwait, UAE, Africa	2	0.66	8	2.20	5	1.39
Total	304	100.00	364	100.00	360	100.00

Foreign and Domestic Offers and Acceptances

F5

Location	2011			2012			2013		
	Offers	Acceptances	% Acceptances to Offers	Offers	Acceptances	% Acceptances to Offers	Offers	Acceptances	% Acceptances to Offers
Overseas	34	34	100	42	42	100	13	13	100
Domestic	391	270	69.05	401	322	80.30	420	347	82.62
Total	425	304	71.53	443	364	82.17	433	360	83.14

Sector/function-wise Placements

F6

Sector / Function	2011			2012			2013		
	Over-seas	Indian	% of Total	Over-seas	Indian	% of Total	Over-seas	Indian	% of Total
Sales/ Marketing (FMCG)	1	56	18.42	8	84	25.27	0	30	8.33
Investment Banking Commercial Banking/ Finance	28	69	31.91	31	43	20.33	7	52	16.39
Systems/ IT/ ITES	0	17	5.59	0	26	7.14	0	42	11.67
Operations (Telecom, Online services, Pharma & Healthcare)	0	11	3.62	1	1	0.55	3	33	10.00
Consulting	5	83	28.95	2	126	35.17	0	115	31.94
Conglomerates	0	0	0.0	0	0	0.0	1	32	9.17
General Management (Retail, Manufacturing, Private Equity, Engineering & Technology etc.)	0	34	11.18	0	42	11.54	2	23	6.94
Others (Tourism, Logistics, Real estate, Education Management)	0	0	0.0	0	0	0.0	0	20	5.56
Total	34	270	100	42	322	100	13	347	100



PLACEMENT

F7

Sector-wise Top Recruiters

Sector	Recruiter	Numbers Recruited	% to total acceptance
Consulting	BCG	15	4.2
	Accenture	13	3.6
	McKinsey & Company	10	2.8
Banking and Finance Services	Goldman Sachs	7	1.9
	Kotak Bank	5	1.4
	HSBC	4	1.1
Conglomerates	Reliance Industries Ltd.	9	2.5
	Mahindra and Mahindra	7	1.9
	Aditya Birla Group	5	1.4
IT& Systems	Microsoft India	7	1.9
	Cognizant Technologies	6	1.7
	GyanSys Infotech	6	1.7
Consumer Goods	Nestle	5	1.4
	Asian Paints	4	1.1
Telecom	Airtel	11	3.1

F8

Students opting out of Placement

Name of Students	Entrepreneurial Sectors
PGP	
Kunal Gupta	Provide students easy methods to procure components for innovative projects and research through e-commerce
Venkat R.	Create a network of professional photographers via FOCALOID
Atul Santosh Turkey	Social Noise – a platform to share a feedback of products
PGP-ABM	
Siddhi Karnani	Post-harvest management

F9

Sector-wise Distribution of Summer Placement

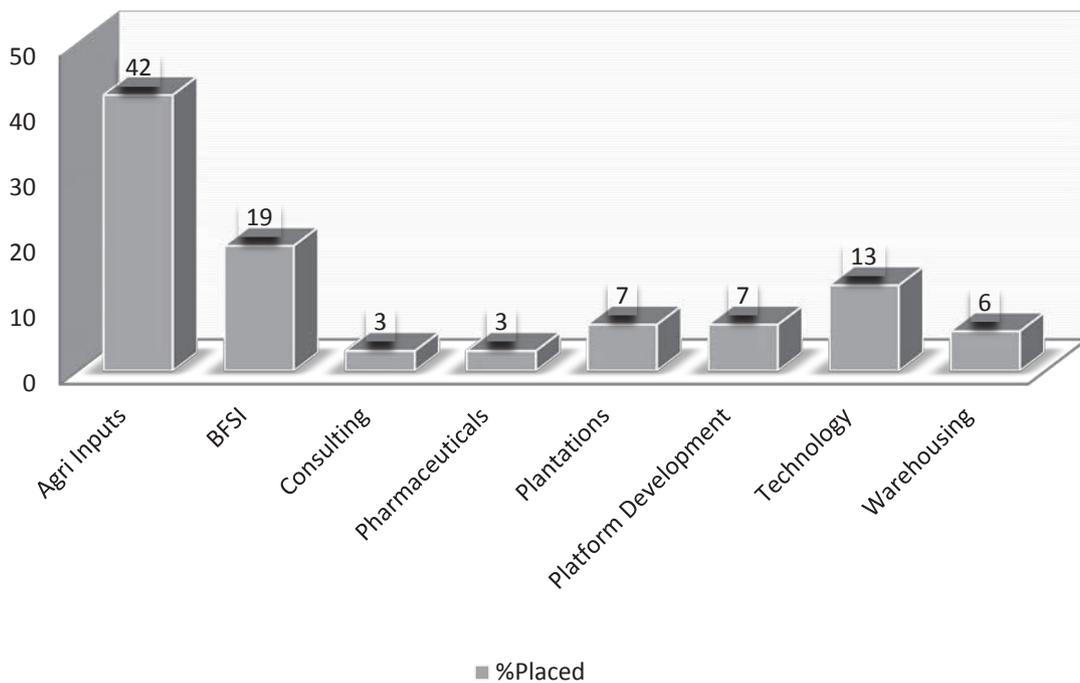
Sector	No. of Placement	Sector	No. of Placement
Finance	107	Operations	16
Marketing/Sales	95	Human Resources (HR)	3
Consulting	84	Others	19
Systems/IT	20	To be decided	7
General Management	26	Total	377

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

PLACEMENT

ABM Sector-wise placements

F10





RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

G1

Ongoing Projects

Type of Project	Status		Projects			
	Projects Ongoing	Projects Initiated	Total	Completed	Withdrawn	Terminated
Research Project	11	10	21	4	1	1
Seed Money Project	9	3	12	4	-	-
Case Development Project	10	4	14	6	1	3
Summer Internship Project				20		
Seminars Organized by R & P				14		
Working Papers				46		

Research Projects Initiated

- Stochastic Modeling and Design Insights for Container Terminal Operations (Professor Debjit Roy)
- Workplace Bullying in India's IT Sector (Professor Premilla D'Cruz)
- The Trajectory of Collectivization in India's ITES-BPO Sectors (Professors Premilla D'Cruz and Ernesto Noronha)
- Realistic Simulation of Village Level Mobile Ad-hoc Network (Professor Kavitha Ranganathan and Dr. Anu Vidyanathan)
- Improving Throughout Capacity in Distribution Warehouses Using Variants of Vehicle-Based Technologies (Professor Debjit Roy)
- Endowment Effects in Barter Trade: Experimental Evidence (Professor Viswanath Pingali)
- Family Ownership, Informed Trading and Liquidity (Professors Joshy Jacob and Sobhesh K. Agarwalla)
- Capacitated Multiple Allocation Hub-and-Spoke Network Design with Service Level Constraints for Multiple Customer Classes (Professor Sachin Jayaswal)
- Social Mobility via Management Education – Paths Taken by Women (Professor Ankur Sarin)
- Closed-Loop Inventory Models for the Pallet Supply Chains (Professor Debjit Roy)

Seed Money Projects

- Evaluating the Prospects of Utilizing NSHIE (2010-11) Data Collected by NCAER for Behaviour Segmentation of the Indian Consumer on Savings and Outlook Variable (Professor Arindam Banerjee)
- Antecedents and Consequences of Internationalization (Outward FDI) (Professor Chitra Singla)
- Joint-Liability, Multiple Borrowing and Over Leverage (Professor Viswanath Pingali)

Case Development Projects

- Case on Pratham Books (Professor Ankur Sarin)
- Meenachil Concretes (Professor M.M. Monippally)
- Getit: Connecting with Consumers in the New Communication Environment (Professor Abhishek)
- Case Series on Reliance Infrastructure (Professor M. R. Dixit)



RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

Research Projects Completed

- Business, Media Law and Internet (Professor Anurag Agarwal)
- Social Mobility in India (Professor Ankur Sarin)
- Study of the Indian IPO Market Underpricing (Professors Sobhesh Kumar Agarwalla and Joshy Jacob)
- Procedural Dimensions of Layoffs: Studies of the IT Sector (Professor Premilla D'Cruz)

Seed Money Projects

- Interventions for Empowerment of Craftsmen in India (Professor Ankur Sarin)
- An Investigation into Comparative Performance of Three Methods of Price Forecasting in Commodity Markets Exhibiting Highly Leptokurtic Returns Distributions (Professor Arnab Kumar Laha)
- Cases in Corporate Social Irresponsibility (Professors Navdeep Mathur and Ankur Sarin)
- Is There 'A' Term Structure of Interest Rates For India? (Professor Vineet Virmani)

Case Development Projects

- BabaJob.Com – Digitizing the Information Job Sector (Professors Kavitha Ranganathan and Ankur Sarin)
- Supporting Field Sales Force with Organizational Knowledge: A Case Study of Eureka Forbes (Professor Sanjay Verma)
- Europa Group, Chennai (Professor S. Manikutty)
- Kwench Library Solutions (Professor M.M. Monippally)
- Akshaya Patra – Food Supply Chain (Professors Atanu Ghosh and G. Raghuram)
- Nilobray Vidyalaya, Ahmednagar (Professor Rajeev Sharma)

Projects Terminated

- Exploring Culture of the Informal Sector Firms in Indian Diamond Industry (Research Project) (Dr. Indu Rao)
- Earnest and Young: Transaction Advisory Services (Case Development Project) (Professor Arvind Sahay)
- Citibank Japan – Online Banking (Case Development Project) (Professor Arvind Sahay)
- CRM Strategy for all Cargo Global (Case Development Project) (Professor Sanjay Verma)

Projects Withdrawn

- Subhiksha Retail Chain (Case Development Project) (Professor Atanu Ghosh)
- Evaluating Customer Preference between Loyalty Schemes – Redemption Points or Complementary Rewards (Research Project) (Professors Sanjay Verma and Abraham Koshy)



RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

Summer Internship Projects

- A Strategy Formulator and Evaluator System for Case Discussions (Professors M.R. Dixit and Sanjay Verma)
- Examining Consumer Need for Uniqueness (Professor Dheeraj Sharma)
- Providing a User Rating for Newspapers in India (Professor Dheeraj Sharma)
- Hub-and-Spoke Network Design with Stochastic Demand and Service Level Constraints using Benders' Decomposition (Professor Sachin Jayaswal)
- Speeding up Benders' Decomposition for Large Scale Mixed Integer Programming (Professor Sachin Jayaswal)
- Design Insights for Autonomous Vehicle-Based Warehousing System (Professor Debjit Roy)
- Understanding the Implications of Vessel Size on Vessel Sojourn Time Distribution at Container Terminals (Professor Debjit Roy)
- Literature Review on Game Theoretic Models in Supply Chain (Professor Sachin Jayaswal)
- To Examine the Role of Government Regulations in Incubation of Social Enterprises (Professor Vaibhav Bhamoriya)
- Cases on Corporate Social Irresponsibility (Professors Ankur Sarin and Navdeep Mathur)
- Develop a Forecasting System based on Mixture of Conventional Forecasting and RM bases Forecasting System for Airline Data (Professor Goutam Dutta)
- Study of Price Movement of Competing Airlines on Several Flight Legs (Professor Goutam Dutta)
- Benders Decomposition for the Vendor Location Problem (Professor Sachin Jayaswal)
- Estimating Waiting Time Probabilities in a Network of Queues with Stationary Arrival Rates (Professor Debjit Roy)
- To Examine the Process of Sourcing Funds for Various Social Enterprises (Professor Piyush Kumar Sinha)
- Estimating Waiting Time Probabilities in a Network of Queues with Time Varying Arrival Rates (Professor Debjit Roy)
- Market Microstructure Issues in Indian Capital Market (Professor Sobhesh Kumar Agarwalla)
- Review of technological advancements in warehousing systems (Professor Debjit Roy)
- Deciding Optimal Fleet Mix for Transporters (Professor Debjit Roy)
- Modelling Patient Flow and Understand Resource Congestion (Professor K.V. Ramani)



RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

Seminars Organized at the Institute 2012-13

Speaker	Topic	Date
Prof. Deepak Hegde New York University-Leonard N. Stern School of Business	Can Birds of a Feather Fly Together? The Payoffs of Ethics Proximity in US Venture Capital	June 26, 2012
Prof. Shubhasis Day Indian Institute of Management Kozhikode	Impact of Deregulation of Government Securities Market on Interest Costs of the States in India	July 24, 2012
Dr. Dipankar Sinha Director General, DGCI&SS Kolkata	EXIM Data & the Role of DGCI&S	August 14, 2012
Ms. Padmaja Nair Independent Consultant	Relationship between State and NGO Service Providers in South Asia with Focus on Sanitation	August 23, 2012
Prof. Yogesh Agarwal Indian Institute of Management Lucknow	Design of Survivable Telecommunication Network: A Polyhedral Approach	September 21, 2012
Prof. Atanu R. Sinha Indian Institute of Management Bangalore	A Moderating Smile: Seller Concession Patterns and Buyer Price Expectations	October 11, 2012
Prof. Utpal Bhattacharya Indiana University, Bloomington	Conflicting Family Values in Mutual Fund Families	November 19, 2012
Dr. Shubhabrata Das Indian Institute of Management Bangalore	On Fairness of Seeding in a Knockout Tournament & Tracking Progress of teams in a Round-Robin Tournament	December 4, 2012
Dr. Rohit Varman Indian Institute of Management Kolkata	Between Denigration and Admiration: Understanding Postcolonial Mimicry in Indian Advertising	December 10, 2012
Dr. Ramanathan Subramaniam Visiting Faculty Indian Institute of Management, Ahmedabad	An Agency Theoretic Model of Employee Cooperation and Shirking Under Internal Labor Market Practices	January 16, 2013
Prof. Raaj K. Sah University of Chicago	Who Gets to the Top: Generalists versus Specialists in Managerial Organizations	January 30, 2013
Prof. Amlendu Dubey Indian Institute of Management Indore	Trend and Cyclical Decoupling: New Estimates Based on Spectral Causality Tests and Wavelet Correlations	February 21, 2013
Dr. Ranadhir Mitra Pennsylvania State University State College	Heisenberg's Uncertainty: Physics, Ethics and Politics	March 07, 2013
Prof. Jonathan Gosling University of Exeter, U.K.	Improving the effectiveness of multi-sector partnerships where no one is in charge: generalizing from the case of flood defences in the UK	March 11, 2013



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Sharma, Rajeev; Dixit, M. R. and Pydah, Akhila, "Does It Cut Both Ways? Investigating the Relationship of 'Project Based' Teaching and Learning to Creativity of Children and Teachers" in Rachael Jacobs (ed.), *Creative Engagements with Children: International Perspectives and Contexts*, 2012.

Singh, Sukhpal, "Vertical Co-ordination in Agribusiness in India: Making Contract Farming Work for Small Producers" in N. Ghosh and C. S. C. Sekhar (eds.), *The Future of Indian Agriculture: Technology and Institutions*, New Delhi, Academic Foundation 2013, 101-118.

Vohra, Neharika, "Mental Health of Urban School-going Children in India" in Usha Nayar (ed.), *Child and Adolescent Mental Health*, New Delhi: Sage Publications, 2012.

Zhou, Z. Y.; Liu, H. B. and Gandhi, Vasant P., "Changing Patterns of Food Consumption in India and China" in Jacquet, P., Pachauri, R. K. and Tubiana, L. (eds.), *Towards Agricultural Change? Development, the Environment and Food*, Delhi: Teri Press, 2012, 102-105.

Conference Presentations

Agarwalla, Sobhesh K. and Pandey, Ajay, "Whether Cross-Listing, Stock-Specific and Market-Wide Calendar Events Impact Intraday Volatility Dynamics? Evidence from the Indian Stock Market Using High-Frequency Data," FEG-JFM Symposium on the Financial Econometrics of Derivative Securities and Markets at Deakin University, Australia, January 10-11, 2013.

Ali, Salman S. and Rahman, Syed Mizanur, "Financing Developmental Activity and Debt," Tenth Harvard Forum on Islamic Finance, Harvard University, March 24-25, 2012.

Ali, Salman S., "Re-Internationalization Process in Organization," Sixth IIMA Doctoral Colloquium, Indian Institute Management, Ahmedabad, January 7-8, 2013.

Anand, T.; Vohra, Neharika; Bhatnagar, Deepti and Sharda, Kirti, "Helping Behaviours Among Software Professionals A Cross-Cultural Comparison," 13th Biennial International Conference, International Society for the Study of Work and Organizational Values (ISSWOW), Goa, June 20-23, 2012.

Anand, T.; Bhatnagar, Deepti; Vohra, Neharika and Sharda, Kirti, "Culture and Help Seeking: A Comparison of Indian and American Help Seekers in the Software Industry," International Academy of Cross Cultural Psychology Conference, Stellenbosch, South Africa, July 17-21, 2012.



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- Anand, T.; Bhatnagar, Deepti; Vohra, Neharika and Sharda, Kirti; , "Help Seeking at Workplace: Exploring Perceptions and Inhibitions," Academy of International Business, Southeast USA Chapter 2012 Annual Conference, Fort Lauderdale, Florida, October 31-November 2, 2012.
- Balakrishnan, Sundar and Datta, Samar K., "Ensuring Sustainable Corporate Social Responsibility," International Conference on Corporate Social Responsibility, Institute of Public Enterprise, Hyderabad, December 5 - 6, 2012.
- Balasubramanian, N.; Barua, S. K. and Karthik, D., "Corporate Governance Issues in Executive Compensation: The Indian Experience," Indian Institute of Management, Bangalore, January 18, 2013.
- Basant, Rakesh, "Panelist on the Round Table Discussion on Muslim Citizenship and Development: Challenges for Policy Research, Workshop on Social Science Research and Inclusive Polices-Adivasis, Dalits and Muslims," Tata Institute of Social Sciences, Mumbai, August 29, 2012.
- Basant, Rakesh, "Panelist on the Discussion on Engaging the Bop as Consumers and Distributors at the Inclusive Business Forum," jointly organized by the Asian Development Bank and Dalberg Global Development Advisors, August 31, 2012.
- Basant, Rakesh, "Affirmative Action and Participation of Marginalized Groups in Higher Education," Consultation organized by Centre for Policy Research and the Ministry of Law and Minority Affairs, New Delhi, September 17, 2012.
- Batra, Safal and Sharma, Sunil, "Exploring Linkages between Strategy Formulation and Innovativeness in Economies under Transition," Strategic Management Society's Annual Conference, Prague, October 7-9, 2012.
- Bhadra, Dhiman; Daniels, M. J.; Kim, S. D.; Ghosh, M. and Mukherjee, B., "A Bayesian Semiparametric Approach for Incorporating Longitudinal Information on Exposure History for Inference in Case-Control Studies," Eighth Triennial Calcutta Symposium on Probability and Statistics, Department of Statistics, University of Calcutta, Kolkata, December 2012.
- Bhadra, Dhiman, "A Brief Introduction to Splines," IIMA Summer School, Indian Institute of Management, Ahmedabad, May 2013.
- Chaudhri, V. and Kaul, Asha, "Engaging Employees in Corporate Citizenship Activities: The Case of IBM India," Etmaal, Erasmus University, Rotterdam, February 6, 2013.
- D'Cruz, Premilla and Noronha, Ernesto, "Workplace Relationships and Managerial Ideology as Determinants of Bystander Behaviour," Eighth IAWBH Conference, Copenhagen, June 12-15, 2012.
- D'Cruz, Premilla; Noronha, Ernesto and Beale, D., "The Workplace Bullying-Organizational Change Interface: Emerging Challenges for Human Resource Management," 12th IHRM Conference, Gurgaon, December 12-14, 2012.
- Dadhich, Harsh, "Understanding Country-of-Origin Effect in Services Sector: Do Consumers behave any Differently?" Sixth Great Lakes-NASMEI Marketing Conference, Chennai, December 2012.
- Dadhich, Harsh and Sharma, Dheeraj, "Effect of Country of Origin and Consumer Ethnocentrism on the Perception of Consumer's Attitude towards Multinational Service Providers," Global Marketing Conference, Seoul, July 19-22, 2012.
- Debnath, Kanish, "The Intrapreneurial Drive," Tenth Biennial Conference on Entrepreneurship, Entrepreneurship Development Institute of India, Ahmedabad, February 20-22, 2013.
- Dholakia, Archana and Dholakia, Ravindra, "Economic Reforms and Development in Gujarat," Columbia University Conference, India International Centre, New Delhi, August 7-8, 2012.



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- Dholakia, Hem H.; Purohit, Pallav; Rao, Shilpa and Garg, Amit, "Impact of Current Policies on Future Air Quality and Health Outcomes in Delhi, India," European Geosciences Union Conference, Vienna, April 2013.
- Doshi, Vijayta, "Perceived Transformational Leadership: Role of Metacognitions and Socio-Emotional Skills," Twelfth International Human Resource Management Conference, Management Development Institute, Gurgaon, December 10-13, 2012.
- Doshi, Vijayta and Noronha, Ernesto, "Saleswomen as Sexual Objects: A Study of the Retail Industry in India," Qualitative Research in Management and Organization Conference, Anderson School of Management, University of New Mexico, Albuquerque, April 4-6, 2012.
- Doshi, Vijayta, "Nursing Industry: Where Rescuers become the Victims," 29th European Group of Organization Studies Conference, Montreal, July 4-6, 2013.
- Doshi, Vijayta, "Shaping of Managerial Actions by Socio-Cultural Networks," 15th Asia-Pacific Researchers in Organizational Studies Conference, Hitotsubashi University, Japan, February 15- 17, 2013.
- Doshi, Vijayta, "An Institutional Panorama of Corporate Social Responsibility," Conference on Sustainable Business in Asia, Bangkok, November 1- 3, 2012.
- D'Souza, Errol, "Community, Market, State (Comarstat) and Positional Competition in Gujarat," National Seminar on Understanding the Growth Story of Gujarat, Planning Commission and Centre for Development Alternatives, Ahmedabad, May 7-8, 2012.
- D'Souza, Errol, "In The Short Run We are All Dead: Economic Policy for the Future," UGC National Conference on Emerging Market Economies, Platinum Jubilee Conference of the Department of Economics, Ramnarain Ruia College, Mumbai, August 28, 2012.
- D'Souza, Errol, "Euro Crisis: Implications for India," Centre for European Studies, Pondicherry University, September 14, 2012.
- D'Souza, Errol, "Brazil Sailing through the Financial Storm," Discussant for Deputy Governor Luiz Pereira da Silva at the Conference on Managing Capital Flows, Asian Development Bank and Reserve Bank of India, Mumbai, November 19-20, 2012.
- D'Souza, Errol, "Inequality and Macroeconomics," 40th Anniversary Seminar of the Centre for Economic Studies and Planning, Jawaharlal Nehru University, New Delhi, December 11, 2012.
- Gandhi, Shailesh, "Value Creation through Aligning Enterprise Performance," Regional Cost Conference, the Institute of Cost Accountants of India, Goa, November 2, 2012.
- Gandhi, Shailesh, "Accounting Education and Research: Challenges for Educators," All India Accounting Conference and International Seminar, Indian Accounting Association, Rajkot, January 5, 2013.
- Gandhi, Vasant P.; Zhou, Z. Y., "Food Demand and the Food Security Challenge with Rapid Economic Growth in Emerging Economies," Sixteenth World Congress of Food Science and Technology, Iguassa Falls, Brazil, August 5-9, 2012.
- Gandhi, Vasant P., "Information System for Monitoring Natural Resource use by Agriculture in a State," Asia Federation for Information Technology in Agriculture/ World Congress on Computers in Agriculture, Taipei, September 3-6, 2012.
- Ghosh, Diptesh, "On the Blowout Preventer Testing Problem: An Approach to Checking for Leakage in BOP Networks," INFORMS International Meeting, China National Convention Center, June 24, 2012.



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- Ghosh, Diptesh, "Metaheuristics for Hard Combinatorial Optimization Problems," Young Statisticians Meet, Burdwan University, Burdwan, December 25, 2012.
- Gokhale, Srikant and Sinha, Piyush Kumar, "FDI in Retailing in India," AMA SIG Conference on International Trade, Georgetown University, Washington, DC.
- Guha, Apratim and Chothia, Tom, "Mutual Information and a Two Sample Test," Young Statisticians Meet, Burdwan University, Burdwan, December 24, 2012.
- Guha, Apratim and Biswas, Atanu, "Modelling and Analysis of Multivariate Ordinal Categorical Data in Longitudinal Setup," Eighth International Triennial Calcutta Symposium on Probability and Statistics, University of Calcutta, Kolkata, December 28, 2012.
- Gupta, A. and Roy, Debjit, "Estimating Waiting Time Probabilities in a Network of Queues with Stationary Arrival Rates," Sixteenth Annual International Conference of Society of Operations Management, IIT, Delhi, December 22-23, 2012.
- Gupta, Anil K., "Roadmap for Educational Innovation in Institutions of Higher Learning," Roundtable on Educational Innovation, Government of India and UK-India Education and Research Initiative, New Delhi, April 20, 2012.
- Gupta, Suraksha and Sinha, Piyush Kumar, "Defining Brand Value for Retailers that Serve Consumers at the Base of the Pyramid," Fifth IIMA Conference on Marketing in Emerging Economies, Ahmedabad, January 9-11, 2013.
- Iyengar, Shreekant and Dholakia, Ravindra, "Healthcare Performance of Gujarat: Outcomes, Outputs and Inputs," Second Conference of Indian Health Economics and Policy Association, Bangalore, December 20-21, 2012.
- Jacob, Joshy and Agarwalla, Sobhesh K., "Mandatory IPO Grading: Does it Help Pricing Efficiency?" India Finance Conference, IIM, Calcutta, December 21-23, 2012.
- Jain, Rekha, "Effectiveness of Public Funding for Rural Telecom and Broadband: Lessons from the Universal Service Obligation Fund, India," 19th ITS Biennial Conference, Bangkok, November 18-21, 2012.
- Jain, Rekha, "ICT Innovations," ITU Workshop, Geneva, March 20-21, 2012.
- Jandhyala, Srinivas; Balu, Renju; Jegan, S. and Sinha, Piyush Kumar, "Tackling Negative Customer Feedback," Fifth IIMA Conference on Marketing in Emerging Economies, Ahmedabad, January 9-11, 2013.
- Jayaswal, Sachin; Jewkes, E. M. and Ray, S., "Product Differentiation and Operations Strategy in a Capacitated Environment," StochMod12, Paris, May 30–June 1, 2012.
- Karthik, D.; Karna, Amit and Upadhyayula, Rajesh, "Ethnic Ties Vs. Agglomeration Density: Demystifying Multi-Cluster Location Choices of Emerging MNCs," Academy of Management Annual Meeting, Boston, August 3-7 2012.
- Karthik, D.; Karna, Amit and Upadhyayula, Rajesh, "Connected with Roots, or Attracted to Competition? Strategic Drivers of Emerging MNC Location Choices," Strategic Management Society Special Conference, Singapore, June 7-9, 2012.
- Krishnan, Sudeep K., "Exploring Openness in Information Technology Innovation Projects," International Conference on Innovation and Information Management, Singapore, 2013.
- Kumar, Jithesh K., "Purchase Intention of Extended Warranty: An Integrated Model," Third IIMA International Conference on Advanced Data Analysis, Business Analytics and Intelligence, Indian Institute of Management, Ahmedabad, April 13-14, 2013.



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- Kumar, Jithesh K.; Krishnan, Sudeep and Ali, Salman S., "Advertising and Pricing Decisions in a Manufacturer-Retailer Channel," Nepalese Academy of Management Annual Conference, Kathmandu, March 10-12, 2013.
- Kumar, Jithesh K.; Krishnan, Sudeep and Ali, Salman S., "Framework for Innovation Capabilities: A Conceptualization with Focusing on Organizational Competitiveness," Nepalese Academy of Management Annual Conference, Kathmandu, March 10-12, 2013.
- Mahapatra, Diptiranjan and Dholakia, Ravindra, "Natural Gas Pricing in India: An Economic Analysis," 31st Annual Eastern Conference, Rutgers University, May 16-18, 2012.
- Mathur, Ajeet N., "Design or Discovery? The 'Humpty-Dumpty' Risk in Strategies of Cross-Border Value Chain Organizing," Track 28: Risks of Organising and Organising for Risks, 28th EGOS Colloquium, Helsinki, July 5-7, 2012.
- Mathur, Navdeep, "Communicating Urban Futures: Deliberation and Dissent in Urban Renewal in Ahmedabad," Seventh International Conference in Interpretive Policy Analysis, Tilburg University, Netherlands, July 3-5, 2012.
- Mathur, Navdeep, "Understanding Urban Governance and Research Agendas for Social Science," Workshop on Cities, Symbiosis School of Economics, Pune, March 14-15, 2013.
- Mathur, Navdeep, "Panel on Politics, Social Media and the Emerging Urban System," Urban Affairs Conference, San Francisco, January 2013.
- Morris, Sebastian, "Sources of Growth of the Gujarat Economy," National Seminar on Understanding the Gujarat Growth Story, Gujarat Institute of Development Research and Centre for Development Alternatives, Ahmedabad, August 8, 2012.
- Morris, Sebastian, "Comments on the Proposed PPP Policy and Suggestions," Workshop on National Public Private Policy, Ministry of Finance, New Delhi, December 14, 2012.
- Naswa, Prakriti, "Uncertainty and Risk of Climate Change Impacts on Indian Infrastructure: Case of Kandla Port," Second WMO International Conference on Indian Ocean Tropical Cyclones and Climate Change, New Delhi, February 14-17, 2012.
- Naswa, Prakriti, "Uncertainty and Risk Management of Climate Change Impacts on Indian Infrastructure: Case of Konkan Railways," Second International Climate Change Adaptation Conference 2012, University of Arizona, Tucson, May 29-31, 2012.
- Naswa, Prakriti, "Valuation of Climate Change Impacts and the Case for Adaptation," International Conference on Public Policy and Governance, Indian Institute of Science, Bangalore, September 4-6, 2012.
- Niraj, Rakesh; Jaiswal, Anand Kumar and Sinha, Piyush Kumar, "Does Customer Satisfaction Really Affect Financial Performance? An Empirical Examination," Sixth Great Lakes NASMEI Marketing Conference, Chennai, December 29-30, 2012.
- Noronha, Ernesto and D'Cruz, Premilla, "Organizational Change and Workplace Bullying," Eighth IAWBH Conference, Copenhagen, June 12-15, 2012.
- Noronha, Ernesto and D'Cruz, Premilla, "Work Organization and Employee Experiences in the Indian Offshoring Industry," Conference on New Spatialities and Labour Conference, Indira Gandhi Institute of Development Research, Mumbai, July 7-8, 2012.
- Noronha, Ernesto and D'Cruz, Premilla, "Collectivisation Endeavours in India'S ITES-BPO Sector," Conference on Globalization and Employment Relations in India, Mumbai, July 9-10, 2012.



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- Pangotra, Prem, "Urban Air Quality and Sustainable Transport: Issues, Instruments and Strategies," Workshop on Low-Carbon Comprehensive Mobility Plans for Indian Cities, New Delhi, April 12, 2012.
- Pangotra, Prem, "Infrastructure for Low-Carbon Transport in India: A Case Study of the Delhi-Mumbai Freight Corridor," Workshop on Developing Policies and Strategies for Low Carbon Transport in India, New Delhi, August 24, 2012.
- Ramakrishnan, T.S. and Raghuram, G., "Evolution of Model Concession Agreement for National Highways in India," Seventh Annual Conference on Road Development in India, India Infrastructure Publishing, New Delhi, August 22-23, 2012.
- Ramani, K.V., "Mrs Menon Oration: Hospital Management, Issues and Challenges in Government Teaching Hospitals," Thiruvananthapuram, February 5, 2012.
- Ramani, K.V., "Managing Challenges of Emerging Economics: The Indian Health Sector," International Conference on Knowledge Globalization, Pune, January 5-7, 2012.
- Roy, Debjit and De Koster, R., "Modelling Overlapping Container Terminal Operations," INFORMS, Phoenix, October 14-17, 2012.
- Roy, Debjit and De Koster, R., "Design Insights for Container Terminal Operations," POMS, Chicago, April 20-23, 2012.
- Roy, Debjit and De Koster, R., "Joint Modelling of Loading and Unloading Operations at a Container Terminal," International Conference on Logistics and Maritime Systems, University of Bremen, August 22-24, 2012.
- Roy, Debjit; Pazour, J.A. and De Koster, R., "Design of Repositioning Policies to Maximize Rental Profits," POMS World Conference, Amsterdam, July 1-5, 2012.
- Roy, K., "Development of Dynamic Capabilities for International Joint Ventures: An Investigation Within the Context of Indian Insurance Space," PDW - BPS titled "Fostering Publication from Around the World in Leading Organization and Strategy Journals", 2012 Academy of Management Annual Meeting, Boston, (2012).
- Sahay, Arvind and Sharma, Nivedita, "Impact of Brand Strength on How Discounts Should be Framed in Price Bundles," International Conference on Marketing in Emerging Economies, Indian Institute of Management, Ahmedabad, January 2013.
- Sardeshmukh, Shruti; Sharma, Dheeraj and Golden, Timothy, "Impact of Telework on Exhaustion and Job Engagement: A Job Demands and Job Resources Model," Academy of Management Annual Meet, Boston, August 3-7, 2012.
- Sarin, Ankur and Krishna, Anirudh, "Management Education in India: Social Mobility for Whom?" Public Policy and Governance Conference, Indian Institute of Science, Bangalore, September 2012.
- Sarin, Ankur and Sriram, M. S., "Social Enterprises and the Pursuit of Mission: Form Matters," Fourth International Social Innovation Research Conference, University of Birmingham, September 12-14, 2012.
- Sharma, Dheeraj, "An Investigation of the Effect of Service Quality on Customer Satisfaction and Retail Patronage," Global Marketing Conference, Seoul, July 19-22, 2012.
- Sharma, Dheeraj; Singh, Satyendra and Borna, Shaheen, "Examining the Influence of National Culture and Store Image on Consumer Deal Proneness," Administrative Science Association of Canada, Newfoundland, June 9-12, 2012.



PUBLICATIONS

- Sharma, Meenakshi, "Ethics Statements on Websites of Indian Companies," International Conference on Communication and Mass Media, Athens, May 14-17, 2012.
- Sharma, Meenakshi, "Where Do the Poor Go? Ecological Refugees as Conservation's Detritus in Amitav Ghosh's the Hungry Tide," Imperialism, Narrative and the Environment, Rachel Carson Centre for Environment and Society, Munich, October 11-14, 2012.
- Sharma, Sunil, "Exploring Linkages between Strategy Formation and Organizational Innovativeness in Economies under Transition?" SMS 32nd Annual International Conference, Prague, October 6-9, 2012 (Online Reference: http://Prague.Strategicmanagement.Net/Pdf/Prague_Program_Web.Pdf).
- Sharma, Vijay Paul, "Agricultural Research and Policies in South Asia," Expert Roundtable on Supporting Policy Research to Inform Agricultural Policy in Sub-Saharan Africa and South Asia, Global Development Network and International Food Policy Research Institute, Washington, DC, February 20, 2013.
- Sharma, Vijay Paul, "Performance of Agriculture in Gujarat: Strategic Perspective and Policy Options," FICCI Stakeholder's Consultation for Sustainability Vision Document, FICCI, Ahmedabad, February 2, 2013.
- Sharma, Vijay Paul, "Emerging Trends in World Dairy Markets and Prospects for Indian Dairy Industry," National Seminar on Prospects of Livestock and Dairying in India under Changing Global Economic Era, Anand Agricultural University, Anand, January 17-18, 2013.
- Sharma, Vijay Paul, "Agricultural Research and Policies in South Asia," Expert Roundtable on Supporting Policy Research to Inform Agricultural Policy in Sub-Saharan Africa and South Asia, Global Development Network and Food and Agriculture Organization, Rome, December 14, 2012.
- Sharma, Vijay Paul, "High-Value Agriculture in India: Patterns, Structural Constraints and Policy Reform Options," Global Agri Connect-2012, National Skill Foundation of India and Indian Agricultural Research Institute, New Delhi, November 2-4, 2012.
- Sharma, Vijay Paul; Jain, Dinesh and De, Sourovi, "Managing Agricultural Commercialization for Inclusive Growth in South Asia," Regional Workshop on Supporting Policy Research to Inform Agricultural Policy in Sub-Saharan Africa and South, Global Development Network and Institute of Policy Studies of Sri Lanka, Colombo, October 22-23, 2012.
- Sharma, Vijay Paul, "Global Trends in Dairy Industry: Market Opportunities and Challenges for the Indian Dairy Sector," Sixth National Seminar on Global Opportunities and Concerns in Dairy and Food Sector, National Dairy Research Institute, Karnal, September 28-29, 2012.
- Sharma, Vijay Paul, "Structural Changes and Policy Reforms in the Indian Dairy Sector: Market Opportunities and Challenges," International Seminar on Organized Retailing vis-a-vis Farm Economy and Relevance, Centre for Economic and Social Studies, Indian Society of Agricultural Marketing and Institute of Public Enterprise, Hyderabad, September 21-22, 2012.
- Sharma, Vijay Paul, "Impact of WTO and FTAs on Gujarat Agriculture," Impact of WTO and FTAs on Gujarat, Sardar Patel Institute of Public Administration, Ahmedabad, August 6-7, 2012.
- Sharma, Vijay Paul, "Success Story of Indian Dairy Sector: Journey from Chronic Shortages to World's Largest Milk Producer," Situation and Perspectives of Dairy Sectors of BRICS Countries, Dairy Cooperative Association of Argentina, Buenos Aires, April 19-20, 2012.
- Sharma, Vijay Paul, "Agricultural Commercialization and Trade Patterns in India: Dynamics and Prospects," Indira Gandhi Institute of Development Research Silver Jubilee Celebrations Conference on the State, the Market and the Agripreneurs, Indira Gandhi Institute of Development Research, Mumbai, April 3-5, 2013.



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- Sharma, Vijay Paul, "Livestock Sector for Improving Food and Nutritional Security and Inclusive Growth in India," the fifteenth AAAP Animal Science Congress on Improving Smallholder and Industrial Livestock Production for Enhancing Food Security, Environment and Human Welfare, Animal Husbandry Association of Thailand, Thammasat University, Bangkok, November 26-30, 2012.
- Sharma, Vijay Paul, "Accelerating Agricultural Development for Inclusive Growth in India: Strategic Issues and Policy Options," USM-AUT International Conference on Sustainable Economic Development: Policies and Strategies, Universiti Sains Malaysia, and Auckland University of Technology, Pulau Pinang, November 17-18, 2012.
- Sharma, Vijay Paul, "Emerging Trends, Prospects and Challenges for Indian Agriculture," National Seminar on Food Security: Present Trends and Emerging Opportunities, Ahmedabad Management Association, Ahmedabad, April 12-13, 2012.
- Shatdal, A. and Vohra, Neharika, "Information Sharing in Groups: An Experimental Study," 72nd AOM Meeting, Boston, August, 2012.
- Sheel, R. and Vohra, Neharika, "The Relationship Between Perceptions of Corporate Social Responsibility and Organizational Cynicism: Moderating Effect of Employee Volunteering," twelfth International HRM Conference on Dream Discover Innovation in the Global Village, Gurgaon, December, 2012.
- Singh, Sukhpal, "Perishable Produce Wholesale Markets in India: Their Role and Making them Deliver," Wholesale Produce Markets, IUWM, The Netherlands and Punjab Mandi Board and COSAMB, Chandigarh, November 20-21, 2012.
- Singh, Sukhpal, "Institutional Innovations for Agril Dev in India –Experience and Prospects," CDEIS-Indialics International Conference on Development and Innovation in the Emerging Economies, Punjabi University, Patiala, November 16-18, 2012.
- Singh, Sukhpal, "What Makes Small Farms Viable and Small Farmers Prosperous? Evidence and Inferences from Case Studies of SFPPs in Punjab, Gujarat And Maharashtra," Small Farmer, Prosperous Farmer Colloquium in memory of Dr. V Kurien, Annual Partners Meet of IWMI, Anand, November 28-30, 2012.
- Singh, Sukhpal, "Role of FDI in Multi-Brand Retail Trade in India and its Implications," Organized Retailing vis-a-vis Farm Economy of India, Centre for Economic and Social Studies, Hyderabad, September 21-22, 2012.
- Singh, Sukhpal, "Small Producer Collectivitization through Farmer (Producer) Companies: Experiences of Sri Lanka and India," International Workshop on Small Farmer Co-operation: Prospects and Challenges, IEG, Delhi and CIDIN, Radboud University, Netherlands, Institute of Economic Growth, Delhi, August 20-22, 2012.
- Singh, Sukhpal, "Spatialities of Export Oriented High Value Crop Production in India: Grape Bunches and Labour 'Tolis' in Maharashtra," New Spatialities of Production: Impact on Work Organization, Labour Processes and Upward Mobility, IGIDR Mumbai, IHD, Delhi, ICRIER, Delhi and CtG (Capturing the Gains Initiative, Manchester University), July 6-8, 2012.
- Singh, Sukhpal, "Land, Livelihoods, and State in India: Issues and Challenges," Imperatives of Sustainable Farm Sector Development in The Backdrop of Globalization, Poverty and Inequalities, Sardar Patel Institute of Economics and Social Research, Ahmedabad, June 15-16, 2012.
- Singh, Sukhpal, "Upgrading in Fresh Produce Value Chains: Case of Grapes from India," Capturing the Gains Workshop, University of Manchester, May 21-26, 2012.
- Singh, Sukhpal, "Landing in Trouble: Changing Role of Land in Rural Livelihoods in India," New Questions concerning Land in India, South Asia Studies Council and MacMillan Center, Yale University, April 26-29, 2012.



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- Singh, Sukhpal, "Rethinking Agricultural Marketing Reforms: Making Contract Farming and Private Markets Work for Smallholders," fifteenth Thinkers and Writers Forum, 31st Skoch Summit, Skoch, New Delhi, March 25-26, 2013.
- Sinha, Piyush Kumar; Mishra, Hari Govind and Singh, Sarbjot, "Consumers Decision Making Styles and Shopping Behaviour," Fifth IIMA Conference on Marketing in Emerging Economies, Ahmedabad, January 9-11, 2013.
- Sinha, Piyush Kumar; Saigal, Rahul; Sachdeva, Renu and Anand, Kamlajit, "How Men Shop at Hyper Markets," URI Conference on Anthropology of Consumption and Markets.
- Soman, Chetan, "Geogebra: A Tool for Improving Operations Management Teaching at MBA Level," Fourth POMS-EUROMA Production and Operations World Conference, Amsterdam, July 2012.
- Srinivasan, V.; Bhatnagar, J. and Vohra, Neharika, "Talent Management, Leadership Development Processes and Performance Management Practices in the Context of Rapid Growth in India," Professional Development Workshop, 72nd AOM Meeting, Boston, August, 2012.
- Sunita, S.; Thakur, M. and Vohra, Neharika, "All About Negative Capability : The Concept, its Application and Implications," Twelfth International HRM Conference on Dream Discover Innovation in the Global Village, Gurgaon, December, 2012.
- Thomas, Nobin, "Control and Autonomy Irony Inherent in Communities-Of-Practice Analyzed from a Power Perspective using Group Level of Analysis," 28th EGOS Colloquium, Helsinki, July 2-7, 2012.
- Verma, Varsha and Sharma, Dheeraj, "Relationship Marketing in Online B2C Markets: A Meta-Analytic Approach," Global Marketing Conference, Seoul, July 19-22, 2012.
- Virmani, Vineet, "Estimation of Parsimonious Term Structure Models," Rmetrics 2012 Meielisalp Workshop and Summer School on Computational Finance and Financial Engineering, Meielisalp, Switzerland, June 24-28, 2012.
- Vohra, Neharika, "Partnering in School Change and Example of IIMA's Social Relevance: An Examination of what Enables IIMA to Remain Socially Relevant," Reaching Beyond the Pale: Business Schools and Management Associations as Agents of Positive Change, 11th World Congress of International Federation of Scholarly Associations of Management, Limerick, Ireland, June 24-27, 2012.



CASES, RESEARCH, AND CONSULTING

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
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
2011-12	3068	793	2634
2012-13	3080	797	2708



MANAGEMENT DEVELOPMENT PROGRAMMES

Distribution of Participants

Programmes	No. of Programmes	No. of Participants			Total
		Public Sector	Private Sector	Foreign	
General Management	4	7	176	11	194
New Programmes	3	8	46	22	76
Regular/Repeat Programmes	46	342	950	52	1344
Total	53	357	1172	85	1614

General Management Programme

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
3TP Middle Management Programme (Summer) June 24 - July 21, 2012	3	37	3	43
3TP Senior Management Programme July 29 - August 18, 2012	2	49	3	54
Small and Medium Enterprises Programme October 21 - November 3, 2012	0	38	2	40
3TP Middle Management Programme (Winter) January 20 - February 16, 2013	2	52	3	57
Total	7	176	11	194

New Programmes

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
Global Programmes				
BRICs on BRICs				
October 14 - 19, 2012 (Brazil Module)				
December 3 - 7, 2012 (Russia Module)	0	8	20	28
March 4 - 8, 2013 (India Module)				
May 20 - 25, 2013 (China Module)				
Finance and Accounting				
Pricing and Hedging Derivatives Securities February 4 - 8, 2013	4	7	0	11
Public Systems and Centre for Management of Health Services				
Clinical Laboratory Management November 21 - 23, 2012	4	31	2	37
Total	8	46	22	76



MANAGEMENT DEVELOPMENT PROGRAMMES

Regular/Repeat Programmes Offered

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
Global Programmes				
General Management Programme in Bhutan July 15 - 28, 2012	2	10	15	27
Business Policy				
Contract Management September 10 - 14, 2012	20	19	0	39
Strategies for Growth October 8 - 13, 2012	14	17	0	31
Innovation, Corporate Strategy and Competitive Performance October 29 - November 3, 2012	8	23	0	31
Knowledge Management December 10 - 15, 2012	7	8	2	17
Organizational Leadership for the 21st Century January 2 - 5, 2013	26	3	1	30
Working Conference : Authority, Organization, Strategies and Politics of Relatedness March 14 - 20, 2013	3	18	0	21
Communication				
Effective Communication Strategy: Men and Women @ Work April 23 - 28, 2012	16	9	0	25
Taking People Alone: Managing by Persuasion August 6 - 11, 2012	5	29	1	35
The Winning Edge : Communication Strategies for Leaders September 17 - 22, 2012	17	17	2	36
Computer and Information Systems				
ERP Systems: Technology, Planning and Implementation December 17 - 19, 2012	9	2	0	11
Finance and Accounting				
Advanced Corporate Finance October 29 - Nov.3, 2012	4	39	2	45
Mergers, Acquisitions and Restructuring January 22 - 25, 2013	2	25	0	27



MANAGEMENT DEVELOPMENT PROGRAMMES

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
Strategic Cost Management February 4 - 7, 2013	4	34	2	40
Marketing				
Tracking Organizational Performance April 9 - 12, 2012	4	29	0	33
Customer Based Business Strategy May 24 - 26, 2012	3	30	0	33
Advanced Data Analysis for Marketing Decisions August 27 - September 1, 2012	0	14	1	15
Pricing for Profit September 24 - 28, 2012	0	28	0	28
International Business October 1 - 6, 2012	5	19	0	24
Managing Retailing November 26 - December 1, 2012	0	14	1	15
Customer Relationship Management January 7 - 12, 2013	2	20	0	22
Enhancing Sales Force Performance February 18 - 21, 2013	3	27	5	35
B2B Marketing March 3 - 9, 2013	1	24	2	27
Organizational Behaviour				
Leadership and Change Management August 12 - 17, 2012	2	51	2	55
Enhancing Leadership Capacities and Potential Among Professional Women October 9 - 12, 2012	22	21	0	43
Interpersonal Effectiveness and Team Building January 7 - 10, 2013	31	29	0	60
Creativity and Innovation as Core Competence: Developing Personal and Organizational Capability March 26 - 29, 2013	4	13	1	18



MANAGEMENT DEVELOPMENT PROGRAMMES

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
Personnel and Industrial Relations				
Negotiations Skills Clinic August 30 - September 1, 2012	9	32	0	41
Advanced Human Resource Management December 3 - 8, 2012	15	19	4	38
Production and Quantitative Methods				
Quantitative Data Analytics and Its Applications in Business / Marketing April 10 -12 , 2012	6	12	1	19
Advanced Quality Management July 2 - 6, 2012	3	15	2	20
Project Management September 3 - 8, 2012	9	35	0	44
Risk : Modeling and Management September 10 - 14, 2012	3	16	0	19
Advanced Analytics for Management October 1 - 5, 2012	2	37	0	39
Revenue Management and Dynamic Pricing November 25 - 29, 2012	1	23	3	27
Supply Chain Management December 3 - 8, 2012	0	19	0	19
Food Supply Chain Management February 10 - 16, 2013	10	7	0	17
Delivering Logistics Solutions February 25 - March 3, 2013	0	14	0	14
Agriculture				
Agriculture Input Marketing January 7 - 13, 2013	0	31	0	31
Managing Contract Farming January 28 - Feb. 1, 2013	21	4	0	25
Harnessing Intellectual Property for Strategic Competitive and Collaborative Advantage February 14 - 16, 2013	8	4	1	13
Public Systems and Centre for Management of Health Services				



MANAGEMENT DEVELOPMENT PROGRAMMES

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
Public Private Partnerships (PPPs) in Infrastructure October 15 - 20, 2012	22	7	1	30
Legal and Regulatory Issues in Infrastructure November 5 - 9, 2012	10	6	0	16
Hospital Management December 3 - 7, 2012	6	34	1	41
Ravi Matthai Centre for Educational Innovation (RJMCEI)				
Strategic Leadership for Schools in a Changing Environment October 1 - 6, 2012	0	43	2	45
Innovating for Excellence : Programme for Leaders in Management Education December 10 - 15, 2012	3	20	0	23
Total	342	950	52	1344

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

GLOBAL RANKINGS

International Rankings: Financial Times Masters in Management Rankings 2012

FT.com **Masters in Management 2012**
 FINANCIAL TIMES FT.com Business School Rankings - Custom PDF download

Current rank	Average of rank over 3 years ⁽¹⁾	School name	Country	Weighted salary (US\$)	Value for money rank	Employed at three months (%) ⁽²⁾
1	2	University of St Gallen	Switzerland	81,996	1	100 (56)
2	2	ESCP Europe	France, UK, Germany, Spain, Italy	63,597	36	89 (61)
3	2	Cems	See table note	60,571	3	95 (47)
4	4	HEC Paris	France	77,232	20	96 (67)
5	7	Essec Business School	France	71,853	17	92 (70)
6	-	IE Business School	Spain	85,706	5	93 (86)
7	10	Esade Business School	Spain	63,704	21	95 (100)
7	9	Rotterdam School of Management, Erasmus University	Netherlands	63,045	8	92 (95)
9	6	EMLyon Business School	France	55,813	55	97 (85)
10	8	Indian Institute of Management, Ahmedabad	India	101,243	38	100 (100)
11	23	HHL Leipzig Graduate School of Management	Germany	85,923	18	100 (78)
12	14	Edhec Business School	France	56,976	44	97 (88)
13	9	Grenoble Graduate School of Business	France	57,215	48	95 (77)
14	18	Imperial College Business School	UK	59,705	37	89 (85)
14	13	Mannheim Business School	Germany	71,727	2	91 (89)
16	12	London School of Economics and Political Science	UK	64,378	29	93 (72)
17	17	City University: Cass	UK	53,332	46	75 (96)
18	16	Stockholm School of Economics	Sweden	62,834	7	95 (51)
19	21	Rouen Business School	France	50,502	51	91 (87)
20	26	HEC Lausanne	Switzerland	54,669	12	96 (69)
20	19	ESC Toulouse	France	52,442	49	89 (42)

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

GLOBAL RANKING

International Rankings: Financial Times Global MBA Rankings 2013

FT .COM Global MBA Ranking 2013
 FINANCIAL TIMES FT.com Business School Rankings - Custom PDF download

Rank in 2013	3 year average rank	School name	Country	Weighted salary (US\$)	Salary percentage increase
1	2	Harvard Business School	US	187,223	121
2	2	Stanford Graduate School of Business	US	194,645	115
3	2	University of Pennsylvania: Wharton	US	180,772	121
4	3	London Business School	UK	160,988	124
5	6	Columbia Business School	US	174,347	123
6	5	Insead	France / Singapore	153,992	96
7	8	Iese Business School	Spain	146,049	141
8	8	Hong Kong UST Business School	China	132,685	153
9	8	MIT: Sloan	US	160,414	117
10	11	University of Chicago: Booth	US	162,363	108
11	9	IE Business School	Spain	157,054	117
12	17	University of California at Berkeley: Haas	US	151,952	98
13	17	Northwestern University: Kellogg	US	161,269	99
14	16	Yale School of Management	US	159,370	118
15	19	Celbs	China	131,362	157
16	18	Dartmouth College: Tuck	US	156,765	117
16	23	University of Cambridge: Judge	UK	145,169	98
18	18	Duke University: Fuqua	US	145,147	108
19	15	IMD	Switzerland	147,380	65
19	17	New York University: Stern	US	144,586	106
21	19	HEC Paris	France	123,571	109
22	25	Esade Business School	Spain	126,699	118
23	29	UCLA: Anderson	US	147,125	115
24	24	University of Oxford: Saïd	UK	136,609	95
24	26	Cornell University: Johnson	US	147,799	112
26	16	Indian Institute of Management, Ahmedabad	India	171,188	110



GLOBAL RANKING

International Rankings: The Economist 2012 Full time MBA ranking

Rank	Business School	Country	Rank	Business School	Country
1	Chicago, University of - Booth School of Business	United States	51	Wisconsin School of Business	United States
2	Dartmouth College - Tuck School of Business	United States	52	EDHEC Business School	France
3	Virginia, University of - Darden Graduate School of Business Administration	United States	53	Maryland, University of - Robert H Smith School of Business	United States
4	Harvard Business School	United States	54	Strathclyde, University of - Business School	United Kingdom
5	Columbia Business School	United States	55	Boston University School of Management	United States
6	California at Berkeley, University of - Haas School of Business	United States	56	Indian Institute of Management - Ahmedabad	India
7	Massachusetts Institute of Technology - MIT Sloan School of Management	United States	57	EMLYON	France
8	Stanford Graduate School of Business	United States	58	Minnesota, University of - Carlson School of Management	United States
9	IESE Business School - University of Navarra	Spain	59	Arizona State University - W. P. Carey School of Business	United States
10	IMD - International Institute for Management Development	Switzerland	60	Warwick Business School	United Kingdom
11	New York University - Leonard N Stern School of Business	United States	61	Macquarie Graduate School of Management	Australia
12	London Business School	United Kingdom	62	Hong Kong University of Science and Technology - School of Business and Management	Hong Kong
13	Pennsylvania, University of - Wharton School	United States	63	University College Dublin - Michael Smurfit Graduate School of Business	Ireland
14	HEC School of Management, Paris	France	64	Rotterdam School of Management, Erasmus University	Netherlands
15	Cornell University - Samuel Curtis Johnson Graduate School of Management	United States	65	Iowa, University of - Henry B Tippie School of Management	United States
16	York University - Schulich School of Business	Canada	66	Vlerick Leuven Gent Management School	Belgium
17	Carnegie Mellon University - The Tepper School of Business	United States	67	California at Davis, University of - Graduate School of Management	United States
18	ESADE Business School	Spain	68	Pennsylvania State University - Smeal College of Business	United States
19	INSEAD	France	69	Grenoble Graduate School of Business	France
20	Northwestern University - Kellogg School of Management	United States	70	SDA Bocconi School of Management	Italy
21	Emory University - Goizueta Business School	United States	71	Texas Christian University - Neeley School of Business	United States
22	IE Business School	Spain	72	Nanyang Business School - Nanyang Technological University	Singapore
23	UCLA Anderson School of Management	United States	73	George Washington University - School of Business	United States
24	Michigan, University of - Stephen M. Ross School of Business	United States	74	Durham Business School	United Kingdom
25	Bath, University of - School of Management	United Kingdom	75	McGill University - Desautels Faculty of Management	Canada
26	Yale School of Management	United States	76	Audencia Nantes School of Management	France
27	Queensland, University of - Business School	Australia	77	Temple University - Fox School of Business	United States
28	Texas at Austin, University of - McCombs School of Business	United States	78	Concordia University - John Molson School of Business	Canada
29	Duke University - Fuqua School of Business	United States	79	International University of Japan - Graduate School of International Management	Japan
30	City University - Cass Business School	United Kingdom	80	Lancaster University Management School	United Kingdom
31	Hult International Business School	United States	81	University of St. Gallen	Switzerland
32	Vanderbilt University - Owen Graduate School of Management	United States	82	Southern Methodist University - Cox School of Business	United States
33	Ohio State University - Fisher College of Business	United States	83	Yonsei University School of Business	Republic of Korea
34	Washington, University of - Foster School of Business	United States	84	Birmingham, University of - Birmingham Business School	United Kingdom
35	Georgetown University - Robert Emmett McDonough School of Business	United States	85	China Europe International Business School (CEIBS)	China
36	Mannheim Business School	Germany	86	Nottingham University Business School	United Kingdom
37	Cranfield School of Management	United Kingdom	87	WHU - Otto Beisheim School of Management	Germany
38	Melbourne Business School - University of Melbourne	Australia	88	Aston Business School	United Kingdom
39	Rice University - Jesse H Jones Graduate School of Business	United States	89	Rochester, University of - William E Simon Graduate School of Business	United States
40	North Carolina at Chapel Hill, University of - Kenan-Flagler Business School	United States	90	Purdue University - Krannert Graduate School of Management	United States
41	Hong Kong, University of - Faculty of Business and Economics	Hong Kong	91	British Columbia, University of - Sauder School of Business	Canada
42	Henley Business School	United Kingdom	92	National University of Singapore - The NUS Business School	Singapore
43	Southern California, University of - Marshall School of Business	United States	93	HEC Montréal	Canada
44	Indiana University - Kelley School of Business	United States	94	Chinese University of Hong Kong	Hong Kong
45	Cambridge, University of - Judge Business School	United Kingdom	95	Calgary, University of - Haskayne School of Business	Canada
46	Curtin Graduate School of Business	Australia	96	Copenhagen Business School	Denmark
47	Washington University in St Louis - Olin Business School	United States	97	International University of Monaco	Monaco
48	Oxford, University of - Said Business School	United Kingdom	98	University of Georgia - Terry College of Business	United States
49	Notre Dame, University of - Mendoza College of Business	United States	99	Pittsburgh, University of - Katz Graduate School of Business	United States
50	Wake Forest University Schools of Business	United States	100	Case Western Reserve University - Weatherhead School of Management	United States

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

GLOBAL RANKING

International Rankings: Eduniversal Best Master Ranking in Agribusiness / Food Industry Management 2012

Best Masters.com
The best Masters and MBA worldwide 2012/2013

Agribusiness / Food Industry Management - WORLDWIDE

Best Masters Ranking in Agribusiness / Food Industry Management

Country Rank School / Programme

-  1. **Indian Institute of Management Ahmedabad**
★★★★★ Post Graduate Programme in Agribusiness Management (PGP-ABM)
-  2. **ESSEC Business School**
★★★★★ MS Management International Agro-Alimentaire
-  3. **Pontificia Universidad Católica de Chile**
★★★★★ Magister en Gestión de Empresas Agroalimentarias
-  4. **Cornell University**
★★★★★ Master of Science in Food Industry Management
-  5. **University of California - Berkeley**
★★★★★ Graduate Program and PhD Agribusiness program
-  6. **The University of Melbourne**
★★★★★ Master of Agribusiness
-  7. **University of British Columbia**
★★★★★ Master of Food and Resource Economics
-  8. **Maastricht School of Management (MSM)**
★★★★★ Master of Management in Agribusiness Specialization Sustainable Business Development (SBD) with the Bogor Agricultural University (IPB)
-  9. **Texas A&M University**
★★★★★ Master of Agribusiness
-  10. **Shanghai Jiao Tong University**
★★★★★ Master in Agricultural Economy & Management



PERSONNEL

M1

New Appointments

- Sanjeev Tripathi, Assistant Professor, Marketing Area
- Dhiman Bhadra, Assistant Professor, Production and Quantitative Methods Area
- Viswanath Pingali, Assistant Professor, Economics Area
- Apratim Guha, Associate Professor, Production and Quantitative Methods Area
- Srikumar Krishnamoorthy, Assistant Professor, Computer and Information Systems Group
- Karthik Sriram, Assistant Professor, Production and Quantitative Methods Area
- Vishal Gupta, Assistant Professor, Organizational Behaviour Area

M2

Resignations

- Prof. Dileep Mavalankar
- Prof. Rajanish Dass
- Ms. Shreyasi Parikh

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

M3

Retirements

- | | | |
|---------------------|------------------------|--------------------|
| • S.N. Shah | • R.S. Mani | • Motilal Verma |
| • D.R. Prajapati | • K.S. Somayajulu | • Karsan Sonakhiya |
| • S. Jayashankar | • G.A. Chandrasekharan | • R.G. Misra |
| • K.T. Wilson | • Magan Gohel | • R. Gurumurthy |
| • Dhana Deva Parmar | • Mafabhai Solanki | • S.M. Makwana |
| • K.K. Shrimali | • N.R. Solanki | |

M4

Deaths

- | | |
|-------------------|-------------------|
| • K.K. Shrimali | • Nilang G. Desai |
| • B.K. Ravi Kumar | • Dhruv Chauhan |

The Institute deeply regrets their untimely death.

M5

Leave of Absence

- Professor Sanjay Verma has been granted leave without pay for one year from May 10, 2012.
- Professor G. Raghuram has been granted leave without pay for one year from July 20, 2012.



PERSONNEL

Rejoined

M6

- Professor Sanjay Verma rejoined on November 8, 2012 after availing leave without pay from May 10, 2012 to November 7, 2012.
- Professor N. Venkiteswaran rejoined on June 11, 2012 after availing leave without pay from July 14, 2010 to June 10, 2012.

Promotions

M7

- Professor Anand K Jaiswal promoted as Associate Professor.

Manpower

M8

Year	Faculty	Research Staff	Administrative Staff	Total
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
2011-12	88	66	316	470
2012-13	85	70	291	446



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Mumbai

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Joint Secretary & Financial Advisor
Department of Higher Education
Ministry of Human Resource Development
New Delhi

Dr. Pushpito K. Ghosh

Director
Central Salt & Marine Chemicals Research
Institute
Bhavnagar
(upto February 9, 2013)

Hasmukh Adhia, IAS

Principal Secretary
Education Department
Government of Gujarat, Gandhinagar

Dr. K.P. Joshipura

Vice Chancellor
Indian Institute of Teachers Education
Government College Campus, Gandhingar

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Vice President, South Asia and
Managing Director, India
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Mumbai

Ashank Desai

Founder and Past Chairman
Mastek Limited, Mumbai

Rama Bijapurkar

Management Consultant,
Mumbai

D. Shivakumar

Sr. Vice President – IMEA
Nokia, Gurgaon

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Professor
Indian Institute of Management, Ahmedabad

Prem Pangotra

Professor
Indian Institute of Management, Ahmedabad

Kiran Karnik

New Delhi

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Arthur Lowes Dickinson Professor of Accounting
Harvard University, USA

Samir K. Barua

Director
Indian Institute of Management, Ahmedabad

Secretary

Cdr. Manoj Bhatt (Retd.)

Chief Administrative Office
Indian Institute of Management
Ahmedabad



IIMA SOCIETY MEMBERS

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Managing Director
ABB Ltd.
Bangalore

Behram Sherdiwala

President – HR
ACC Limited
Mumbai

Hiren S. Mahadevia

Director (Finance & Corporate
Affairs)
& Company Secretary
The Ahmedabad New Cotton
Mills Co. Ltd.
[Unit of Ashima Limited]
Ahmedabad

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Alembic Ltd.
Baroda

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Ambalal Sarabhai Enterprises
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Ahmedabad

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 & Managing Director
Arvind Ltd.
Ahmedabad

Anang A. Lalbhai

Managing Director
Arvind Products Ltd.
Ahmedabad

Jalaj Dani

President - International
Asian Paints Limited
Mumbai

Chintan Parikh

Chairman & Managing Director
Ashima Limited
Ahmedabad

Sunil S. Lalbhai

Atul Limited
Atul

N.V. Venkatasubramanian

Chief Executive
Audco India Ltd.
Chennai

Amrut Rath

Vice President (HR)
Bajaj Auto Ltd.
Pune

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General Manager (HRM)
Bank of Baroda
Mumbai

Kamlesh Patel

I/C Principal
Bank of Baroda Staff College
Ahmedabad

Sanjay Pawar

Zonal Manager
Bank of India
Ahmedabad

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Bharat Heavy Electricals Ltd.
New Delhi

Durgesh Mehta

Jt. Managing Director
The Bombay Dyeing and Mfg.
Co. Ltd.
Mumbai

Pankaj R. Patel

Chairman & Managing Director
Cadila Healthcare Limited
Ahmedabad

M.M. Murugappan

Chairman
Carborundum Universal Ltd.
Chennai

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India CEO
Citibank
Mumbai

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Director – Automotive & Chief
Operating Officer
Castrol India Limited
Mumbai

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General Manager (Operations)
Central Bank of India
Mumbai

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Managing Director
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Chairman and Managing
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Vadodara

**Chairman and Managing
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Nikhil Nanda

Joint Managing Director
Escorts Limited
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N. Shankar

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Mumbai



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Vadodara

Arvind Agarwal
Managing Director
Gujarat State Financial Corporation
Gandhinagar

Piyush O. Desai
Chairman
Gujarat Tea Processors & Packers Ltd.
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Executive Director - Human Resources
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Akhilesh Joshi
COO & Whole-time Director
Hindustan Zinc Ltd.
Udaipur

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Chairman
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Ltd.
Baroda

Chairman
ICICI Bank Limited
Mumbai

Rahul N Amin
Chairman & Managing Director
Jyoti Ltd.
Vadodara

Rajesh Khandelwal
Khandelwal Brothers Limited
Mumbai

K. Venkataramanan
CEO & Managing Director
Larsen & Toubro Limited
Mumbai

K.V. Rangaswami
Member of the Board & President – Construction
Larsen & Toubro Limited
Chennai

Chairman
Life Insurance Corporation of India
Mumbai

Srikumar Menon
Managing Director
Linde India Limited
Kolkata

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Mafatlal Industries Ltd.
Mumbai

Rajiv Ranjan
Mafatlal Industries Ltd.
President (Textiles)
Ahmedabad

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

Ashank Desai
Founder & Past-Chairman
Mastek Limited
Mumbai

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Chairman-cum-Managing Director
MECON Limited
Jharkhand

Chairman & Managing Director
M M T C Limited
New Delhi

Niraj Bajaj
Chairman & Managing Director
Mukand Ltd.
Mumbai

Suhas R. Lohokare
Managing Director
National Peroxide Limited
Mumbai

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

Managing Director
N R C Limited
Mumbai

Himanshu Joshi
Circle Head
Punjab National Bank
Ahmedabad

Sanjay Swarkar
Ralliwolf Limited
Mumbai

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Vice Chairman
Rohit Group of Enterprises
Ahmedabad

Anuj R. Mehta
Director
Rohit Group of Enterprises
Ahmedabad

Saurabh N. Shodhan
Director
Sakarlal Balabhai & Company Ltd.
Ahmedabad

Suhrid S. Sarabhai
Director
Sarabhai Holdings Pvt. Ltd.
Ahmedabad

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Chairman
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P. Ltd.
Ahmedabad

Tapan Haresh Chokshi
Saurabh Corporation
Ahmedabad



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Sirhind Steel Ltd.
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The State Trading Corporation
of India Ltd.
New Delhi

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Vice President-Manufacturing
Tata Chemicals Limited
Mithapur

H.M. Nerurkar

Managing Director
Tata Steel Limited
Jamshedpur

Prabir Jha

Sr. Vice President – Human
Resources
Tata Motors Limited
Mumbai

Chetan Tolia

Chief Human Resource Officer
The Tata Power Company Ltd.
Mumbai

T.P. Vijayarathy

Director
Torrent Power Limited
Ahmedabad

N. Kannan

Jt. General Manager
Tractor Engineers Ltd.
Mumbai

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Secretary & Treasurer
T V S Charities
Madurai

R. Haresh

Managing Director
T.V. Sundram Iyengar & Sons
Ltd.
Madurai

Emmanuel David

EVP & CHRO
Voltas Limited
Mumbai

Chairman

Walchandnagar Industries Ltd.
Mumbai

S. Chaudhuri

Distt. Hardwar

Mahipal Dalal

Ahmedabad

Gokul M. Jaykrishna

Ahmedabad

Dr. Biharilal Kanaiyalal

Ahmedabad

Rajiv C. Lalbhai

Ahmedabad

Jyotindra N Mehta

Ahmedabad

Category: Individual/ Retired Faculty / Alumni**Prof. Subhash Chandra Bhatnagar**

Ahmedabad

Varun Arya

President
Marwar Education Foundation
Jodhpur

T. V. Rao

Chairman, TVRLS
Ahmedabad

Pramod Agarwal

Switzerland



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)
(upto September 30, 2012)

Ajay Pandey

Fellow (IIMA)
(from October 01, 2012)

Chief Administrative Officer

Cdr. Manoj Bhatt (Retd.)

ME (Pune Uni.), Masters in Fin. Mgt (Mumbai Uni), Prog. in Busi. Admin (IIMA), Project Mgt. Professional (PMP) of PMI
Member of the Faculty

Librarian

Anil Kumar H.

Ph.D. (MSU)
Librarian
Member of the Faculty

Dean (Faculty)

Ajay Pandey

Fellow (IIMA)

Dean (Alumni & External Relationships)

P.G. Vijaya Sherry Chand

Ph.D. (Gujarat)

FACULTY

BUSINESS POLICY

Anurag K. Agarwal

LL.M. (Harvard), LL.D. (Lucknow)

Ajeet Narain Mathur

Ph.D. (IIS, Bangalore)

Sunil Sharma

Fellow (IIMA)

M.R. Dixit

Ph.D. (IIT, Kanpur)

Shailendra Mehta

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

Chitra Singla

Fellow (IIMB)

D. Karthik

Fellow (IIMA)

Akhileshwar Pathak

Ph.D. (Edinburgh)

N. Venkiteswaran*

A.C.A.

CENTRE FOR MANAGEMENT IN AGRICULTURE

Vaibhav Bhamoriya

Fellow (IIMA)

Anil K. Gupta

Ph.D. (Kuruksheetra)
Fellow, World Academy of Art and Science
Fellow, National Academy of Agricultural Sciences
Member, National Innovation Council

Sukhpal Singh

Ph.D. (Bangalore)

Samar K. Datta

Ph.D. (Rochester)

Vijay Paul Sharma

Ph.D. (NDRI, Karnal)

Vasant P. Gandhi

Ph.D. (Stanford)

COMMUNICATION

Vidhi Chaudhri

Ph.D. (Purdue)

M.M. Monippally

Ph.D. (Manchester)

Asha Kaul

Ph.D. (IIT, Kanpur)

Meenakshi Sharma

M.A., Ph D (Queensland)

* On leave



ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

COMPUTER AND INFORMATION SYSTEMS GROUP

Rekha Jain
Ph.D. (IIT, Delhi)

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

Sanjay Verma
Fellow (IIMC)

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

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

Srikumar Krishnamoorthy
Stanford (Artificial Intelligence)
Fellow (IIML)

ECONOMICS

Rakesh Basant
Ph.D. (Gujarat)

Ravindra H. Dholakia
Ph.D. (MSU)

Sebastian Morris
M.Sc. (IIT, Bombay)
Fellow (IIMC)

Satish Deodhar
Ph.D. (Ohio State)

Errol D'Souza
Ph.D. (JNU)

Viswanath Pingali
Ph.D. (North Western University)

FINANCE AND ACCOUNTING

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

Ajay Pandey
Fellow (IIMA)

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

Shailesh Gandhi
Fellow (IIMA)

Premchander
Fellow (IIMA)

Vineet Virmani
Fellow (IIMA)

Joshy Jacob
Fellow (IIML)

Rajendra Patel
AICWA, ACA, PGDM (IIMA)

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

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

MARKETING

Abhishek
Fellow (IIMA)

Abraham Koshy*
Fellow (IIMA)

Piyush Kumar Sinha
Ph.D. (SP University)

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

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

Sanjeev Tripathi
Fellow (IIMA)

Anand Kumar Jaiswal
Fellow (XLRI)

Dheeraj Sharma
Ph.D. (Louisiana Tech. Uni)

ORGANIZATIONAL BEHAVIOUR

Deepti Bhatnagar
Fellow (IIMA)

Parvinder Gupta
Ph.D. (IIT, Kanpur)

Ernesto Noronha
Ph.D. (TISS, Mumbai)

George Kandathil
Ph.D. (Cornell)

Vishal Gupta
Fellow (IIML)

Kirti Sharda
Fellow (IIMC)

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

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

Neharika Vohra
Ph.D. (Manitoba)

* On leave



ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

PERSONNEL AND INDUSTRIAL RELATIONS

Jerome Joseph
Ph.D. (Madras)

Manjari Singh
Fellow (IIMC)

Biju Varkkey
Fellow (NIBM, Pune)

PRODUCTION AND QUANTITATIVE METHODS

Tathagata Bandyopadhyay
Ph.D. (Calcutta)

Diptesh Ghosh
Fellow (IIMC)

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

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

Apratim Guha
Ph.D. (Uni. of California)

Debjit Roy
Ph.D. (Wisconsin-Madison)

Pankaj Chandra*
Ph.D. (Pennsylvania)

Dhiman Bhadra
Ph.D. (Uni. of Florida)

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

Goutam Dutta
Ph.D. (Northwestern)

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

Karthik Sriram
Fellow (IIMB)

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

Saral Mukherjee
Fellow (IIMC)

Prahalad Venkateshan
Ph.D. (Case Western Reserve)

PUBLIC SYSTEMS GROUP

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

Prem Pangotra
Ph.D. (Wisconsin)

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

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

G. Raghuram
Ph.D. (Northwestern)

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

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

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

Ankur Sarin
Ph.D. (Chicago)

RAVI MATTHAI CENTRE FOR EDUCATIONAL INNOVATION

Rajeev Sharma
Ph.D. (Allahabad)

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

ADJUNCT FACULTY

N. Balasubramanian

Hasit Joshipura

T.V. Rao

S.C. Bhatnagar

Abhinandan K. Jain

Mukul Vasavada

Mahendra Gujarathi

Brij Kothari

Sunil Maheshwari

Sunil Unny Guptan

K.V. Mardia

OFFICERS

J Albert Xavier
B.Sc./MLM/PGD in IR & PM/MBA
Manager – HR

Upendra B. Bhavsar
M.Com (Accountacy) (Gujarat
Uni.)
Inter CA Group-I (Accounts &
Auditing)

Bhatt Pankajkumar K.
M.Com.
Accounts Officer

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

Kaushik Bhatt D.
M.Com., Second L.L.B.
Accounts Officer

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

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



ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

Gohil Laxmandev B.

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

Gurumurthy R.

B.Com. (Madurai Kamaraj)
Programmes Officer (PGP-ABM)

R. Mahadeva Iyer

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

Jansari Kanchanben K.

B.A.
Material Reproduction Officer

Jayasankar S.

M.A. (Madurai Kamaraj University)
Officer, Publications

Joshi K. S.

B.Com. (Gujarat)
PGD in IR and PM
Establishment Officer

Avinash G. Lad

MBA (Gujarat)
BE (Electrical) (Saurashtra University)
Electrical Engineer

Solanki N.R.

B.Com.
House Keeping Officer

Jatin M. Nagori

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

Mohan Paliwal

M.Com. (Gujarat)
PG Dip. Comp. Sc. (Guj. Vidyapith)
IT Officer (Academic Services)

Kamal U. Pandya

M.Com. (Gujarat)
Manager, Stores and Purchase

Ravindranath N. Pandya

B.Sc. (Physics), Diploma in EDP and Computer Management
Diploma in Business Entrepreneurship
Facilities Officer

Victor Pareira

M.A.
Placement 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

M.A. (Mysore)
Manager, MDP

Pranaya Srivastava

B.Tech. (Civil) (Awadh)
MBA (Nirma University)
Group Head (Project, Estate & Maintenance)

Harendra J. Vadher

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

M.S. Sudarsanan

M.A. (Public Administration) (Annamalai Uni.)
Admissions Officer

Pravin G. Christian

M.Com, L.L.B.
Programmes Officer, Student Activities

Pushpa Hariharan

M.A., Diploma in HRM/DMS
Programmes Officer, PGP-ABM

Barathi Ramachandran (Ms.)

B.Com (Madras Uni.)
Programmes Officer, CMA

K.N. Muralidharan

M.Lib. Sc.(IGNOU)
B.Com (Gujarat Uni.)
Assistant Librarian

Library**Shreyasi K. Parikh**

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

Pandya U.P.

B.Sc. (Saurashtra)
L.L.B (Gujarat)
DLP (Gujarat)
M.Lib.Sc. (IGNOU)
Assistant 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.

Shweta Parikh

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

C.S. Prasad

M.Sc. (Andhra)

Mitali Sarkar

M.A. (Patna)



सत्यमेव जयते

भारतीय लेखा तथा लेखा परीक्षा विभाग
कार्यालय प्रधान निदेशक लेखापरीक्षा (केन्द्रीय)
लेखापरीक्षा भवन, नवरंगपुरा, अहमदाबाद - ३८० ००९

INDIAN AUDIT & ACCOUNTS DEPARTMENT
Office of the Principal Director of Audit (Central)
Audit Bhavan, Navrangpura, Ahmedabad - 380 009

To,
The Secretary to Government of India,
Ministry of Human Resource Development,
Department of Secondary and Higher Education,
Room No. 529, Shastri Bhavan 'C' Wing,
New Delhi - 110001

No. CA(E)/SAR/IIM/A'bad/2012-13/ 257
Date: 30/10/2013

Sub: SAR on the accounts of the Indian Institute of Management, Ahmedabad for the year 2012-13.

Sir,

The Annual Accounts of the Indian Institute of Management, Ahmedabad for the year 2012-13 were audited between 01/08/2013 and 14/08/2013 under section 20(1) of the Comptroller & Auditor General of India's DPC Act, 1971.

The following documents are sent herewith:

1. Separate Audit Report and Annexure-A for the year 2012-13
2. Certified copy of Annual Accounts of IIM, Ahmedabad for the year 2012-13

The Audit Report may please be arranged to be placed on both the houses of Parliament and date on which it is place before Parliament may be intimated to this office, along with the printed copy of the documents placed, endorsing a copy thereof to the Comptroller & 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/
Director/ITRA&CA(E)

Copy to

- 1) The Director, Indian Institute of Management, Vastrapur, Ahmedabad - 380015.

A certified copy of the Annual Accounts and Separate 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 Separate 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 Principal Director of Audit(Central) with Designation.

Sd/-
Director/ITRA&CA(E)

Separate Audit Report of the Comptroller & Auditor General of India on the Accounts of Indian Institute of Management, Ahmedabad for the year ended 31st March, 2013.

1. We have audited the attached Balance Sheet of Indian Institute of Management, Ahmedabad for the year ended 31st March, 2013, Income & Expenditure Account and Receipts & Payment Account for the year ended on that date under section 20(1) of the Comptroller & Auditor General's (Duties, Power & Conditions of Service) Act, 1971 read with rule 18 of Indian Institute of Management, Rules. The audit has been entrusted for the period up to 2014-15. These financials statements are the responsibility of 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 & Auditor General on the accounting treatment only with regard to classification, conformity with the best accounting practices, accounting standards and disclosure norms etc. Audit observation on financial transactions with regard to compliance with Law, Rules and Regulations (Propriety and Regularity) and efficiency cum performance aspect, etc, if any are reported through inspection reports/CAG's Audit Report separately.
3. We have conducted our audit in accordance with the auditing standards generally accepted in India. These standards require that we plan and perform the audit to obtain the reasonable assurance about whether the financial statements are free from the material misstatements. Audit includes, examining, on test basis, evidences supporting the amounts and disclosure in the financial statements. Audit also includes assessing the accounting principles used and significant estimates made by the management, as well as evaluating the overall representation 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 explanation, which to the best of our knowledge and belief were necessary for the purpose of our audit.
 - (ii) The Balance Sheet, Income & Expenditure Account and Receipt & Payment Account dealt with by this report have been drawn up in uniform format of accounts for central Autonomous Bodies issued 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 in so far as it appears from our examination of such books.
 - iv) We further report that:
 - (A) Grant-in-aid
Out of the grants in aid of ₹1419.25 lakh (Plan) received during the year 2012-13, the organization utilized a sum of ₹695.60 lakh. The amount of ₹1327.88 lakh, excess expenditure over grant as on 31-03-2012 was adjusted from the grant-in-aid received in 2012-13, leaving minus balance of ₹604.23 lakh. Project wise details of Grant -in-aid are enclosed at Annexure B.
 - (B) Deficiencies which have not been included in the Audit Report have been brought to the notice of the management of the IIM, Ahmedabad through a management letter issued separately for corrective action.
 - v) Subject to our observations in the preceding paragraphs, we report that the Balance Sheet and Income and Expenditure Account and Receipt and Payment Account dealt with by this report are in agreement with the books of accounts

- VI) In our opinion and to the best of our information and according to the explanation 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.
- C) 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 2013 and
- D) In so far as it relates to Income & Expenditure Account of the surplus for the year ended on that date.

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

Place: Ahmedabad
Date: 30/10/2013

Sd/-
D.P.Yadav
Principal Director of Audit(Central)
Gujarat, Ahmedabad

Annexure - A

Sr. No.	System in auditee organization	Comments on the status
1	Adequacy of Internal Audit System	Internal Audit has been entrusted to an external firm Mahta Sheth & Associates. Internal Audit is adequate with size and nature of the Institute.
2	Adequacy of Internal control System	Internal Control System is adequate.
3	System of physical verification of fixed assets	Fixed Assets register is maintained by the institute and the physical verification of fixed assets is carried out by the Institute at reasonable interval
4	System of physical verification of inventory	Physical verification of inventory has been carried out by the Institute at regular interval.
5	Regularities in payment of Statutory dues	The institute is exempt from the payment of Income tax. Other taxes are regularly paid by the institute.

Sd/-
Sr. Audit Officer/CA(E)

Annexure B

Project Wise Details of Receipt and Utilisation of Grant-in-Aid During F.Y. 2012-13

₹ in Lakh

Sr. No.	Name of the Project for which grants received or General Grants	Amount of Grant brought forward from previous year	Amount of grant received during the year	Total Grant Received	Amount utilized during the year	Amount Unutilized as on 31.3.2013 carried forward to next year	Remarks i. Target date of the project ii. Audit comment on delay etc.
1	OSC for 27% reservation of seats for OBCs	-1327.88	1419.25	91.37*	695.6	-604.23	
2	Grant in aid plan (General) for financial support under FPM Programme		100.96	100.96	65.78	35.18	

*After adjusting ₹1327.88 lakh excess expenditure over grant as on 31-03-2012.

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

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

**INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
BALANCE SHEET AS AT 31ST MARCH, 2013**

(₹ in Lakhs)

	Schedule	As at 31.03.2013	As at 31.03.2012
FUNDS AND LIABILITIES			
Corpus Fund	1	6,971.02	6,363.52
Reserves and Surplus	2	76.57	70.09
Capital/Earmarked / Endowment Funds	3	32,198.46	29,315.93
Current Liabilities and Provisions	4	16,237.49	11,985.71
TOTAL		55,483.54	47,735.25
ASSETS			
Fixed Assets	5		
Gross Block		19,316.94	17,945.59
Less : Depreciation Fund		11,400.19	9,976.51
		7,916.75	7,969.08
Capital Work in Progress		-	551.98
		7,916.75	8,521.06
Investments of Funds	6	43,773.22	35,168.17
Current Assets, Loans, Advances, etc.	7	3,793.57	4,046.02
TOTAL		55,483.54	47,735.25
Significant Accounting Policies	18		
Notes forming part of Accounts	19		

Date : June 30, 2013

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

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

Sd/-
Manoj Bhatt
Chief Administrative
Officer

Sd/-
Ajay Pandey
Director in-Charge

Sd/-
Sr. Audit Officer/C.A.
(Expenditure)
Office of the Principal
Director of Audit (Central)
Audit Bhavan, Navrangpura,
Ahmedabad 380 009

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
**INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED ON
 31ST MARCH, 2013**

(₹ in Lakhs)

	Schedule	2012-2013	2011-2012
INCOME			
Fees and Other Income from Long Duration Programmes	8	8,533.29	7,734.85
Income from Programmes and Projects	9	4,597.33	5,237.28
Grants	-	0.00	0.00
Interest Income	10	531.35	475.57
Other Income	11	999.82	1,022.61
Transfer from Funds	12	1,786.02	649.18
TOTAL (A)		16,447.81	15,119.49
EXPENDITURE			
Establishment Expenses	13	6,292.99	6,089.45
Administrative Expenses	14	1,350.69	1,087.95
Expenditure on Programmes and Projects	15	3,002.23	3,420.34
Direct Expenditure on Long Duration Programmes	16	2,950.64	2,369.81
Depreciation	5	1,561.87	1,336.99
TOTAL (B)		15,158.42	14,304.54
Excess of Income over Expenditure for the Year (A-B)		1,289.39	814.95
Less : Transfer to Funds	17	1,289.00	814.50
NET SURPLUS		0.39	0.45
CARRIED TO INCOME & EXPENDITURE ACCOUNT IN BALANCE SHEET		0.39	0.45
Significant Accounting Policies	18		
Notes forming part of Accounts	19		

Date : June 30, 2013

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

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

Sd/-
Manoj Bhatt
 Chief Administrative
 Officer

Sd/-
Ajay Pandey
 Director in-Charge

Sd/-
Sr. Audit Officer/C.A.
(Expenditure)
 Office of the Principal
 Director of Audit (Central)
 Audit Bhavan, Navrangpura,
 Ahmedabad 380 009

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 1 - CORPUS FUND

(₹ in Lakhs)

Fund Account	As at 01.04.2012	Addition	Deduction	As at 31.03.2013
1. General Fund (Corpus)	69.80			69.80
2. Endowment Fund (Corpus)				
(i) Revenue Surplus	6,253.00	600.00 (a)		6,853.00
(ii) Donation u/s. 80G (2) (a) (iii f)	9.72			9.72
3. IIM Society Membership Fee Fund	31.00	7.50 (b)		38.50
TOTAL	6,363.52	607.50	-	6,971.02
PREVIOUS YEAR'S TOTAL	5,549.02	814.50	-	6,363.52

(a) Transferred From Income and Expenditure Account

(b) Membership fees received during the year

SCHEDULE 2 - RESERVES AND SURPLUS

(₹ in Lakhs)

Fund Account	As at 01.04.2012	Addition	Deduction	As at 31.03.2013
1. General Fund	69.28	6.09 (a)		75.37
2. Income & Expenditure Account	0.81	0.39 (b)		1.20
TOTAL	70.09	6.48	-	76.57
PREVIOUS YEAR'S TOTAL	64.26	5.83	0.00	70.09

(a) Interest credited during the year

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

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

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

Sd/-
Manoj Bhatt
Chief Administrative
Officer

Sd/-
Ajay Pandey
Director in-Charge

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

Fund Account	As at 01.04.2012	Addition				Deduction			As at 31.03.2013	
		Interest	Grants	Donation	Fees and Other Income	Others	Capital Expendi- ture	Revenue Expendi- ture		Transferred to Income and Expenditure Account
(i) FUNDS FOR CAPITAL EXPENDITURE										
1	Value of Land Donated by GOG	90.90								90.90
2	Capital Funds for Building	4,812.11				91.52	a		343.08	4,560.55
3	Grant from GOI-MHRD for OBC Expansion	-	91.37					91.37		-
4	Capital Funds for Furniture, Fixtures, Equipments, Computers etc.	1,079.36				62.84	a		123.48	32.10
5	Campus Infrastructure and Development Fund	13,138.16	1,602.95							0.93
										c
										985.69
										14,741.11
(ii) FUNDS FOR CII										
1	Fund for CII	183.92	7.30		14.31			0.15	2.07	0.16
(iii) ACADEMIC ACTIVITIES										
1	Fund for CMA Programme	301.12	26.47		28.91				5.39	351.11
2	Fund from GOI - Min. of Agri for CMA	13.09	155.00						158.05	10.04
3	Research, Publication & Trust Area Fund	516.08	23.49		62.94	0.93	d		55.69	1,236.75
4	Donation under section 80 G (2)(a)(iii f)	1,258.26	111.39	317.13					40.23	1,646.55
5	CMA Research Fund	14.49							6.48	8.01
6	Donation for Regional Mgt. Study Centre	67.09	5.89							72.98
7	Centre for Infrastructure Policy & Regulation	7.09								7.09
8	Fund for Alumni Activities	196.36	17.26		56.38			58.19		211.81
9	Fund for Vikalpa from Ford Foundation	8.20								8.20
10	Fund for FPM programme	-	-	100.96					-	65.78
11	Fund for Expenses on Computer	531.95	46.76		414.46			51.93	100.21	841.03

(₹ in Lakhs)

Fund Account	Addition				Deduction			As at 31.03.2013				
	As at 01.04.2012	Interest	Grants	Donation	Fees and Other Income	Others	Capital Expendi- ture		Revenue Expendi- ture	Transferred to Income and Expenditure Account	Others	
(iv) CHAIRS												
1 Chairs Funds	781.73	67.93				41.15	e		0.12	129.67	f	761.02
(v) STUDENTS AID												
Endowment Fund For												
Scholarship to Students (Including Interest on Investment of Funds)	324.08	32.37	0.29						24.40			332.34
2 Fund for Students' Welfare	138.13				70.56				29.17			179.52
(vi) OTHER FUNDS												
House Building Advance Fund (including interest on investment)	397.81	44.47										442.28
2 Fund for Conveyance advance to Faculty & Staff	47.91	5.08										52.99
3 Pension and Retirement Benefit Fund	5,187.57	959.23							959.23			5,187.57
4 Faculty, Officer & Staff Development & Welfare Fund	220.52	18.22			49.47				55.62			232.59
TOTAL	29,315.93	2,968.81	347.33	317.42	697.03	885.44		143.45	271.85	1,755.50	162.70	32,198.46
Previous Year's Total	25,006.50	2,308.77	2,019.88	288.40	602.61	3,661.08		3,484.05	278.75	649.18	159.33	29,315.93

a Appropriated for purchase of Fixed Assets

b Adjustment on account of sale of Fixed Assets

c Transferred to Research, Publication and Trust Area Fund

d Transferred from Capital Funds for Furniture, Fixtures, Equipments, Computers etc.

e Excess expenditure charged to Income & Expenditure Account

f Fund refunded with interest

g Amount transferred from Income & Expenditure Account

Break up of Interest Income	2012-13	2011-12
Interest Allocated	2,957.13	2,306.84
Interest Earned	11.68	1.93
Total	2,968.81	2,308.77

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

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

Sd/-
Manoj Bhatt
Chief Administrative
Officer

Sd/-
Ajay Pandey
Director in-Charge

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

(₹ in Lakhs)

Particulars	As at 31.03.2013		As at 31.03.2012	
A. Current Liabilities				
1. Statutory Liabilities:				
a) Professional Tax	0.01		0.02	
b) Tax Deducted at Source	78.44	78.45	71.94	71.96
2. Other Current Liabilities:				
a) Project / Programmes	3,454.45		2,717.61	
b) Students	59.46		97.67	
c) Outstanding Liabilities for Expenses & Others	3,598.60		2,155.20	
d) Deposits Accepted	423.97		415.11	
e) Scholarships to be credited to students	5.60	7,542.08	5.56	5,391.15
B. Provisions				
a) Retirement Benefits	8,486.81		6,483.49	
b) New Pension Scheme	77.00		-	
c) Others	53.15	8,616.96	39.11	6,522.60
TOTAL	16,237.49		11,985.71	

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

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

Sd/-
Manoj Bhatt
 Chief Administrative
 Officer

Sd/-
Ajay Pandey
 Director in-Charge

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 5 - FIXED ASSETS

IMMOVABLE & MOVABLE PROPERTIES	GROSS BLOCK				DEPRECIATION FUND			NET BLOCK		
	As at 01.04.2012	Addition	Sale/ Adjustment	As at 31.03.2013	As at 01.04.2012	For the year	Deduction	As at 31.03.2013	As at 31.03.2012	
1. Land (Including Land Donated by GOG)	107.00	-	-	107.00	-	-	-	107.00	107.00	
2. Buildings	12,159.32	1,197.29	-	13,356.61	5,687.27	1,216.50	-	6,903.77	6,452.84	
3. Furniture & Fixtures	1,505.74	29.72	2.31	1,533.15	786.21	81.83	2.25	865.79	667.36	
4. Plant & Machinery	1,531.48	99.67	46.47	1,584.68	923.90	107.61	42.05	989.46	595.22	
5. Computers & Peripherals	1,468.99	116.08	94.04	1,491.03	1,409.91	100.40	93.89	1,416.42	74.61	
6. Vehicles	12.52	17.81	-	30.33	8.68	1.93	-	10.61	19.71	
7. Library Books	1,160.54	53.60	-	1,214.14	1,160.54	53.60	-	1,214.14	-	
	17,945.59	1,514.17	142.82	19,316.94	9,976.51	1,561.87	138.19	11,400.19	7,916.74	7,969.08
Previous Year's Total	14,890.84	3,055.30	0.55	17,945.59	8,639.87	1,336.99	0.35	9,976.51	6,250.97	
Capital Work in Progress including Payment against Running Bills										551.98
TOTAL									7,916.74	8,521.06

Sd/- Laxmandev B. Gohil Manager (Accounts & Compliance)	Sd/- Nina Badlani Group Head (Finance & Budgets)	Sd/- Manoj Bhatt Chief Administrative Officer
		Sd/- Ajay Pandey Director in-Charge

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

(₹ in Lakhs)

Particulars	As at 31.3.2013	As at 31.3.2012
1 In Government Securities	16,299.77	16,299.77
2 In Fixed Deposits with Schedule Banks and Public Sector Companies	27,474.05	18,869.05
TOTAL	43,773.82	35,168.82
Less : Provision for Premium/Discount on Redemption of Investments	0.60	0.65
TOTAL	43,773.22	35,168.17

Notes:

- ^a Out of the above, investments of Rs. 13,674.38 Lakhs have been earmarked for Employees' Retirement Benefits.

(₹ in Lakhs)

b Book Value of Quoted Investments	74.77	74.77
Market Value of Quoted Investments	76.06	73.35
Book Value of Unquoted Investments	43,699.05	35,094.05

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

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

Sd/-
Manoj Bhatt
Chief Administrative
Officer

Sd/-
Ajay Pandey
Director in-Charge

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

(₹ in Lakhs)

	As at 31.03.2013	As at 31.03.2012	
A. CURRENT ASSETS			
Inventories:			
Stationery and Stores Stock	25.66		19.18
Cash on hand (Including Imprest)	0.25		0.48
Postage Stamps on Hand (Including Franking Machine Advance)	0.19		1.47
Bank Balances:			
a) In Current Accounts			
- Rupee Account	550.33		575.74
- Foreign Contribution Account	12.09		36.54
	<u>562.42</u>		<u>612.28</u>
b) In Savings Accounts			
- Rupee Account	282.29	844.71	<u>85.18</u>
			697.46
TOTAL (A)	870.81		718.59
B. LOANS, ADVANCES AND OTHER ASSETS			
Loans & Advances to :			
a) Employees	26.71		30.40
b) Students	3.46		7.67
c) Others	648.92	679.09	<u>519.73</u>
			557.80
Security Deposits	81.04		59.79
CENVAT Credit Receivable	50.41		178.87
TDS Receivable	372.84		127.86
OBC Grant Receivable	-		1,327.88
Income Accrued:			
a) Interest Accrued	951.31		851.42
b) Income Outstanding	788.07	1,739.38	<u>223.81</u>
			1,075.23
TOTAL (B)	2,922.76		3,327.43
TOTAL (A + B)	3,793.57		4,046.02

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

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

Sd/-
Manoj Bhatt
 Chief Administrative
 Officer

Sd/-
Ajay Pandey
 Director in-Charge

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

(₹ in Lakhs)

	2012-2013	2011-2012
a) Fees and Other Income		
I Two Year - Post Graduate Programme		
1) Post Graduate Programme	5,256.33	4955.78
Less : Family Income Linked Fee Waiver	-	440.50
	5,256.33	4515.28
2) PGP - Agri-Business Management	541.11	511.49
Less : Family Income Linked Fee Waiver	-	74.86
	541.11	436.63
II One Year - Post Graduate Programme		
PGP - Executives	1,816.34	2065.67
b) Fellow Programme in management	194.45	187.83
c) Income from Common Admission Test (Net)	280.63	209.05
d) Placement Income		
1) Post Graduate Programme	402.78	312.89
2) PGP - Executives	41.65	7.50
TOTAL	8,533.29	7734.85

SCHEDULE 9 - INCOME FROM PROGRAMMES AND PROJECTS

(₹ in Lakhs)

	2012-2013	2011-2012
a) Income from Management Development Programmes(MDPs)	1,771.52	1,955.56
b) Income from Faculty Development Programme(FDP)	49.63	35.22
c) Consultancy Project Income	2,617.57	3,035.66
d) Research Project Income	158.61	210.84
TOTAL	4,597.33	5,237.28

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

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

Sd/-
Manoj Bhatt
Chief Administrative
Officer

Sd/-
Ajay Pandey
Director in-Charge

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 10 - INTEREST INCOME

(₹ in Lakhs)

	2012-2013	2011-2012
a) Interest on Investments		
1) Government Securities	1,301.12	1,497.96
2) Fixed Deposit with Banks and Public Sector Companies	2,253.38	1,303.84
b) Interest on Saving Bank Accounts	4.86	11.18
Total (A)	3,559.36	2,812.98
Less:		
1) Provision for Premium/(Discount) on Redemption of Investments	(0.05)	(0.05)
2) Transferred to Earmarked & Endowment Funds	2,963.22	2,312.22
3) Transferred to Project Accounts	64.84	25.24
Total (B)	3,028.01	2,337.41
TOTAL (A-B)	531.35	475.57

SCHEDULE 11 - OTHER INCOME

(₹ in Lakhs)

	2012-2013	2011-2012
a) Income from Campus Facilities (Net)	549.73	692.94
b) Rent	122.35	99.71
c) Scholarship from Industries	86.25	60.67
d) Royalty Income	62.02	37.04
e) Surplus on Sale/disposal of obsolete Assets acquired out of Grants	1.20	-
f) Miscellaneous Income	178.27	132.25
TOTAL	999.82	1,022.61

SCHEDULE 12 - TRANSFER FROM FUNDS

(₹ in Lakhs)

	2012-2013	2011-2012
(To the extent of expenditure incurred)		
1) Fund from Min. of Agriculture & Contribution from CMA Fund	163.44	128.78
2) Chairs	0.12	18.65
3) Various Capital Grant (To the extent of depreciation)	466.56	345.71
4) Depreciation Fund (Written back on account of Sale of Assets)	30.52	-
5) Pension and Retirement benefit Fund (Interest only)	959.23	53.47
6) Computer Fund	100.21	102.57
7) Centre for Innovation and Incubation	0.16	-
8) Fund from GOI for FPM(SC/ST/GEN)	65.78	-
TOTAL	1,786.02	649.18

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

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

Sd/-
Manoj Bhatt
Chief Administrative
Officer

Sd/-
Ajay Pandey
Director in-Charge

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 13 - ESTABLISHMENT EXPENSES

(₹ in Lakhs)

	2012-2013	2011-2012
a) Salaries and Wages	2,514.43	2,299.57
b) Allowances and Bonus	373.39	26.59
c) Contribution to Provident Fund	60.78	57.55
d) Contribution to New Pension Scheme	77.00	
e) Staff Welfare Expenses	56.10	53.81
f) Expenses on Employees' Retirement and Terminal Benefits #	2,962.88	3,405.62
Total (A)	6,044.58	5,843.14
g) Other Establishment Expenses		
1) Centre for Management in Agriculture(CMA)	147.34	113.70
2) Consultancy Projects *	34.09	40.45
3) Research Projects *	58.32	69.00
4) Chairs (Faculty and Staff)	-	15.38
5) Centre Activities	8.66	7.78
Total (B)	248.41	246.31
TOTAL (A+B)	6,292.99	6,089.45

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

Refer Note 6.5 of Schedule 19.

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

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

Sd/-
Manoj Bhatt
Chief Administrative
Officer

Sd/-
Ajay Pandey
Director in-Charge

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 14 - ADMINISTRATIVE EXPENSES

	(₹ in Lakhs)	
	2012-2013	2011-2012
a) Electricity Charges (Net)	177.98	169.66
b) Campus Repairs and Maintenance	401.34	319.59
c) Furniture/Equipments Repairs and Maintenance	48.49	50.86
d) Travelling and Conveyance Expenses	63.81	58.47
e) Computer Expenses	100.21	102.57
f) Security Expenses	138.98	102.62
g) Postage, Telephone and Communication Charges(Net)	39.25	38.76
h) Legal & Professional Charges	41.35	29.84
i) Insurance	11.42	11.26
j) Advertisement	4.27	6.97
k) Municipal Tax	37.21	37.18
l) Service Tax Borne by the Institute	125.69	-
m) Staff Mess Expenses	16.39	14.97
n) Vehicles Operations and Maintenance	1.67	1.01
o) Printing and Stationery (Net)	11.63	17.56
p) Auditors Remuneration	2.75	2.10
q) Miscellaneous Expenses	122.69	96.79
r) Golden Jubilee Celebration	5.56	27.74
TOTAL	1,350.69	1,087.95

SCHEDULE 15 - EXPENDITURE ON PROGRAMMES AND PROJECTS *

	(₹ in Lakhs)	
	2012-2013	2011-2012
1) Consultancy Projects	2,001.03	2,298.00
2) Research Projects	86.58	115.77
3) Management Development Programmes (MDPs)	840.68	941.31
4) CMA Other Expenses	16.10	15.08
5) Centre Activities	12.62	3.53
6) Chairs	0.12	3.27
7) I.T. Modernization	0.45	1.93
8) Faculty & Professional Development Expenses	43.01	41.45
9) Research Assistance (New Faculties)	1.64	-
TOTAL	3,002.23	3,420.34

*Excluding expenditure on salaries and allowances which are included in Establishment Expenditure (Schedule-13)

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

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

Sd/-
Manoj Bhatt
Chief Administrative
Officer

Sd/-
Ajay Pandey
Director in-Charge

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 16 - DIRECT EXPENDITURE ON LONG DURATION PROGRAMMES *

(₹ in Lakhs)

	2012-2013		2011-2012	
a) POST GRADUATE PROGRAMME (PGP)				
I Two Year - Post Graduate Programme				
1) Post Graduate Programme	626.61		579.46	
2) PGP - Agri Business Management	65.76	692.37	56.93	636.39
II One Year - Post Graduate Programme				
1) PGP - Executive		597.58		631.24
b) FELLOW PROGRAMME IN MANAGEMENT (FPM)				
1) FPM Expenses		81.13		48.24
c) SCHOLARSHIPS AND FELLOWSHIPS				
1) Educational Scholarship	97.39		61.99	
2) Need Based Scholarships	697.23		305.20	
3) Fellowship to FPM students	423.48	1,218.10	347.13	714.32
d) OTHER ACADEMIC ACTIVITIES				
1) Library Services (Other than Books)	357.88		331.94	
2) I I M A Bulletin & Website : C D Rom	3.58	361.46	7.68	339.62
TOTAL		2,950.64		2,369.81

*Does not include allocated overhead expenditure

SCHEDULE 17 - TRANSFER TO FUNDS

(₹ in Lakhs)

	2012-2013		2011-2012	
1) Endowment Fund(Corpus)- Revenue Surplus		600.00		814.50
2) Research Publication & Trust Area Fund		689.00		-
TOTAL		1,289.00		814.50

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

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

Sd/-
Manoj Bhatt
 Chief Administrative
 Officer

Sd/-
Ajay Pandey
 Director in-Charge

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 18: 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 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 ₹ 5000/- item-wise is 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 is 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 specific fixed assets are treated as Capital Grant and shown under the head Earmarked Fund.

Grants in respect of specific 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 19: NOTES FORMING PART OF ACCOUNTS

1. Government Grants

(a) GOI – MHRD GRANT FOR OBC EXPANSION

Details of GOI-MHRD Grant for OBC Expansion are as follows:

(₹ in Lakhs)		
Particulars	2012-2013	2011-2012
Balance as per Last Balance sheet	0	1540.20
Grant Received/Receivable during the year	91.37	1827.88
Capital Expenditure incurred	91.37	3368.08
Balance at the end of the year	0	0

(b) GOI – MHRD GRANT FOR FPM PROGRAMME

Details of GOI-MHRD Grant for FPM Programme are as follows:

(₹ in Lakhs)		
Particulars	2012-2013	2011-2012
Balance as per Last Balance sheet	0	0
Grant Received during the year	100.96	0
Expenditure incurred	65.78	0
Balance at the end of the year	35.18	0

2. UNEXECUTED CAPITAL CONTRACT

Unexecuted Capital Contract (Net of Advances) is Nil (Previous year ₹ 471.08 Lakhs), for which sufficient fund is available in Campus & Infrastructure Development Fund.

3. CONTINGENT LIABILITIES

Service Tax demands in dispute ₹ 23.91 Lakhs (Previous year ₹ 23.91 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 ₹ 163.44 Lakhs (Previous year ₹ 132.79 Lakhs), ₹ 158.05 Lakhs (Previous year ₹ 122.39 Lakhs) has been met out of Fund from Ministry of Agriculture and balance ₹ 5.39 Lakhs (Previous year ₹ 10.40 Lakhs) from Institute's own fund (CMA fund).

6.2 Tax Deducted at Source from:

(₹ in Lakhs)

Particulars	2012-2013	2011-2012
a) Interest Income	21.29	1.63
b) Placement Income	15.37	15.18
c) MDP/Consultancy	192.65	92.85
d) Other Income	10.89	8.75

6.3 Expenditure in Foreign Currency

(₹ in Lakhs)

Particulars	2012-2013	2011-2012
a) Foreign Travel	117.98	181.46
b) Books and Case Materials	111.15	249.79
c) Others	127.26	15.19

6.4 Earning in Foreign Currency

(₹ in Lakhs)

Particulars	2012-2013	2011-2012
a) Consultancy & Research Project Income	223.66	286.78
b) Placement Income	84.54	72.11
c) Fees & Other Income	351.07	371.52

6.5 Interest on Pension/Retirement benefit Fund

Hitherto, only Interest on Pension Fund was transferred to Income and Expenditure Account to the extent of payment of retirement benefits. From Current year onwards, Investment for Retirement Benefit has been earmarked and interest accrued thereon has been transferred to Income and Expenditure Account to meet payment/provision for retirement benefits.

Accordingly, investments to the extent of liability towards retirement benefits have been earmarked and interest accrued thereon amounting to ₹ 959.23 lakhs (Previous Year ₹ 53.47 lakhs) has been transferred to Income and Expenditure Account against Expense on Employees' Retirement and Terminal Benefits.

Due to this, Interest Income and Surplus for the year is higher to that extent.

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.

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

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

Sd/-
Manoj Bhatt
Chief Administrative
Officer

Sd/-
Ajay Pandey
Director in-Charge

Sd/-
Sr. Audit Officer/C.A.
(Expenditure)
Office of the Principal
Director of Audit (Central)
Audit Bhavan, Navrangpura,
Ahmedabad 380 009

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
RECEIPTS AND PAYMENTS FOR THE YEAR ENDED 31ST MARCH, 2013

RECEIPTS		2012-2013	2011-2012	PAYMENTS		2012-2013	2011-2012
1.1	Opening Balances			2.1	Payments for		
1	Cash in hand	0.48	0.25	1	Establishment Expenses	4,198.64	3,387.78
2	Bank balances			2	Administrative Expenses	1,350.69	1,083.25
	- in current accounts	612.29	519.20	3	Long Duration Programme Expenses	2,950.64	2,369.82
	- in savings accounts	85.18	327.11			8,499.97	6,840.85
3	Franking Advance	1.46	1.89	2.2	Payments against Various Funds		
		699.41	848.45	1	Projects/programmes	3,002.23	3,420.34
1.2	Interest Received on			2	Academic Activities	160.58	182.80
1	Investments	3,389.77	2,511.05	3	Student Aid	53.58	46.30
2	Saving Bank Account	4.86	11.18	4	Faculty & Staff Development Fund	55.62	42.83
3	Loans,Advances etc.	11.67	7.00	5	CII Fund	2.07	6.82
		3,406.30	2,529.23	6	Chair fund refunded with interest	129.67	0.00
1.3	Grant Received					3,403.75	3,699.09
1	OBC Grant	1,419.25	500.00	2.3	Investments (Net)	8,605.00	5,767.00
2	TDB Seed Support Grant	0.00	42.00				
3	Fund for FPM Programme	100.96	0.00	2.4	Purchase of Fixed Assets	962.19	2,684.53
4	CMA Fund from GOI	155.00	150.00				
		1,675.21	692.00	2.5	Changes in Inventory	6.48	11.22
1.4	Other Income Received						
1	Fees	7,969.03	7,690.30	2.6	Loans and Advances		
2	Project/Program/Services	4,608.24	5,255.21	1	CENVAT	0.00	6.42
3	Sale of Assets	4.26	0.02	2	Statutory Dues	71.96	41.78
4	Donations	317.42	288.41	3	TDS Receivable	244.98	108.10
5	Misc.Receipts	998.62	1,017.91				

		(₹ in Lakhs)		
		RECEIPTS		
		2012-2013	2011-2012	2012-2013
		PAYMENTS		
		2012-2013	2011-2012	2012-2013
6	CII Fund Income	14.31	2.00	121.29
7	Computer Centre Receipts	414.46	324.25	438.23
8	Academic Activities Receipts	148.23	137.56	347.54
9	Students Aid Fund	70.56	56.06	
10	IIM Society Membership Fees	7.50	0.00	21.25
11	Chair Fund	41.16	15.35	6.74
12	Faculty/Officer & Staff Development & welfare Fund	49.47	62.30	
		14,643.26	14,849.37	
1.5	Changes in Current Assets	2.8		
1	Statutory Dues	78.45	71.96	0.25
2	CENVAT	128.46	0.00	562.42
3	Deposits Accepted	8.85	90.20	282.29
		215.76	162.16	0.19
1.6	Changes in Current Liabilities	3		
	Project/Programme & Others Liabilities			845.15
		2,142.08	975.17	699.41
	TOTAL	22,782.02	20,056.38	22,782.02
	TOTAL	22,782.02	20,056.38	20,056.38

Date : June 30, 2013

Laxmandev B.Gohil Manager (Accounts & Compliance)	Sd/- Nina Badlani Group Head (Finance & Budgets)	Sd/- Manoj Bhatt Chief Administrative Officer	Sd/- Ajay Pandey Director in-Charge	Sd/- Sr. Audit Officer/C.A. (Expenditure) Office of the Principal Director of Audit (Central) Audit Bhavan, Navrangpura, Ahmedabad 380 009
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GOLD MEDALISTS 1966-2013

1966

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

1967

- Vijay Bhargava
- Jayant Kumar Dey

1968

- John Caius Camillus
- Gramma Kasturi Jayaraman
- Biji 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
- Sudhir Krishnamurthi

1977

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

1978

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

1979

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

1980

- Sanjay Bhargava
- Vipul Prasad Jain
- Sridhar Seshadri

1981

- Alok Agarwal
- Rajeev Kapoor
- Vijay Mahajan
- V.S. Sitaram

1982

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

1983

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

1984

- Sunil Gulati
- Pappu Jagdish Rao

1985

- Harsh Lal
- Cadambi P. Janardhan
- Srinath Mukherji

1986

- Anil Ahuja
- Rajeev Ahuja
- Devina Mehra

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

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
- Suman Ann Thomas (PGP-ABM)

2003

- Amar Makhija
- Ramnath Balasubramanian
- Nitin Dahiya
- Ramprasad V.K. (PGP-ABM)

2004

- Mukundan D.
- G.V. Ravishankar
- K.N. Ramganesb
- Dhruva Jyoti Banerjee (PGP-ABM)

2005

- Philip T. Jacob
- Manoj Gupta
- Gaurav Saigal

2006

- Kanish Sarin
- Vishai Grover
- Ankur Saboo
- Amit Jani (PGP-ABM)

2007

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

2008

- Kapil Modi
- G. Arjun
- Prateek Jain
- Shaleen Garg (PGPX)
- Syed Ali Murtaza Rizvi (PGP-PMP)

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)
- Sanjeet Kumar Pandey (PGP-PMP)

2011

- Mr. Jaideep Shankar Jagannathan
- Mr. Mayank Kukreja
- Mr. Mohit Garg
- Mr. Rahul. (PGPX)

2012

- Mr. Gaurav Jagdish Singhal
- Mr. Nehul Malhotra
- Mr. Aditya Khandelia
- Mr. Shivram Ramakrishnan (PGPX)

2013

- Nikhil Agarwal
- Aniketh Talwai
- Sumit Somani
- Shashank Rathi (PGP ABM)
- Aditya Bansal (PGPX)



Chief Guests at Convocations

1966 Mr. M.C. Chagla	1982 Mrs. Sharda Mukherjee	1998 Mr. Vikram Lal
1967 Dr. Vikram Sarabhai	1983 Mr. Nani Palkhiwalla	1999 Mr. K.B. Dadisheth
1968 Mrs. Indira Gandhi	1984 Mr. P.L. Tandon	2000 Mr. R.K. Laxman
1969 Dr. Karan Singh	1985 Mr. K. C. Pant	2001 Dr. Desh Deshpande
1970 Mr. L. K. Jha	1986 Mr. Hiten Bhaya	2002 Mr. Azim Premji
1971 Mr. Dharma Vir	1987 Dr. Raja Ramanna	2003 Dr. A.P.J. Abdul Kalam
1972 Mr. C. Subramaniam	1988 Mr. V. Kurien	2004 Dr. Bimal Jalan
1973 Mr. D.P. Dhar	1989 Mr. A.S. Ganguly	2005 Mr. Raghuram Rajan
1974 Professor Nurul Hasan	1990 Mr. Russi Mody	2006 Mr. M.S. Banga
1975 Mr. T. A. Pai	1991 Mr. Sarup Singh	2007 Mr. P. Chidambaram
1976 Dr. V.M. Dandekar	1992 Mr. Rajmohan Gandhi	2008 Mr. Montek Singh Ahluwalia
1977 Mr. M.S. Swaminathan	1993 Mr. P.V. Narasimha Rao	2009 Shri Deepak Parekh
1978 Mr. H. M. Patel	1994 Dr. Manmohan Singh	2010 Dr. C. Rangarajan
1979 Mr. V. G. Rajadhyaksha	1995 Mr. Sam Pitroda	2011 Dr. Manmohan Singh
1980 Justice Mr. M. Hidaytullah	1996 Mr. A.M. Ahmadi	2012 Shri K. V. Kamath
1981 Mr. Keshub Mahindra	1997 Mr. Adi Godrej	2013 Shri L. N. Mittal

