



विद्याविनियोगाद्धिकासः  
IIT  
AHMEDABAD



**57<sup>th</sup>**

वार्षिक प्रतिवेदन  
**ANNUAL REPORT**  
2018-19

*Founding Inspiration*



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## *Vision and Strategic Priorities*

IIMA aims to continue to be recognized as a premier global management school operating at the frontiers of management education and practice while creating a progressive and sustainable impact on society. The Institute delivers on this vision through its focus on the following aspects:

Promoting excellence in scholarship by encouraging high-quality research, distinctive and impactful teaching, and meaningful contribution to knowledge-creation in a variety of disciplines.

Educating and nurturing leaders of institutions and entrepreneurial organizations and supporting them in their efforts to create high-quality talent and value.

Impacting the world of policy and practice through continuous engagement with alumni and prominent stakeholders, decision makers and leaders across the spectrum, including government, businesses and non-governmental enterprises.

IIMA supports its vision by placing emphasis on a high-performance work environment, supported by a culture of autonomy, creativity and collaboration amongst its faculty members, staff and students. As the Institute engages in its objectives, it will ensure that its research and teaching activities continue to address diverse areas which are of concern to varied sections of society.



# 1. | THE YEAR IN RETROSPECT



The new batch of students which has arrived since the last convocation has been accompanied by new faculty (who constitute a ten per cent increase in faculty strength). All faculty members have been intensely engaged in creating new academic courses while presenting their research at various conferences. Some of the new elective courses offered were *Digital and Social Media Marketing*, *Making of a CEO*, *Inner Theatre: An Encounter with Self*, *Applied Value Investing*, *Game Theory and Experiments*, and *Connecting Communities and Corporations for Frugal Innovations*.

Fifty-three new cases, and their teaching notes, were registered during the year. These cases cover a range of issues and entities such as the transformation of the Indian automobile industry, Pradhan Mantri Gram Sadak Yojana, quality of life of oral cancer survivors, strategic transformation of Raychem RPG Ltd., BotGo, Paytm, and designing a customer loyalty programme for a fast growing hypermarket.

Faculty publications in the top management journals have increased significantly. Some of the journals in which faculty members have published include the following: *Journal of Operations Management* (Prof. Debjit Roy on “Worth the wait? How restaurant waiting time influences customer behaviour and revenue”), *Journal of Management Studies* (Prof. Amit Karna on “Does the diversification-firm performance relationship change over time? A meta-analytical review”), *Journal of Business Ethics* (Prof. Chirantan

Chatterjee on “Stakeholder orientation and market impact: Evidence from India”, Prof. Premilla D’Cruz and Prof. Ernesto Noronha on “Doing dignity work: Indian security guards’ interface with precariousness”), *Production and Operations Management* (Prof. Chirantan Chatterjee on “When the big one came: A natural experiment on demand shock and market structure in India’s influenza vaccine”), *MIT Sloan Management Review* (Prof. Amit Karna on “A new playbook for diversified companies”), *Journal of the Academy of Marketing Science* (Prof. Sourav Borah on “Leveraging service recovery strategies to reduce customer churn in an emerging market”), *Journal of International Business Studies* (Prof. Sourav Borah on “Understanding the structural characteristics of a firm’s whole buyer–supplier network and its impact on international business performance” and Prof. Subhadip Roy on “Celebrity endorsements in emerging markets: Align endorsers with brands or with consumers?”).

Faculty involvement in executive education has also increased significantly. During the year IIMA delivered more than 200 executive education programmes for 7000 participants from 21 countries. Not all of these were repeat offerings – ten new Open Enrollment Programmes were offered on themes such as Fintech, R&D management and HR Analytics. We offered five blended learning executive education programmes combining e-learning with face-to-face instruction, over a total of 300 training-days.

A change in the measurement criteria used by the *Financial Times* saw the ranking of our one-year full-time programme for executives slide. The *Financial Times*, however, has a composite rank that takes into account the quality across the breadth of the portfolio of B-school programmes and here we are ranked ahead of other management institutes in India and are at the fourth position in the Asia Pacific Region. The FT has also ranked us in the Top 50 MBAs for entrepreneurship in the world and in the Top 20 in the Masters in Management ranking, in 2018.

The Food and Agri-Business programme continues to be ranked at the number one position. In the India rankings announced by the National Institutional Ranking Framework we continue to rank at the number one position in the management category for 2018.

The doctoral programme organized many research workshops and courses under the aegis of our Visiting Chair Professor positions. Prof. Pradeep Chintagunta of Chicago Booth was the HUL Chair Professor in Marketing, Prof. Phanish Puranam of Insead the Lalbhai Chair Professor in Strategy, Prof. Jonathan Gosling the Chandrika Tandon Chair Professor in Leadership and Prof. Nagpurnanand Prabhala was the Edelweiss Chair Professor in Finance during the academic year.

There were a number of international conferences and workshops held on the campus on topics such as ICT for Development, Creativity and Innovation at the Grassroots, Advances in Healthcare Management Services, and Network Science in Economics & Finance at which researchers from various parts of the world participated. The Association for Consumer Research Society of North America held its conference on the campus where leading researchers in marketing and consumer behavior presented academic papers.

The students organized The Red Bricks Summit which saw over 30,000 visitors at the 16 events which included workshops on Google and digital marketing, digital banking and innovation, building social enterprises, design thinking, etc. Speakers included the Hon'ble Minister of Defence, Nirmala Sitharaman, Supreme Court lawyer Shyam Divan, social activist Medha Patkar, journalist Rajdeep

Sardesai, and the President of Microsoft India, Anant Maheshwari, to name a few. The one-year full-time programme participants made their 'Connexions' the brand of the panel discussions on strategy, marketing, and entrepreneurship at The Red Brick Summit 2018.

The IIMA-SRK Annual Lecture was delivered by Prof. Sir Partha Dasgupta; the title of his lecture was "Human Well Being and Economic Accounting". The Hon'ble former President of India Shri Pranab Mukherjee taught a course on Public Policy for Inclusive Development in India along with Profs. Anil Gupta and Vijaya Sherry Chand. Other eminent speakers included the Chairman of the Fifteenth Finance Commission.

This year the institute earned a surplus of ₹75.8 crore from its long duration programmes, executive education programmes, and consulting and research projects. Over the next few years, the Institute will be making considerable investments in infrastructure—new dormitories, class rooms, faculty and staff housing, and a sports complex—as it seeks to scale up its offerings and to respond to the mandated reservations for the economically weaker sections of society. We will require this scale of surpluses over the next few years if we are to fund these expansion activities.

The five employees of the Institute who received the highest remuneration during the financial year were: Prof. Neharika Vohra, Prof. Shailesh Gandhi, Prof. Sanjay Verma, Prof. Sunil Maheshwari, and Prof. Amit Karna. Their contributions to the various activities of the Institute have been listed elsewhere in this report. Eight faculty members and five officers joined the Institute during the financial year.

The Institute continually strives to enhance the quality of the educational experiences of its students and executives and to shape the practice of management. It seeks to contribute to knowledge development and to generate actionable insights that enable governments, businesses and citizens to flourish. In a rapidly changing world the Institute strives to be at the forefront of management education by leveraging its expertise to serve the Institute's stakeholders in an exemplary manner.



## 2. | PROGRAMMES

Set up in 1961, the Institute offered the first Post-Graduate Programme in 1964 and the first batch graduated in 1966. Subsequently, it responded to various emerging social needs with more programmes. Currently, the Institute offers five long-duration academic programmes: the Post-Graduate Programme in Management (PGP) (equivalent to MBA); the Post-Graduate Programme in Food and Agri-Business Management (PGP-FABM) (equivalent to MBA); the Post-Graduate Programme in Management for Executives (PGPX) (equivalent to MBA); the ePost-Graduate Programme in Management (ePGP) (equivalent to MBA); and the Ph.D. Programme in Management).

### 2.1 POST-GRADUATE PROGRAMME IN MANAGEMENT (PGP)

The registration of the 55<sup>th</sup> batch of the Post Graduate Programme in Management (PGP) commenced on June 21, 2018, with 399 students joining the programme. At the end of their first year, 399 students of the 2017-19 batch were promoted to the second year.

The second year of the programme commenced on June 5, 2018 with 393 students. At the end of the second year, 398 students (including Double Degree) graduated, having satisfactorily completed the academic requirements.

Details are given in **Appendix A1**.

Category-wise break-up of students is as follows:

Students	GEN	NC-OBC	SC	ST	DA	Total
First Year	188	104	56	34	17	399
Second Year	177	111	58	34	13	393

#### Preparatory Programme

The preparatory programme, meant for students who need to strengthen their skills in communication and mathematics, was conducted online before the start of the regular session. Sixty-five students benefitted from the programme.

#### Orientation Programme

An orientation/induction programme for new students was held between June 25 and 27, 2018. In addition to addresses by the Director, the Dean





(Programmes) and the PGP Chairperson, a dialogue with the PGP Executive Committee and inputs on the Institute's administration, computer services, and library facilities formed part of the programme. Extended sessions on case preparation and the case method were held to familiarize new students with the case method of teaching, an important pedagogical tool at the Institute. A follow-up session was conducted at the beginning of the second term.

### 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 the latest research.

In the year under review, first year students took 35 compulsory courses (23.80 credits) spread over three terms. In the second year, students had to complete a minimum of 19 and a maximum of 22 credits of elective courses.

During the second year, a total of 135 courses were offered as electives of which 19 courses were offered for the first time. Nineteen courses were offered in two sections each, and three courses were offered in three sections each; 127 project courses were also offered. The scheduling required managing 185 course-classroom venues during the year.

### New Courses

The following new elective courses were offered in the second year:

- ▶ Applied Value Investing
- ▶ Brand Management
- ▶ Business Negligence, Liability, and Law
- ▶ Business Negotiations
- ▶ Consulting and Professional Service Firms
- ▶ Corporate Governance
- ▶ Descriptive Models of Consumer Decision Making
- ▶ Digital and Social Media Marketing
- ▶ Experiments for Business and Policy Decision-making
- ▶ Games People Play: Behavioural and Experimental Economics
- ▶ Inner Theatre: An Encounter with Self

- ▶ Interdisciplinary Perspectives on Big Data
- ▶ Making of a CEO
- ▶ Managing Human Capital in Projects
- ▶ Promotions Strategy
- ▶ Public Policy for Inclusive Development of India
- ▶ Second Generation Challenges in Indian School Education
- ▶ Understanding the New God: Digitalization, Fintech, and Associated Technology, Regulation and Adoption
- ▶ Working with Networks

### Double Degree Exchange Programme and One-term Exchange Programme

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

- ▶ ESCP-Europe Business School
- ▶ ESSEC Business School
- ▶ European Business School
- ▶ HEC School of Management
- ▶ University of Bocconi
- ▶ University of Cologne

Nine second year students from the Institute participated in the Double Degree Exchange Programme at the University of Bocconi and HEC School of Management during the academic year 2018-19. At the same time, seven students from the University of Bocconi, one student from HEC and one student from ESSEC Business School participated in the second year of PGP studies during 2018-19 under the Double Degree Exchange Programme.

### One-Term Exchange Programme

In line with the internationalization of PGP and with a view to providing international exposure to students, the Institute is collaborating with several international business schools for exchange of students. During the year, 122 one-term exchange students took advantage of this programme, while 69 one-term exchange students from abroad participated in the exchange programme by taking courses at the Institute.

Details are provided in **Appendices A2 and A3**.

### Scholarships

The Institute awards a large number of scholarships based on academic performance. It also offers need-based scholarships, in addition to several awards instituted by individuals and institutions.

### Industry Scholarship

Forty students received industry merit scholarships based on academic performance during the year.

### Aditya Birla Scholarship

The Aditya Birla Group selected the following students for their scholarships worth ₹1,75,000 each during 2017-18.

PGP-I	PGP-II
• Pande Niraj Rajendra	• Ayush Garg
• Gloria Pereira	• Pranjal Mishra

### IIMA Special Need-Based Scholarships (SNBS)

The Institute gave scholarships worth ₹ 2,45,60,000 under the SNBS during the academic year. Scholarships ranged from ₹ 50,000 to ₹ 2,45,000. Programme-wise break-up of students availing of SNBS is as follows:

Programme	No. of Students	Amount (₹)
PGP II	75	92,05,000
PGP-FABM II	11	12,90,000
PGP I	79	1,16,45,000
PGP-FABM I	15	24,20,000
Total	180	2,45,60,000

Of the above, ₹16,80,000 was funded through alumni scholarships and ₹10,000 by the Taravati Ram Gopal Mehra Foundation.

### IIMA Exit Scholarship

Two PGP 2015-17 batch students who graduated in 2017 were awarded a monthly stipend of ₹40,000 each as exit scholarship so that they could become

entrepreneurs. The recipients were identified by CIIE and they will receive the stipend for two years.

One PGP-FABM 2015-17 batch student was given an amount of ₹2,40,000 per annum for two years as exit scholarship for joining a not-for-profit organization

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

SC – Ten applications received from the first year students were sent to the Ministry of Social Justice and Empowerment along with four renewal applications. Grants for these scholarships are awaited. Grants received for the previous year were disbursed to the students concerned.

ST – Seven applications were sent to the Ministry of Tribal Affairs along with four renewal applications. Grants for these scholarships are awaited.

Persons with Disabilities – Five applications were sent to the Department of Empowerment of Persons with Disabilities. Grants are disbursed directly to the beneficiary's bank account by the Department.

Ministry of Minority Affairs – Four applications were sent to the Ministry of Minority Affairs along with three renewal applications. Grants are disbursed directly to the beneficiary's bank account.

### Scholarships Instituted by other Agencies

- ▶ The OP Jindal Scholarship worth ₹ 1,50,000 was awarded to Vrinda Arun Lohia.
- ▶ T. Thomas scholarship worth ₹ 1,00,000 was awarded to Shubham Goyal of PGP II.
- ▶ IDFC First scholarships worth ₹ 1,00,000 each were awarded to the following seven PGP-I/FABM-I batch 2018-20 students:
  - ▶ Soumya Kushwaha
  - ▶ Anju Sai Easwari
  - ▶ Muhammed Shaheen E.P.
  - ▶ Kavneet Singh
  - ▶ Dipti Singhal
  - ▶ Madhav Bharadwaj
  - ▶ Avinash
- ▶ AB InBev Diversity and Inclusion Scholarships worth ₹1,00,000 each were awarded to two women PGP-I batch 2018-20 students.
  - ▶ Jisha Krishnan
  - ▶ Divyanshi Chowdhary

- ▶ Taravati Ram Gopal Mehra Foundation (TRMF) scholarship worth ₹80,000 was awarded to Atul Anand of PGP-II.
- ▶ Several PGP alumni have contributed generously to the Institute to support needy students. While some of the funds were utilized to award the SNBS, some were awarded as top-up funding to the SNBS awardees.

The table gives the details:

Sponsor	Amount ₹	Awardee/s	Class/Batch
Peri Viswanath Scholarship, Class of 2001	5,00,000	Moksh Garg	PGP-II/2017-19
	5,00,000	Rada Manoj Kumar	
PGP 1983 (MCM)	30,000	Maram Maheedhar	PGP-II/2017-19
	75,000	Pavithraa Devi A	
	75,000	Naveen Changoiwala	

Details of scholarship that were merged with SNBS:

Sponsor	Amount ₹	Class/Batch
Warburg Pincus	16,80,000	PGP-I/PGP-II & FABM-I/FABM-II
Taravati Ram Gopal Mehra Foundation	10,000	PGP-I

Names of recipients of all these scholarships are given in **Appendix A4**.

### Awards

#### 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 the programme. This year, the award was given to Shubham Goyal.

#### S. Umapathy Prize

Instituted by the brother of late S. Umapathy to recognize the academic excellence of a student and to honour the memory of Umapathy's association with the Institute, this prize is given to the first year PGP topper. This year, the prize was given to Shubham Goyal.

### **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's association with the Institute. This year, the award was given to Aprajita Sharma.

### **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 a student who obtains the highest grade points in the two years of the programme. This year, the award was given to Shubham Goyal.

### **Woman All-Rounder Awards**

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

The PGP Woman All Rounder Excellence Gold Medal instituted by Quetzal Foundation, recognizes the all-round performance of an outstanding woman student. This year, the award was given to Aprajita Sharma.

**Smt. J. Nagamma Memorial Award** was instituted in memory of Smt. J. Nagamma by her son Mr. Pramod Kunju (PGP 1999) to recognize excellence in academics. It is given to a student who obtains highest CGPA at the end of the first year. This year, the award was given to Shubham Goyal.

### **Other Awards**

**Prof. Abhinandan Jain Gold Medal for Marketing** was instituted by Professor Abhinandan Jain. It is awarded to a student who shows excellence in marketing courses. This year, the award was given to Yashasvi Ajit Joshi.

**Shri G.C. Mital Entrepreneurship Aid** was instituted by Mr. Ankit Mital (PGP 2005) and is given to students who wish to start their own venture. This year, the aid was given to Anchal Taatya.

**Outstanding Sportsperson Award** was instituted by Mr. Sunil Chainani (PGP 1980) and is given to a student who shows all round performance in sports. This year, the award was given to Aprajita Sharma and Aayush Agrawal.

**Sajeev Sirpal Academic and Creativity Excellence 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, the award was given to Akshita Agarwal and Pratyush Pandey.

**IIMavericks** was instituted by CIIE. This year, the aid was given to Anchal Taatya and Mikul Patel.

### **Admission**

Candidates who joined the PGP 2018-2020 batch are as follows:

Category	Male	Female	Total
General	139	49	188
NC-OBC	83	21	104
SC	34	22	56
ST	25	9	34
PwD	13	4	17
Total	294	105	399

The computer-based common admission test (CAT) 2018 was conducted on November 25, 2018. The Post-Graduate Programme commencing June 2019 attracted 194205 applications. A comparative picture of this year and the previous year is given in **Appendix A5**.

More data on the admission process till the interview stage are given in **Appendix A6**.

## **2.2 POST-GRADUATE PROGRAMME IN FOOD AND AGRI-BUSINESS MANAGEMENT (PGP-FABM)**

The Post-Graduate Programme in Food and Agri-business Management (PGP-FABM) is designed to transform young men and women into dynamic professional managers, leaders and entrepreneurs



to take up the challenges of organizations in food, agribusiness, rural and allied sectors.

### 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 environment requires the agri-food industry to respond dynamically to changes in policies and to manage those changes. The programme prepares students for the arduous task of leading and managing the change process.

### Admission

The Institute received 1,25,451 applications for the admission to the 2018-20 batch. After an intensive selection process, which included the common admission test, group discussion, and personal interviews, 46 students joined the programme.

Details are given in **Appendices B1 and B2**.

### Preparatory Programme

In order to strengthen their foundational skills, selected students were asked to attend a preparatory programme which was offered from June 11 to 19, 2018.

### Orientation Programme

An orientation programme for the new batch was held during June 25-27, 2018. There was interaction and dialogue with the PGP-FABM Executive Committee and briefing on computer and library facilities at the Institute. A session on case preparation and case discussion was held to introduce students to the case method of instruction.

The second year of the PGP-FABM programme (2017-19) got off to a start on June 5, 2018 with 45 students. At the end of the First year (2018-20), 45 students were promoted to the second year. Details are given in **Appendix B3**.

### Curriculum

The first year of the programme is common with the PGP. Students took 32 compulsory courses (23.30 credits) spread over three terms. In the second year there were six sector-specific compulsory courses and 22 elective courses covering different aspects of agribusiness. Second year students were required to register for a minimum of 17 credits and a maximum of 20 credits. They were also allowed to register for 3.5 credit units from other programmes in any of the terms.

### Rural Immersion Module

The objectives of the Rural Immersion Module are

giving 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 March 23 to April 1, 2018. The students were divided into seven groups. The second phase was organized with six groups from December 7 to 16, 2018.

### Awards and I-Schol

Details of different awards and I-scholarship are given in **Appendix B4**.

### Exchange Programme

Two second year students of PGP-FABM went to ESSEC MS Agribusiness School, and two students to Norwegian School of Economics, where they spent a term from September to December 2018.

### Placement

Final placement was successfully completed in one day. The batch of 2019 comprising 45 students was presented with job opportunities in food, agribusiness, and allied sectors. A total of 30

companies took part in the process and extended national and international roles to the students. Godrej Agrovet, PI Industries, Jain Irrigation, Pioneering Ventures, Ninjacart, and Waycool extended three offers each.

## 2.3 ONE YEAR POST-GRADUATE PROGRAMME IN MANAGEMENT FOR EXECUTIVES (PGPX)

PGPX 2018-19 commenced on April 12, 2018, with 138 students including 23 women.

The profile of the PGPX 2018-19 batch is given in **Appendix C1**.

### Programme Structure and Courses

PGPX programme is structured around six segments: Induction, Building Blocks, Preparing for Top Management, International Immersion, Electives, and Capstone. Details of New Electives are given in **Appendix C2**.

**International Immersion Programme** (a two-week academic training at foreign institutions):



The immersion programme was held from September 10 to 21, 2018 during the third term. Students travelled in groups to:

- ▶ Bologna Business School (6 students)
- ▶ Chinese University of Hong Kong (36 students)
- ▶ Chongqing University Business School (1 student)
- ▶ Cranfield School of Management (6 students)
- ▶ Ecole Superieure de Commerce de Paris (45 students)
- ▶ Lucas Graduate School of Business, San Jose State University (4 students)
- ▶ Moscow International Higher School of Business (8 students)
- ▶ University of Stellenbosch Business School (2 students)
- ▶ Warwick Business School (29 students).

In order to equalize the immersion programme according to curriculum requirements, those who attended the immersion programme at EMBA consortium schools also worked on a week's project with the Embassy of India in Beijing, Embassy of India in Moscow, Embassy of India in Rome, Consulate General of India in Cape Town, Consulate General of India in San Francisco, and High Commission of India in London.

A "Doing Business in India" module was organized for 14 exchange students from Warwick Business School.

Another module was organized for 16 exchange students from ESCP. In the EMBA International Week at IIMA, 13 students from six different schools and diverse nationalities had participated. The week was themed on "Doing Business in India" and "Looking in the Growing Economy."

### Academic Performance and Scholarships

All 137 PGPX students graduated successfully. Awards and commendations included:

- ▶ Gold Medal to the PGPX topper, Ronit Bhattacharyya.
- ▶ Academic Merit Awards carrying cash of ₹30,000 each to the top seven students: Ronit Bhattacharyya, Kaustubh Korde, Tejesh Eati, Karthick R.N., Arush Dhawan, Anirudh Harlalka, Ashish Deswal.

- ▶ All-round Excellence Award carrying cash of ₹2,00,000 sponsored by Shri Arun Duggal (Chairman, Shriram Capital Ltd., IIMA Visiting Faculty, and alumnus of the 1974 batch) was given to Saurabh Jain.
- ▶ Shapoorji Pallonji Rising Star Award of Academic Merit to Ronit Bhattacharyya.
- ▶ IIM Aversicks award to Vikas Gulia

### International Recognition

PGPX continued to be ranked among the best in the world in the Financial Times' FT Global MBA Rankings 2019. It was globally ranked fifth in Career Progress and 47<sup>th</sup> overall.

### PGPX Student Activities

#### Xuberance 2018

Xuberance'18, the inaugural edition of the official cultural fest of PGPX was organized by the PGPX Cultural Committee on July 1, 2018, at Ravi J. Matthai Auditorium.

#### ConneXions 2018

Connexions 2018 attained greater heights this year by becoming the brand of panel discussion series of "The Red Brick Summit 2018". Spread over two days, the four panel sessions brought together business leaders, academia, and B-school students for a lively and engrossing exchange of ideas to debate the future of business. Sessions were organized around themes of Strategy, Marketing, and Entrepreneurship.

#### PGPX Alum Meet: Xpressions 2018

Xpressions 2018 was a wonderful meetup of alumni from X1 to X12, faculty, PGPX staff, and the current batch. The event started with a masterclass by Professor Saral Mukherjee on the topic "Coordinating the Crowd" and ended with a networking session, cultural programme, and gala dinner. The bonding between the alumni and current students is stronger than ever before.

#### PGPX Speaker Series

Speaker Series is a PGPX student initiative where senior corporate leaders and eminent citizens are invited to share their experiences. Fifteen speakers



were invited to the campus. See **Appendix C3** for details.

### Pre-Orientation Programme/Knowledge Transfer

A three-day pre-orientation programme for the 2019-20 batch was organized from March 1 to 3, 2019. More than 90 students attended the programme. The programme included Knowledge Transfer with PGPX 2018-19 batch welcoming PGPX 2019-20 batch, roles of various committees, cultural programme, and dinner.

### Admissions for 2019-20

This year, 887 applications were received for PGPX 2019-20 (455 in Round-1, and 432 in Round 2). A total of 571 were shortlisted for interviews (296 in Round-1 and 275 in Round-2). After interviews final offers were made to 169 candidates (93 in Round-1 and 76 in Round-2); and 59 were waitlisted (26 in Round-1 and 33 in Round-2) of which 8 were activated. Finally, 140 candidates (including 4 from the previous year's deferrals) joined the programme, of whom 32 are women. Seven candidates have deferred their admission to next batch.



### 2.4 ePGP

The e-Mode Post-Graduate Programme (ePGP) in Management is a two-year post-graduate programme (with added flexibility of completion in three years) offered in a blended-learning mode. With the launch of this programme in 2017 the Institute has expanded its reach across India, as participants can pursue the programme at the place of their choice. For ePGP 2017-19 and 2018-20 batches, IIMA has partnered with Hughes Global Education India Limited (<https://www.hugheseducation.com/>). For ePGP 2019-21 batch VCNow (<https://vcnow.in>) has been appointed technology partner.



## Objective

The objective of the programme is to impart high quality management education to junior, middle, and senior level working professionals and entrepreneurs seeking the skills and strategies needed to take their organizations to the next level.

The course which is imparted over more than 850 hours of classroom sessions through direct contact and technology-enabled contact provides requisite knowledge and leadership skills for the new economy through an innovative curriculum.

## Pedagogy

The teaching approach is highly interactive using the technological capabilities of the delivery channels. The pedagogy is a blend of lectures, case studies, online lectures, projects, peer to peer learning, self-learning, and simulations. The technology service partner ensures uninterrupted technical support in conducting online classes, attendance, quizzes, etc.

## Curriculum

The curriculum has been designed keeping in mind the learning requirements of working professional and entrepreneurs. It will be revised periodically by the ePGP Committee to keep pace with the latest research, policy change, and contextual development.

In the first year, the curriculum offers 16 credit courses equipping the participants with following:

- ▶ General management orientation
- ▶ Leadership capabilities
- ▶ Managerial decision making abilities
- ▶ Understanding of the economic and regulatory trends
- ▶ Understanding of the functional areas of management
- ▶ Varied analytical tools and techniques

On completion of the core courses, participants need to choose electives of 15 credits in various functional areas in their second year. These include:

- ▶ Human Resource Management
- ▶ Information System Management, as well as cross-functional areas

- ▶ Marketing, Finance
- ▶ Operations Management
- ▶ Strategy

## Student Profile

### Batch 2017-19

The first ePGP batch has 49 students (47 male and two female) from 13 cities across the country. One-third of the students have experience of 3–6 years, 20 per cent have 7–10 years of work experience, and 47 per cent candidates have more than 10 years of work experience.

### Batch 2018-20

This batch has students drawn from 15 cities across India, and represents a good mix of age (between 25 and 50 years), gender, and high quality work and entrepreneurship experience. The batch has 54 males and eight females. The flexibility of the ePGP Programme has been able to attract talented professionals with diverse career and entrepreneur backgrounds. They are drawn from industries such as automobile, financial services, banking, power, e-commerce, and IT. They have an average of nine years of work/ entrepreneurship experience.

Details are given in **Appendix D**.

## 2.5 Ph.D. PROGRAMME IN MANAGEMENT

The objective of the Ph.D. programme is to equip students with skills to identify and carry out research on complex issues in the specialized field of management. The programme is strongly committed to preparing thought leaders for both the academic and corporate world. Ph.D. students are placed in world class organizations in teaching, research and consulting positions. A total of 378 Ph.D. students have graduated so far including 13 students who graduated in March 2019. **Appendix E1** gives the names of students who graduated this year.

## Admission and Orientation

The Institute received 877 applications for admission to the 2018 batch. After an intensive selection process which included written tests, interviews



by the areas, and the Ph.D. Executive Committee, 29 students joined the programme. An orientation programme for the new batch was held on May 30-31, 2018.

### Curriculum

The Ph.D. programme consists of three stages: course work, comprehensive exam, and thesis. During the first two years of course work, 58 Ph.D./area core and 50 Ph.D./area elective courses are offered. Two tracks are available for the course work. Track 1 students are required to complete 30.5 credits and Track 2 students are required to complete 34 credits during the two years of course work.

### Awards

The names of awardees of Prof. Tirath Gupta Memorial Award for Best Thesis, Industrial finance Corporation of India (IFCI) Award for Thesis Proposal, and Chaudhary-Padmanabhan pant Award for Best Scholastic Performance in the First year are given in **Appendix E2**.

### Conference / Ph.D. Colloquium / Paper publications

Details related to conference / Ph.D. colloquium attended and publications by Ph.D. students are given in **Appendix E3**.

Student strength in PGP, PGP-FABM, PGPX, and Ph.D. Programme in the last 10 years is given in **Appendix F**.



## 2.6: PLACEMENT

The final placement process for the Class of 2019 of PGP was successfully completed in February 2019. Firms from multiple domains participated across the three clusters in Final placements, with students being placed across more than 23 cohorts.

### Placement Process

The placement process was conducted in two stages. The first was the laterals process where firms interviewed students with prior work experience and offered them mid-level managerial positions. In the second stage, firms were grouped into cohorts based on the profile offered, and groups of cohorts were invited to campus across different clusters. As in previous years, students were provided the flexibility of making “dream” applications to firms





of their choice in a subsequent cluster even with an offer in hand. There were 143 dream applications this year. This gave students the flexibility and choice to build careers in sectors of their preference. Students also had the opportunity to work under the mentorship of the Centre for Innovation, Incubation and Entrepreneurship (CIIE) on their entrepreneurial ideas.

### Sectoral Overview

Firms from different sectors and geographies participated in the placement process. Recruiters in the management consulting domain included Accenture Strategy, A.T. Kearney, Bain & Co., McKinsey & Co., Monitor Deloitte, Oliver Wyman and The Boston Consulting Group, among others. Prominent recruiters in the investment banking and markets space include Barclays, Citi, Credit Suisse, Goldman Sachs, HSBC, and JP Morgan. This year, the private equity and venture capital (PE/VC) recruiter cohort witnessed a 200 per cent increase and included recruiters like Matrix Partners and SAIF Partners. The banking, financial services and insurance recruiters included firms like American Express and FinIQ. Sales and marketing roles were offered by regular recruiters like HUL, Nestle, P&G, Reckitt Benckiser and Wipro Consumer Care. The general management cohort saw participation from Aditya Birla Group, C.K. Birla, RPG Group, and Tata Administrative Services among others. The consumer services cohort saw participation from firms like Etihad Airways, IndiGo and Tata Sky. The consumer tech cohort saw participation from firms like Microsoft, Ola, Oyo Rooms, Paytm, Uber, and

Zomato among others. Firms which participated in the laterals process included Flipkart, Lodha Group, Microsoft, EY Parthenon, Uber, and Wipro Global.

### Top Recruiters

One hundred and thirty-nine firms participated in the placement process in 2019; of these 33 were new recruiters. Firms which made the most offers on campus included Accenture Strategy, The Boston Consulting Group and Flipkart. Accenture Strategy made the highest number of offers, 24, (including pre-placement offers), followed by BCG with 20 offers. Among investment banks, Avendus was the largest recruiter, making nine offers, closely followed by JP Morgan with eight offers. In the sales and marketing domain, HUL extended the most offers, 5, followed by Mondeléz and Wipro Consumer Care with three each. With nine offers, the Aditya Birla Group was the largest recruiter in the general management cohort. In the retail B2B & B2C cohort, Flipkart extended the most offers, 14, followed by Amazon with 11. In the consumer tech cohort, Paytm was the largest recruiter with 10 offers, followed by Microsoft with eight offers.

### Building New Relationships

With the objective of further strengthening the reach of PGP, new firms representing diverse sectors were invited for placement. As can be seen in Appendix F, all the listed companies are leading firms in their areas of operation, nationally and/or internationally.

See **Appendix G** for details.

### Aggregate Placement Statistics for the PGP 2017-19 batch

A total of over 477 job offers were made to 388 students who participated in the placements for the 2017-19 batch.

### Pre-Placement Offers (PPOs)

Based on the performance of the students in summer internships, and after students deciding to make dream applications, 122 pre-placement offers were accepted.

### Lateral Placements

With almost 45 per cent of the batch eligible for lateral placements, 36 firms hired from diverse sectors such as technology, consulting, pharmaceuticals, and analytics. Seventy-three students accepted offers through the lateral placement process.

### Entrepreneurship

This year two PGP students opted out of placements to start their own ventures with CIIE support. In response to the enthusiasm of such entrepreneurs, the Placement Committee is giving them two years of placement holidays.

### PGP - Summer Placement

A total of 398 students participated in summer placement.

### PGP-FABM Final Placement 2019

Final placement for PGP-FABM students was successfully completed in February 2019. The batch of 45 students was presented with job opportunities in areas such as food, agribusiness, and others. Recruiters and participants alike appreciated the robust process, matching talent with opportunities.

The niche combination of sector-specific knowledge and managerial competence is much appreciated by Industry. Fifty-one offers were extended to students. Firms such as Godrej Agrovet, PI Industries, Jain Irrigation, Pioneering Ventures, Ninjacart, and Waycool made three offers each. First time-recruiters included Ernst and Young (EY), RBL Bank, and Reliance Foundation. Regular recruiters made multiple offers. Recruiters included MNCs as well as upcoming start-up firms in the agri-business domain like Agrostar, Gramophone, and Our Foods. Students explored opportunities across multiple roles in finance, sales and marketing, supply chain, operations, commodity trading, project management, and consulting.

PGP-FABM has been ranked the number one programme (seven times in the last eight years) worldwide in the MBA (Agribusiness)/ Food Industry Management Global Ranking by Eduniversal, Paris.

### Pre-Placement Offers (PPOs)

Based on the performance of students in summer internships, nine Pre-placement offers were made by seven companies all of which were accepted.

### Building New Relationships

With the objective of further strengthening the reach of PGP-FABM, new firms representing diverse sectors were invited for placement.

### PGP-FABM Summer Placement (2018-20 batch)

The summer placement process was successfully completed in November 2018.

### PGPX Final Placement 2019

PGPX placement started in November 2018 on a rolling basis. Participants are considered for middle to senior level positions. The focus of PGPX placement 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 technology companies, conglomerates, realty and infrastructure firms,





banking and financial institutions, manufacturing, power and energy companies, government services, startups, and several first-time recruiters.

### Ph.D. Programme Placements - An Overview

There was one candidate from the Public Systems Group using the Ph.D. Programme Placement process. The student was looking for specific and niche roles aligned with broad research interests and background.

On the summer internship front, four students received offers from the Ecole-IIM-Ahmedabad Collaboration through a faculty member. One student got an offer from NITI Ayog.

### Other initiatives

- ▶ **The Summer Internship Debriefing Sessions** conducted by second year PGP and PGP-FABM students to give first year students a brief idea of the kind of domains and roles that they are likely to be engaged in, in the summer internship programme.
- ▶ **The Internship Planning Session** conducted by PGP-FABM placement committee students with help from Industry professionals to make students more aware of do's and don'ts for summer internships.
- ▶ **The Multi-Sector Talk** conducted by PGP placement committee students where the alumni who have worked across diverse sectors shared their corporate journey with students.

- ▶ **The City Connect Initiative** conducted by PGP and PGP-FABM placement committee students to create awareness about the PGP and PGP-FABM programmes among the regular recruiters and build a relationship with companies in niche sectors.
- ▶ **Placement Process Automation** was carried out by subscribing to a cloud-based software platform in order to enhance the productivity of the student placement committee and overall efficiency of the placement process of PGP, PGP-FABM, and PGPX students.
- ▶ **Maitri 2018**, the annual B-School conclave conceptualized by the Institute was organized by the Indian Institute of Foreign Trade, New Delhi, under the mentorship of the Institute to identify and deliberate common areas of concern, to develop a mechanism of dealing with errant recruiters, and to exchange best practices and ideas to increase the operational process efficiency.
- ▶ **Career Advisory and Counselling Services** were provided to PGPX students for making better career choices and selecting the right job matching their profile, skillset, and aspirations.

## 2.7 CONVOCATION

The fifty-fourth convocation was held on March 16, 2019. Professor Kaushik Basu, Professor of Economics and Carl Marks Professor of International Studies, Cornell University delivered the convocation address. At the convocation, 13 Ph.D. Programme students were awarded the degree of Doctor of Philosophy (Ph.D.); 398 PGP students were awarded the degree of Master of Business Administration; 45 PGP-FABM students were awarded the degree of Master of Business Administration (Food and Agri-Business Management); and 137 PGPX students were awarded the degree of Master of Business Administration.



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

**PGP**

- ▶ Shubham Goyal
- ▶ Advani Manish Suresh
- ▶ Kshitij Jain

**PGP-FABM**

- ▶ Moksha

**PGPX**

- ▶ Ronit Bhattacharyya



Shubham Goyal



Advani Manish Suresh



Kshitij Jain



Moksha



Ronit Bhattacharyya



## 2.8 ARMED FORCES PROGRAMME

The Armed Forces Programme (AFP) is a full-time residential programme and is conducted from October to March every year. This programme is specifically designed for officers of the armed forces to make them aware of contemporary global management practices and prepare them for corporate careers. The pedagogy and rigorous course curriculum bring to the fore the analytical and managerial skills which are a pre-requisite for success in corporate careers. The first AFP was offered in 2006. Since its inception, about 841 participants have completed the programme.

The Institute conducts a test for the selection of the officers. The list of the candidates who qualify is sent to the Directorate General Resettlement. This was the fourth batch selected through a written test. Generally, the size of the batch is around 60.

The 14<sup>th</sup> AFP was conducted from October 8, 2018 to March 22, 2019. There were 59 participants including seven women officers from the Army, Navy and Air Force.

Twenty-eight courses were offered in three terms for the 2018-19 batch. A field visit to AMUL Dairy and Chocolate plant was organized for the participants.

The AFP Placement Committee conducts placement activities and the Institute provides infrastructure facilities. The committee for the 2018-19 batch was able to place officers in their desired functional areas. Out of 49 participants who sought placement through the Placement Committee, 38 were placed. 27 companies participated in the AFP placement activity.

## 2.9 FACULTY DEVELOPMENT PROGRAMME IN MANAGEMENT

This is a 15-week residential programme specially designed for faculty members of management education and training institutes. The 40<sup>th</sup> FDP was conducted from May 14 to August 31, 2018, and was organized in two modules: Module 1: (the Pedagogy and Research



Module) from May 14 to July 6, 2018, and Module 2: (the General Management Module) from July 9 to August 31, 2018.

After the selection process, 30 candidates were selected to attend both modules. Eleven attended only Module 1 and another eleven attended only Module 2. There were nineteen women faculty members among the participants. Fellowships totalling ₹47,848 were made available to eighteen full FDP self-sponsored participants from the interest income of Surendra Pal Fellowship instituted by Apeejay Trust and Sir Dorabji Tata Trust. The Centre for Regional Management Studies research grant was extended to three participants who wished to work on Gujarat-based research studies.

The 40<sup>th</sup> FDP has been strengthened by enhancing the course content in pedagogy and research methodology, as well as by including several guest sessions on current topics. In addition to providing a basic foundation in core general management, participants are allowed to choose one of three sub-modules on special topics, which introduce contemporary practices and research areas. The three special topics submodules are: marketing, organization behaviour and human resource management, and general management (which includes courses from areas such as finance, operations, strategy, and other allied areas). Participants also undertook field visits to AMUL and Arvind Mills.





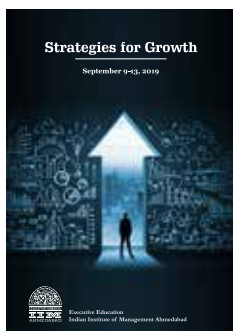
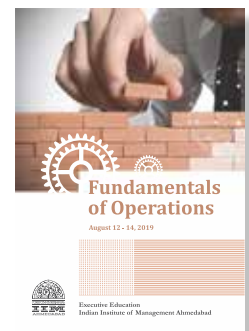
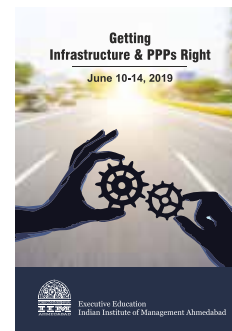
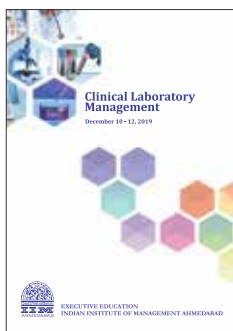
## 2.10 EXECUTIVE EDUCATION PROGRAMMES

In 2018-19, Executive Education offered 63 programmes under its Open Enrolment offerings, 128 Customized Executive Education and 5 Blended Learning Programmes. Executive Education attracted 6770 executives from private and public sectors including government departments. Executive Education offered nine new Open Enrolment programmes in eight of the twelve areas during the year 2018-19.

One hundred and twenty-eight Customized Executive programmes were offered (including 7 long duration) with 4622 participants in 2018-19.

Under Blended learning model, five programmes were offered as e-learning programmes, through NIIT, Hughes Global Education, and Unified Collaboration. Accelerated General Management Programme (AGMP) with 102 participants commenced in April 2018, Executive Programmes in Advanced Business Analytics (EPABA) with 62 participants commenced in June 2018, Executive Programme in Business Finance (EPBF) with 52 participants commenced in July 2018, Senior Management Programme (SMP) Batch – 2 with 150 participants commenced in July 2018 and Senior Management Programme (SMP) Batch – 3 with 141 participants commenced in September 2018.

Details are given in **Appendix H**.



## 3. | RESEARCH AND PUBLICATIONS

Type of Project/Activity	Status			
	Projects Ongoing	Projects Initiated	Projects Completed	Projects Withdrawn
Large Research Projects	-	1	-	-
Small Research Project	39	6	8	2
Seed Money Project	28	20	8	-
Internship Projects Completed				36
Seminars Organized by R and P				40
Working Papers				16

The details of the above projects/activities are given below:

### Projects Initiated

#### Large Research Projects

- ▶ Network Interdiction and Fortification Planning under Uncertainties: Models and Solution Approaches (Professors Ankur Sinha and Sachin Jayaswal)

#### Small Research Projects

- ▶ Reliable Facility Location Problem: Benders Decomposition Based Exact Solution Approach (Professor Sachin Jayaswal)
- ▶ Macroeconomic Dynamics on Multilayered Networks (Professor Anindya Chakrabarti)
- ▶ Effect of Celebrity Co-Creation on Consumer Attitudes (Professor Subhadip Roy)
- ▶ Endowment Effects and Ultimatum Games (Professors Viswanath Pingali and Jeevant Rampal)
- ▶ Consumption and Production Patterns of Stigmatized Seekers and Producers (Professor Akshaya Vijayalakshmi)
- ▶ Experiences of Work in the Platform Economy (Professors Premilla D'Cruz and Ernesto Noronha)

### Seed Money Projects

- ▶ One Period Simultaneous Delivery and Pickup Problem (Professor Prahalad Venkateshan)
- ▶ Impact of Regulation on Market Perceptions: Evidence based on Related Party Transactions (Professor Naman Desai)
- ▶ Using Mutual Information for Analysis of Dependence Structures (Professor Apratim Guha)
- ▶ Analysis of Public Transportation Mode Choice for Commute Trips in the National Capital Region (Professors Sandip Chakrabarti and Aruna Divya T.)
- ▶ A Decadal Study (2005-2015) of Parliamentary Discussions on Nuclear Energy in India (Professor M P Ram Mohan)
- ▶ Determinants of Inbound and Outbound M&A in India (Professor Chitra Singla)
- ▶ The Impact of Cold Sensations on Message Effectiveness (Professor Akshaya Vijayalakshmi.)
- ▶ Review of India's Baseline Scenarios of Food and Land Use Changes: A SDG 2030 Agenda (Professor Ranjan Kumar Ghosh)
- ▶ Doing Well while Doing Good: A Study on Christian Mission Hospitals in India (Professor Aditya Moses)

- ▶ E-rickshaws in India: Role in Growth of Electrified Vehicles in India (Professor Saral Mukherjee)
- ▶ Designing Warranties as Add-ons for Consumer Vehicles (Professor Aruna Divya T.)
- ▶ Investigate the Sustenance of Multi-Level Marketing (MLM) Models in the Context of the Indian Markets (Professor Arindam Banerjee)
- ▶ Murkiness about Interest in Arbitration Awards ((Professor Anurag K. Agarwal)
- ▶ Impact of TMT's Power Structure on Family Firm's Strategy and Performance (Professor Chitra Singla)
- ▶ Exploring Engagement and Service Climates in Federal Bank Retail Branches (Professor Miguel Sarrion)
- ▶ Significant Others vis-a-vis Workplace Bullying: A Literature Review (Professor Premilla D'Cruz.)
- ▶ Economic Impacts of Rural Road Connectivity Investments: A Case Study of India's Pradhan Mantri Gram Sadak Yojana (Professor Sandip Chakrabarti)
- ▶ CEO Succession and Strategic Change: The Role of Change in Market Response (Professor Amit Karna)
- ▶ Waste Conflicts: The Status of 'Integration' of Waste Pickers in Increasing Formalization in Urban Waste Management (Professor Ankur Sarin)
- ▶ Public Procurement: Negotiation and Renegotiation (Professor Anurag Agarwal)
- ▶ Stochastic Dynamics in a Multi-Agent-Economy: Role of Granular Networks (Professor Anindya Chakrabarti)
- ▶ External Bullying at Work (Professors Ernesto Noronha and Premilla D'Cruz)
- ▶ Benefits of a Policy Mandate: Costs of Availing, Who Avails them and How (Professor Ankur Sarin)
- ▶ Identifying a Robust Public Engagement Model for India-with Focus on the Nuclear Energy Sector (Professor M.P. Ram Mohan)

### Seed Money Projects

- ▶ Asset Revaluation and Earnings Management (Professor Naman Desai)
- ▶ The Relationship between Audit Committee Attendance and Earnings Quality (Professor Naman Desai)
- ▶ Pricing Subscription-based Products and Services (Professor Aruna Divya)
- ▶ Parental LOC as an Antecedent to Parental Style (Professor Akshaya Vijayalakshmi)
- ▶ Violent-Humorous Ads: Appeal as a Function of Violence Saliency (Professor Akshaya Vijayalakshmi)
- ▶ Exploring the Consumer Search, Consumption and Product Reviews Online (Professor Aruna Divya)
- ▶ Exploring the Role of Social Media in HRM (Professors Promila Agarwal and Biju Varkkey)
- ▶ Prosociality and Field Agent Performance: Evidence from a Lab-in-the-Field in Western India (Professor Ankur Sarin)

### Projects Completed

#### Small Research Projects

- ▶ Hub-and-Spoke Network Design Under Interdiction Risk (Professor Sachin Jayaswal)
- ▶ Algorithm Development for Solving Multi-Objective Hierarchical Optimization Problems (Professor Ankur Sinha)
- ▶ Bilevel Optimization Problems through Approximation of Various Mappings (Professor Ankur Sinha)
- ▶ Service Parts Logistics Network Design for Low Demand Parts with Stochastic Demand (Professor Sachin Jayaswal)

### Projects Withdrawn

#### Research Project

- ▶ Decision Support System for Metro Operational Planning (Professor Sundaravalli Narayanaswami)
- ▶ Community, Networks and Business Performance in India (Professor Vegard Iversen)

During the year, the faculty members produced a variety of academic output.

Details are given in **Appendices I, J, and K.**

### 3.1 Vikalpa: The Journal for Decision Makers

*Vikalpa: The Journal for Decision Makers* is the quarterly, peer-reviewed open access academic journal of the Institute. Currently in its 44<sup>th</sup> year of publication; *Vikalpa* is published and marketed by Sage Publishers.

*Vikalpa* issues carry the following features. Research articles: Provide deep insights to solve critical problems in management drawing from empirical or theoretical research. Perspectives: Present a synthesis of knowledge in a specific sub-field of management which calls for the action of managers and policy makers. Colloquium: A debate among various stakeholders on a contemporary management issue. Management Case: Real-life managerial decision contexts in the form of instructional cases for the benefit of the academia. Diagnosis: Analyses of a real-life managerial case. The journal also features book reviews.

The Editorial Advisory Board includes prominent

scholars from leading universities around the world to encourage dialogue and engagement among a wide range of audience.

*Vikalpa* has steadily expanded its international audience. Today United States, Western Europe and South America contribute to more than 50 per cent of the audience. Full-text downloads of articles published in *Vikalpa* exceeded 1,50,000 during the year.

During the year, *Vikalpa* received a total of 225 manuscripts, of which 25 manuscripts are in different stages of the review process. The average acceptance rate of *Vikalpa* over a period of three years is about seven percent.

*Vikalpa* maintains a branded home page on the Sage platform (<http://vik.sagepub.com>) where researchers are able to search across the journal's content and the archive. *Vikalpa* has a dedicated, active profile on social media platforms such as Facebook and Twitter. *Vikalpa* is indexed with Scopus, ProQuest, Indian Citation Index, J-Gate, and EBSCO.



## 4. | CASE CENTRE

The Case Centre is actively involved in promoting case writing and teaching. It provides editorial and funding support to case writers, along with managing the distribution of cases to a variety of audiences. During the year, the Centre registered 111 items, which included 53 cases, 52 teaching notes, 4 technical notes, 1 exercise, and 1 epilogue/supplement. Summary of cases/ technical notes/ exercises/AV cases/teaching notes registered during the last five years are as follows:

Type	2014-15	2015-16	2016-17	2017-18	2018-19
Case	49	86	34	46	53
Audio Visual Case	1	2	0	3	0
Tech Note	23	17	6	7	4
Exercise	0	3	1	0	1
Epilogue/ Supplement	0	1	0	0	1
Game	0	1	0	0	0
Teaching Note	47	93	36	48	52
Total	120	203	77	104	111

The Centre also sells cases to various management institutes, educators, corporate trainers, and individuals. This year, the Centre generated a total revenue of ₹65,02,546 which is inclusive of sales worth ₹29,77,251 made through non-contract users and sales worth ₹27,18,600 (including ₹7,50,000 internal usage fee) made through institutions having annual contracts (excluding three-year contract entered last year) with the Centre and royalty of ₹ 8,06,695 received from distribution partners.

A brief summary of cases used by the Institute, other Educational Institutes (Retail + Annual Contract Agreement) / and by others (Individuals/Corporates/ Non-IIMA Faculty) during 2018-19 are as follows:

Institution	Sum of No. of Copies
Cases procured within the Institute	69857
Cases procured by educational institutions (retail + annual contract agreement)	51358
Cases procured by Others (includes individuals, corporates, and non-IIMA faculty)	2181

To widen case distribution worldwide, the Centre has established partnerships. Thirty-six cases and teaching notes were distributed through Harvard Business Publishing, 76 cases and teaching notes through The Case Centre UK (ECCH), 41 cases and teaching notes through IVEY Publishing, and 89 cases and teaching notes through Sage Publications.

The Centre in collaboration with Harvard Business Publishing organized two case method teaching seminars.

The Centre confers the “Philip Thomas Memorial Case Award” to one best case writer each year. This year, Professor Arindam Banerjee received the award for his case “Manpasand Beverages Ltd: Agile Capabilities for Sustained Growth”.



Case Method Teaching Seminar, December 12-13, 2018

## 5. | 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://library.iima.ac.in> is linked to various online databases that are available from any networked computing device within the library and the Institute. VSL has also launched an Android app for accessing its resources. The library spares no efforts to fulfill its mission by selecting, acquiring, organizing, retrieving, 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. The Vikram Sarabhai Library was restored and upgraded with funding from TCS Foundation and starting functioning in its restored home from November 26, 2018.

### Resources

Particulars	No. of items added during the year 2018-19	Items as on 31.03.2019
Books	2,215	1,99,010
Bound Volumes of Periodicals	324	53,129
Working Papers	16	3,834
Thesis	286	636
Project Reports	127	2,282
CDs / DVDs	21	2,551
Current Subscription to Journals	236	29458
News Papers	-	25

### E-Resources

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

### Company and Industry Databases

ACE Equity (Offline), ACE Knowledge and Research, ACE Mutual Fund (Offline), Bloomberg, CAPITALINE (Offline), CAPITALINE (Online), CMIE – PACE, CMIE - Prowess dx , CMIE – Prowess IQ, Compustat (North America University Package), Corporate Social Responsibility, CRISIL Research, CRSP (Center for Research in Security Prices), Dion INSIGHT, EMIS Intelligence (ISI Emerging Markets (Asia)), Euromonitor Passport, FIG - Market Intelligence platform (SNL), Frost & Sullivan Growth Partnership Services, Gartner, Indian Boards, Infraline - Coal Sector, Infraline - Oil & Gas Sector, Infraline - Power Sector, Institutional Shareholder Services (ISS), MarketLine Advantage, NASSCOM Member Directory, SeekEdgar, Statista, Thomson Reuters Eikon, Thomson Reuters LPC, Tracxn, Venture Intelligence : M&A Deal Database, Venture Intelligence : Private Equity Deal Database, Venture Intelligence : Real Estate Deal Database, WARC (World Advertising Research Center), WRDS

### Economics and Statistics Databases

CEIC database, CMIE – CapEx, CMIE - CapEx DX, CMIE – Commodities, CMIE - Economic Outlook, CMIE - Industry Outlook, CMIE - States of India, CMIE Trade DX, comScore Web Behavior database (2017),





Datastream, District Metrics, DSI Data Service & Information, EPWRF Economic and Market Review and Research, EPWRF India Time Series, Indiatat.com, MICA Indian Marketing Intelligence, OECD & IEA Statistics.

### Datasets

ASI- Unit level data (1974-2015), CDP Global Dataset, Census of India-CD's (1991, 2001 & 2011), CounterPoint Mobile Handset Data (India & Bangladesh) (India from January 2017 to May 2018 & Bangladesh from January 2016 to March 2018), Daily Rainfall Data - Ahmedabad Station (1975-2006 & 2012), Daily surface data (India) for 10 stations (2004-2011), DGCIS monthly time series data (January 2002 to August 2017), District GDP of India (2001-2002 to 2015-2016), District Wise Monthly Rainfall Data (1901-2010), IMS Anti TB-Data, Meteorological Data (Ahmedabad & Gandhinagar) (2014-2016), Monthly Surface Data (1961-2014), NSE - CM & FAO (1999-2018), NSS Data (Round No 51-71) (1994-2014), UCLA-LoPucki Bankruptcy Research Database

### Legal Databases

AIR Criminal Law (1950-2017), AIR High Court (1950-2017), AIR Privy Council (1900-1950), AIR Supreme Court (1950-2017), Kluwer Arbitration Law, LexisNexis Academic, Westlaw (Including INDLAW)

### Research Support Tools/Databases

Avoiding Plagiarism, COS Papers Invited, EBSCO American Doctoral Dissertations, 1933 - 1955,

EBSCO Research Starters - Business, Grammarly, ProQuest Dissertations & Theses Full Text: The Humanities and Social Sciences Collection, Sage Research Methods Online, Scival Funding (Funding Institutional), Scopus

### Newspapers and Magazines Databases

FT.com, Magzter, New York Times/ NYTimes.com, Pressreader.com, The Economist (1997 onwards), Wall street Journal, EBSCO Newswires, EBSCO Regional Business News

### Archival Collection

Business Standard Newspaper Archive (1997 onwards), CLOCKSS, FT Archive (1888-2016), India Business Insight, Making of the Modern World, ProQuest Times of India Archive (from 1838-2008), The Economist - Historical Archive 1843-2015

### E-Books

Business Expert Press e-Books, ebookcentral (eLibrary: Academic Complete), EBSCO e-Books, Emerald e-Books, IMF e-Library, OECD iLibrary (Books, Papers and Statistics), OUP e-Books, Sage e-Books, Taylor and Francis e-Books, World Bank eLibrary, World eBook Library

### E-Journals

ABI/INFORM Complete (Dateline, Global, Trade and Industry) (1971 - current), Academic Search Premier, ACM Digital Library, Business Source Ultimate, Emerald Insight, Expert Insights Article, IEEE Xplore, IGI Global, Indian Journals.com, INFORMS



PubsOnline, JSTOR, Nature: International Weekly Journal of Science, Oxford University Press, Project MUSE, ProQuest EconLit, ProQuest PsycARTICLES, SAGE Journals, Science Direct (Elsevier), Springer Link, Taylor and Francis Online, Wiley Online Library

### Others

World Bank Data, Encyclopedia of Britannica, The KEN, Power Lingo Fx25

### Specialized Search Tools

EBSCO Discovery, EBSCO A to Z and RemoteXs for internal users

### Services

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

- ▶ E-Book Reader Lending Service
- ▶ Book Drop Box Facility
- ▶ 3D Printer Facility
- ▶ Topical Book Display
- ▶ Online Chat Facility
- ▶ JAWS Talking Software and SARA CE Book Scanner for Visually impaired
- ▶ KIBO Software for Visually Impaired
- ▶ Library VR Application
- ▶ KIOSK for Self Issue/ Return/ Renew of Books

### Institutional Repository

The IIMA Institutional Repository has been created to collect, preserve, and distribute the scholarly outputs of the Institute. It is an important tool to facilitate scholarly communication and preserve institutional knowledge.

Currently the repository contains more than 17000 items consisting of faculty publications, theses and dissertations, student projects, working papers, Institute news etc.

### 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.



## 6. | INTERDISCIPLINARY CENTRES AND GROUPS

### 6.1 CENTRE FOR INNOVATION INCUBATION AND ENTREPRENEURSHIP

The Centre for Innovation Incubation and Entrepreneurship (CIIE) is a unique incubator and entrepreneurship promotion centre that was set up in collaboration with the Government of India's Department of Science and Technology and the Gujarat government. CIIE operates through CIIE Initiatives (CIIEI) a section 25 company and works closely with investors, entrepreneurs, innovators, service providers, and other ecosystem stakeholders to foster entrepreneurship.

CIIE has been an active player in the entrepreneurial ecosystem since 2002 and a champion in identifying and nurturing the enterprising spirit of the Indian startups across various sectors such as health, energy, education, IT, agriculture and advanced technology innovations.

#### Student Engagement

In addition to continuing the existing IIMavericks programme and Entrepreneur-in-Residence (EIR) programme, CIIE expanded the EIR programme to include undergraduate engineering college graduates, focusing on the deep-tech space. The programme provides financial and mentoring support to selected startups on the lines of the IIMavericks fellowship.

#### Research and Case studies

##### Learning Resources and Cases

A learning module was designed for startups at the scale-up stage of building solutions for financial inclusion and livelihoods. This module focused on go-to-market strategies and customer centricity. CIIE also developed two cases that were tested in this module. In addition, one case - BotGo - was registered with the Case Centre.

#### Research Studies

In December 2018, CIIE conducted a symposium at the Academy of Management Small Conference on 'Startup to Scale up: Coping with Organizational Challenges in a Volatile Business Environment' in Tel Aviv. The panel focused on "Role of Incubators in a Fast-Evolving Ecosystem: Have/Should they become Irrelevant?".

CIIE continued its research and supported a few FPM students in their research. It also supported six fellowships in the domain of financial inclusion. Two studies concluded in March 2019 and their reports are now being edited.

#### Ecosystem Development Activities

##### ▶ India Innovation Growth Programme (IIGP) 2.0 - 2018 edition

IIGP 2.0 -2019 is a unique tripartite initiative of the Department of Science and Technology (DST), Government of India; Lockheed Martin; and Tata Trusts. CIIEI helps in programme implementation along with other partners, namely, IUSSTF, FICCI, and IIT, Bombay. The focus of the programme was to identify, support, accelerate, and incubate innovations that can address and impact industrial and social problems.

##### ▶ Sector focused accelerator programme: ShelterTech Accelerator

ShelterTech Accelerator, a programme in collaboration between CIIE and Habitat for Humanity's Terwilliger Centre for Innovation in Shelter (TCIS), organized programme to identify startups and innovations that can positively disrupt the affordable housing scenarios in India.

##### ▶ Activities in Renewable and Cleantech Sector and Infuse

The INFUSE venture fund has supported 14 startups operating in areas like solar, energy efficiency, energy analytics, and green chemicals.

Six portfolio companies of INFUSE raised follow-on investments from new or existing investors, and INFUSE participated in some of these.

#### ▶ **Portfolio Highlights**

This year was dominated by investment activities in CIIEI portfolio companies. CIIEI invested in 16 new portfolio companies, 9 of which were from the accelerator programme Power of Idea 2017. About 7 companies ended up raising funds from external VCFs, Angel funds and investor consortium. The deals were co-investments facilitated by CIIE as well as bridge and Pre-Series A round.

### **Activities at Startup Oasis**

The Technology Development Board (TDB) and the Department for International Development (DFID) have initiated the 'Innovative Ventures and Technologies for Development' (INVENT) programme. Startup Oasis is one of the implementing agencies for the programme in identified eight low-income states, especially Rajasthan and Madhya Pradesh, to support social entrepreneurs in these regions.

### **InnoCity**

InnoCity is an on-demand, lean and tech-enabled programme for engaging and supporting local startups especially designed for Tier II and III cities. The programme has been designed to integrate and catalyze local eco-system through existing networks - as mentors and investors to the startup founders for on-demand and regular support.

### **CSR Initiatives**

The Catalytic Capital team is working actively to further CIIE's cause by mobilizing resources for catalyzing start-ups and enabling an ecosystem that defines disruptive entrepreneurship in India.

### **Strategic initiatives that have materialized during 2018-19:**

- ▶ **Financial Inclusion Lab** supported by JP Morgan Chase under Bharat Inclusion Initiative. Lab design is crystallized for the first year based on Fintech research study conducted by CIIE. The

plan is to incubate 60 start-ups over the period of three years in Fintech Solutions for Inclusion.

- ▶ **Global Problem Solver Incubation programme** supported by CISCO CSR will assist 10 connectivity (IoT) based startups for product integration. The programme will scout startups in CleanTech, HealthTech, AgriTech, and CivicTech sectors.
- ▶ **Bharat Inclusion Initiative (BII)**, supported by Bill and Melinda Gates Foundation and Michael and Susan Dell Foundation is an effort towards building public goods and fostering innovative entrepreneurial activities targeted at financial inclusion, wealth building, and livelihood for the poor

### **Other Initiatives**

CIIE has set up the Bharat Innovations Fund (BIF) to support deep-tech innovations in large emerging sectors such as healthcare, energy, agriculture, and digital technologies.

### **Establishment of NIDHI – CoE**

CIIE received sanction from DST for the establishment of NIDHI – Centre of Excellence with funding support for recurring and capital expenditure including expansion of CIIE building and current facilities.

## **6.2 GENDER CENTRE**

The Gender Centre was founded in October 2018 to create and promote scholarship related to women and issues of gender equality. The centre's web page contains information on members' work related to gender. The centre hosts monthly meetings to facilitate discussions about gender-related research conducted by members. The centre plans to start a talk series where members and students can do more formal but short presentations of their work. The centre also plans to invite prominent personalities from India who have worked on gender equity.

## **6.3 INDIA GOLD POLICY CENTRE**

Set up in 2014, the India Gold Policy Center (IGPC) is an independent think tank at the Institute focusing on research and policy advisory on gold and gold markets. The centre was established by the World Gold Council in collaboration with the Institute. The



Senior officials from Shanghai Gold Exchange visit IGPC



IGPC recognized for outstanding contribution to gold policy research

centre conducts research on the gold industry in India. The centre is built on a strong foundation of experienced researchers and gold industry experts under the aegis of the Institute.

IGPC was engaged with policy makers and industry stakeholders both from India and overseas through new research projects, active participation at gold industry events. IGPC also conducted its flagship annual conference on Gold and Gold Markets in New Delhi with active participation from industry, policy makers, and international scholars.

### Activities and Participations

- ▶ Bullion Federation Global Convention, July 27-29, 2018, New Delhi.
- ▶ India International Gold Convention, August 3-5, 2018, Kochi. IGPC bagged the award for Outstanding Contribution for Gold Policy Research for the year 2017-18.
- ▶ Precious Metals Investment Symposium, October 3-4, 2018, Perth, Australia
- ▶ India Gold and Jewellery Summit, November 23-24, 2018, New Delhi
- ▶ Global Gold Dore Forum, March 1-2, 2019, New Delhi
- ▶ India International Bullion Summit, March 14-15, 2019, Mumbai

## 6.4 CENTRE FOR MANAGEMENT IN AGRICULTURE

The Centre for Management in Agriculture (CMA) is an inter-disciplinary research centre at the Institute

engaged in applied, policy and problem-solving research in food, agribusiness, rural, and allied sectors. The Centre is also involved in teaching, training and consulting activities in these sectors / areas. The Centre has five primary and three secondary faculty members.

### Research Projects

#### Completed

- ▶ Production, Markets and Trade: A Detailed Analysis of Factors Affecting Pulse Production in India
- ▶ Performance Evaluation of Pradhan Mantri Fasal Bima Yojana
- ▶ Farmers' Participation in India's Futures Markets: Potential, Experience, and Constraints

#### Teaching

CMA faculty offered the following courses in various programmes:

### PGP-FABM, PGP, PGPX, and ePGP

#### Compulsory

- ▶ Agribusiness Entrepreneurship
- ▶ Agribusiness Leadership
- ▶ Agricultural and Food Policy
- ▶ Agricultural Finance
- ▶ Introduction to Agriculture
- ▶ Management of Agribusiness Projects
- ▶ Marketing of Agricultural Inputs
- ▶ Rural, Social, and Institutional Environment
- ▶ Strategic Food Marketing

**Electives**

- ▶ Agricultural Markets and Pricing
- ▶ Agriculture Futures, Options, and Risk Management
- ▶ International Agri-Food Trade
- ▶ Rural Marketing
- ▶ Value Chain Management: Applications in Agribusiness

**Ph.D. Programme (Food and Agribusiness)****Compulsory**

- ▶ Agricultural Development Policy
- ▶ Agricultural Management – I
- ▶ Agricultural Management – II
- ▶ Agro-food Value Chain Management and Development

**Electives**

- ▶ Foundations of New Institutional Economics

**Other Programmes****Armed Forces Programme****Electives**

- ▶ Food and Agribusiness

**Executive Education Programmes**

- ▶ Agricultural Input Marketing, January 21-26, 2019.
- ▶ Managing Contract Farming, February 11-15, 2019.

**Agro-Economic Policy Briefs and Agro-Economic Alerts**

The Centre published six issues each of the Agro-Economic Policy Briefs and Agro-Economic Alerts.

**Conferences**

The second “India Outlook Agricultural Forum 2018” was organized on September 10-11, 2018, at the National Agricultural Science Complex (NASC), New Delhi. The forum focused on evolving understanding on the emerging agricultural economic issues of national and international importance around the theme of “Enabling Farmers Profit and Prosper.”

The “National Conference on Agro-Economic Policy and Research” was organized on January 10-11, 2019, at the Institute. The objective was to bring together the national network of 15 Agro-Economic Research Centres/Units (AERC/Us) under the Ministry of Agriculture and Farmers’ Welfare to present and discuss their research on recent policies, programmes, and schemes of the government and current problems and challenges facing Indian agriculture.

**6.5 CENTRE FOR MANAGEMENT OF HEALTH SERVICES****IIMA-CMHS Seminar Series**

CMHS started a seminar series in August 2014 with one seminar per month.

- ▶ Launch of marriage portal for PLHIV August 21, 2018.
- ▶ One of the initiatives was developing a marriage web portal for the PLHIV.
- ▶ Talk on Awareness on Organ Donation on October 1, 2018, during the organ donation campaign from September 29-October 2, 2018 in collaboration with The Red Brick Summit and CIMS Hospital, Ahmedabad.
- ▶ Round table Panel Discussion on “Violence against Doctors” on Monday, January 21, 2019.
- ▶ Panel Discussion on “Doctor-Patient Communication: Issues and Challenges” on February 28, 2019.

**International Conference**

The fourth “IIMA International Conference on Advances in Healthcare Management Services (ICAHMS 2019)” was organized during February 16-17, 2019. The objective of the conference was to share cutting-edge research, new ideas, debate issues, and address latest developments in healthcare management. Speakers included academicians, medical practitioners, policy makers, etc. About 35 posters and nine papers were presented.

**Keynote addresses**

- ▶ Dr. Aravind Srinivasan, Aravind Eye Care.
- ▶ Jayanti Ravi, Government of Gujarat.
- ▶ Vinod Paul, Member, NITI Aayog.
- ▶ Bharat Gadhavi, CEO, HCG Hospitals.

### Panel Discussions

- ▶ Affordable and Accessible Healthcare in India
- ▶ Plight of Nursing Occupation in India Panel Members
- ▶ Ethical Dilemmas in Healthcare Management Research in India
- ▶ Technological Advancements and its Implication for Indian Healthcare System
- ▶ Ayushman Bharat and Its Implication for Private Healthcare in India
- ▶ Public Health in India: A Multi-Stakeholder Perspective

### Workshops

- ▶ Early Childhood Development
- ▶ Roadmap towards Eliminating Tuberculosis in India

### Invited Talk

- ▶ “Health Issues and Stress Management among Professionals” by Mukesh Bhatia, Bhatia Medical Coaching Institute.

### Executive Education Programmes

- ▶ Clinical Laboratory Management
- ▶ Data Analysis for Healthcare Management
- ▶ Hospital Management

### ICMR, IIT-Kharagpur, IIM Ahmedabad MedTech Internship Programme

Eighteen Interns had attended the ICMR-CMHS Internship, which was held from May 21-28, 2018.

### Collaborations

The Centre has been collaborating with the Ahmedabad Municipal Corporation and the Public Health Foundation of India on different projects.

## 6.6 PUBLIC SYSTEMS GROUP

The Public Systems Group (PSG) undertakes cutting edge research, training, and organizational work on strategic public management, and public and social policy. The objective is to promote research that will generate concepts and theory for effective management of public systems, as well as to gain a scholarly understanding and articulation of social

and political processes that underpin policymaking. The group integrates wide disciplinary backgrounds and topics in management, social sciences, and the humanities.

Current research interests are energy and climate change, including long term emissions scenarios and modeling, environment and sustainability, global environmental negotiations and risk assessment; hospital and health systems covering primary, secondary and tertiary health sectors; urban management, transport and aviation management, infrastructure development and rehabilitation; public finance, education policy, community development; operations research in public systems, impact assessments and telecommunications.

### Courses

#### PGP

#### Compulsory

- ▶ Business, Environment and Sustainability
- ▶ Government Systems and Policy Processes
- ▶ The Socio Cultural Environment of Business

#### Electives

- ▶ Carbon Finance
- ▶ Experiments for Business and Policy Decision-making
- ▶ Good Governance and People Living in Poverty
- ▶ Infrastructural Development and Financing
- ▶ Innovations in Managing Urban Transport
- ▶ Intelligent Transportation Systems
- ▶ Interdisciplinary Perspectives on Big Data
- ▶ Investigation Corporate Social Irresponsibility
- ▶ Managing Energy Business
- ▶ Manipulation, Myth-Making, and Marketing
- ▶ Participatory Theatre for Development
- ▶ Power and Politics in Organizations
- ▶ Public Policy
- ▶ Qualitative Research Methods for Understanding Business and Human Development in a Network Society
- ▶ Rail Transport Planning and Management
- ▶ Shodh Yatra: Learning from the Grassroots

- ▶ Social Entrepreneurship: Innovating Social Change
- ▶ Transformational Social Movements
- ▶ Urban Economics and Business Environment

### PGP-FABM

- ▶ Managing Sustainability

### FPM

#### Compulsory

- ▶ Methods for Policy Analysis and Research
- ▶ Public Finance
- ▶ Public Management
- ▶ Public Policy

#### Electives

- ▶ Energy and Environment Policy
- ▶ Interpretive Research Methods
- ▶ OR Applications in Public systems
- ▶ Quantitative Methods for Causal Inference in Social Policy Research

### PGPX

- ▶ Infrastructure Development and Public Private Partnerships
- ▶ Power and Politics and Public Policy
- ▶ Social Entrepreneurship: Innovating Social Change

### ePGP

#### Compulsory

- ▶ Corporate Sustainability

#### Electives

- ▶ Managing Transportation: Business Models and Policy Instruments

### Executive Education Programmes

- ▶ Sustainable Finance

## 6.7 RAVI J. MATTHAI CENTRE FOR EDUCATIONAL INNOVATION (RJMCEI)

During the year the RJMCEI strengthened its ongoing research on combining technology and a curriculum based on teacher-driven innovations for online professional development in the public system with a two-month-long programme for about 19000 science and mathematics school teachers of the Government of Gujarat. The research aims at understanding teacher online learning behaviour in the public system and transfer of online learning to physical settings. An assessment of change in leadership behaviour after a 2017 programme for school principals was also completed. Research on school climate and on the implementation of the Right to Education Act also continued. New work on the Impostor Phenomenon was initiated.

### Courses

The RJMCEI continued to teach in the postgraduate and Ph.D. programmes at the Institute. The courses covered educational theory, policy analysis, educational innovation, innovation and enterprise, economics of education, and research methods. The 19<sup>th</sup> edition of the one-week programme for school principals, *Strategic Leadership for Schools in a Changing Environment*, was held in October 2018. The RJMCEI conducted two weeklong programmes for about 120 principals of secondary and higher secondary schools of the Government of Arunachal Pradesh in February 2019. It also co-hosted, along with Centre for Management in Agriculture, IIMA, the Fourth International Conference on Creativity and Innovations at the Grassroots organized by SRISTI at the Institute in January 2019.

### Other Achievements

The RJMCEI reached a significant milestone in its history when two members of the first batch of

Ph.D. students graduated in March 2019. The Ph.D. programme continues to flourish and as of the end of the year there were nine students. During the year, the Centre's primary members brought out four peer-reviewed articles. Twelve conference papers were presented either in-person or by co-authors. Further details about the work of RJMCEI are available at <https://www.iima.ac.in/web/areas-and-centres/areas-and-groups/rjmcei>.

### **6.8 JSW SCHOOL OF PUBLIC POLICY**

The year 2018-19 saw the school undertaking a feasibility study of long-term postgraduate programmes in public policy, both a one-year programme for public policy professionals and a two-year master's programme for young people wishing to pursue careers in public policy. The study, undertaken with the help of Mr. Manoj Srivastava, Distinguished Fellow at the School, concluded that the risks associated with such programmes were high at the moment. It recommended that the School

initiate short-term programmes for direct public policy/ citizen-centric services practitioners from the central and state services, before revisiting the long-term programmes idea.

The year also saw the introduction of a new course titled "Public Policy for Inclusive Development of India" in which Shri Pranab Mukherjee, former President of India handled 12 of the 20 classroom sessions. His last lecture was converted into a public lecture on November 17, 2018. IIMA had explored the possibility of developing case studies in collaboration with the Lal Bahadur Shastri National Academy of Administration. Ten ideas were short-listed, and four explored in detail. The JSWSPP Seminar Series continued with five seminars conducted during the year. JSW School of Public Policy is also exploring the possibility of co-branding some of the programmes offered through the Executive Education department. Work on the physical campus for the School is progressing. The buildings should be ready by the end of 2020.

# 7. | DISCIPLINARY AREAS

Nine disciplinary areas – Business Policy, Communication, Economics, Finance and Accounting, Human Resource Management, Information Systems, Marketing, Organizational Behaviour, and Production and Quantitative Methods – together offer various compulsory and elective courses in PGP, PGP-FABM, FPM, PGPX, ePGP, FDP and Armed Forces Programme, and a variety of executive education programmes.

## 7.1 BUSINESS POLICY

The Business Policy area faculty has teaching and research interests in competitive and corporate strategies, design thinking, entrepreneurship, innovation, leadership, legal aspects of business, international business, intellectual property rights management, and action research. Involved in teaching various short and long duration programmes of the Institute, advisory services, publishing, and administrative activities.

### Courses

#### PGP

##### Compulsory

- ▶ Legal Aspects of Business
- ▶ Strategic Management
- ▶ Strategy Capstone

##### Electives

- ▶ Business and Intellectual Property
- ▶ Business Taxation
- ▶ Business, Government and Law
- ▶ Competence, Capability and Corporate Strategy
- ▶ Economics of Strategy
- ▶ Entrepreneurship and New Venture Planning
- ▶ International Business Dispute Resolution

- ▶ Leadership: Vision, Meaning, and Reality
- ▶ Mysteries in Management
- ▶ Strategy in Emerging Markets

##### New Electives

- ▶ Business Negligence, Liability and Law
- ▶ Consulting and Professional Service Firms

#### PGP-FABM

##### Elective

- ▶ Food and Agri-business International Strategies and Organization

#### PGPX

##### Compulsory

- ▶ Business Simulation Game – Capstone
- ▶ Corporate Governance.
- ▶ Leadership Values and Ethics
- ▶ Legal Aspects of Business
- ▶ Mergers and Acquisitions
- ▶ Strategic Management

##### Electives

- ▶ International Business
- ▶ Leading Professional Service Firms
- ▶ Management of New and Small Firms
- ▶ Strategy Execution: The Art and Science of Creating High Performance

#### FPM

##### Compulsory

- ▶ Advanced Seminar in Action Research Methodologies
- ▶ Foundations of International Strategic Management
- ▶ Strategic Management - I
- ▶ Strategic Management - II



**Electives**

- ▶ Corporate Governance
- ▶ Economics of Strategy
- ▶ Seminar on Entrepreneurship

**ePGP****Compulsory**

- ▶ Legal Aspects of Business
- ▶ Strategic Management

**Electives**

- ▶ Business Negligence, Liability, and Law
- ▶ Entrepreneurship and Creativity

**Executive Education Programmes**

- ▶ Contract Management
- ▶ Design Thinking
- ▶ Family Business: Organization, Strategies, Internationalization, and Succession
- ▶ Innovation, Corporate Strategy and Competitive Performance
- ▶ Organizational Leadership for 21<sup>st</sup> Century
- ▶ Strategies for Growth
- ▶ Strategies for Winning in International Markets
- ▶ Strategy Implementation
- ▶ Transformational Leadership
- ▶ Working Conference on Authority, Organization, Strategies and Politics of Relatedness
- ▶ Workshop on Signs of Organizational Toxicity, Health and Enlightenment
- ▶ Young Entrepreneurs Programme

**FDP**

- ▶ Advanced Strategy Management
- ▶ Strategy Formulation and Implementation

**AFP**

- ▶ Business Dispute Resolution
- ▶ Entrepreneurship
- ▶ Leading Professional Service Firms
- ▶ Legal Aspects of Business
- ▶ Strategic Management

**7.2 COMMUNICATION**

The Communication Area has three primary members, two secondary members, and two adjunct faculty members. The area offers a number of compulsory/core and electives courses in various programmes of the Institute.

**Courses****PGP/PGP-FABM****Compulsory**

- ▶ Managerial Analysis and Communication
- ▶ Workshop on Interviews and Presentations
- ▶ Written Analysis and Communication

**Electives**

- ▶ Communicating Corporate Reputation
- ▶ Communication Skills for Team and Leadership Effectiveness
- ▶ Difficult Communication
- ▶ Managerial Communication
- ▶ Media and Society: The Economics, Politics, Ethics, and Technologies of Mass Communications
- ▶ Persuasive Communication
- ▶ Strategic Communication in the Digital Era
- ▶ Strategic Negotiation Skills for Leaders

**PGPX****Core**

- ▶ Management Communication

**Elective**

- ▶ The Persuasive Manager

**ePGP****Core**

- ▶ Managerial Communication I
- ▶ Managerial Communication II

**Electives**

- ▶ Communicating Corporate Reputation
- ▶ Intercultural Communication Competence

**AFP**

- ▶ Communication for Managers

**FDP/FPM**

- ▶ Communication for Management Teachers

**Project courses**

- ▶ Corporate Communication Insights from Bhagavad Gita (2018-19)

**Executive Education Programmes**

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

**Research and Publications**

In addition to teaching in various short- and long-duration programmes, the area faculty were involved in research, publishing, and administrative activities. Teaching and research interests include managerial and corporate communication, reputation management, social media, strategic communication, gender issues, intercultural communication, and society, and culture.

**7.3 ECONOMICS****PGP****Compulsory**

- ▶ Macroeconomics and Policy
- ▶ Microeconomics

**Electives**

- ▶ Economic Development Policy and Growth
- ▶ Economics of Food Quality
- ▶ Economics of Happiness
- ▶ Economics of Organization
- ▶ Economics of Strategy
- ▶ Game Theory and Applications
- ▶ Games People Play: Behavioral and Experimental Economics
- ▶ Global Finance and Trade
- ▶ Hitchhiker's Guide to Business and Economies Across Five Centuries-A

- ▶ Hitchhiker's Guide to Business and Economies Across Five Centuries-B
- ▶ Indian Economy and Society Today
- ▶ Interdisciplinary Perspectives on Big Data
- ▶ Managerial Econometrics
- ▶ Massive Change: Economics and Finance
- ▶ Monetary Theory and Policy
- ▶ World Economy: Business, Government, and Policy

**FPM****Compulsory**

- ▶ Econometrics-I
- ▶ Macroeconomics – I
- ▶ Macroeconomics – II
- ▶ Mathematics for Economists
- ▶ Microeconomics – I
- ▶ Microeconomics – II

**Electives**

- ▶ A Course on Computational Economics
- ▶ Advanced Macroeconomics
- ▶ Data Envelopment Analysis
- ▶ Decentralization and Public Policy
- ▶ Development Economics
- ▶ Econometrics-II
- ▶ Economics of Strategy
- ▶ Foundations of New Institutional Economics (FAB-ECO joint area)
- ▶ Networks and Granularity
- ▶ Organizational Economics
- ▶ Public Finance (PSG-ECO joint area)
- ▶ Time Series Analysis

**PGPX****Compulsory**

- ▶ Firms and Markets
- ▶ Open Economy Macroeconomics

**Electives**

- ▶ Game Theory and Experiments
- ▶ Indian Economy in Comparative Perspective
- ▶ International Economic and Political Environment

**FDP**

- ▶ Economics Module

**ePGP****Compulsory**

- ▶ Macroeconomics
- ▶ Microeconomics

**Elective**

- ▶ International Finance and Trade

**AFP****Compulsory**

- ▶ Macroeconomics
- ▶ Microeconomics

**Electives**

- ▶ Game Theory for Strategic Decision Making
- ▶ Infrastructure Management

**7.4 FINANCE AND ACCOUNTING****Courses****PGP****Compulsory**

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

**Electives**

- ▶ Alternative Investments and Hedge Funds
- ▶ Applied Value Investing\*
- ▶ Asset Backed Securitization
- ▶ Behavioural Finance
- ▶ Bitcoin and the Blockchain
- ▶ Corporate Governance (new)
- ▶ Financial Statement Analysis
- ▶ Financing of Firms
- ▶ Fixed Income Securities
- ▶ Fraud Risk Assessment and Governance Mechanisms
- ▶ Futures, Options, and Risk Management

- ▶ Issues in International Finance
- ▶ Mergers, Acquisitions and Corporate Restructuring
- ▶ Microfinance Management
- ▶ Modern Investment and Portfolio Management
- ▶ Optimization Methods in Finance
- ▶ Principles of Transfer Pricing
- ▶ Quantitative and Algorithmic Trading
- ▶ Securities Regulation
- ▶ Stochastic Calculus in Finance
- ▶ Structured Products
- ▶ Valuation of Firms

**ePGP****Compulsory**

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

**Electives**

- ▶ Corporate Governance
- ▶ Financial Statement Analysis

**FPM**

- ▶ Asset Pricing (Core-F)
- ▶ Derivatives Pricing (Elective)
- ▶ Empirical Asset Pricing (Core-F)
- ▶ Empirical Research in Auditing and Corporate Governance (Core-A)
- ▶ Foundations of Finance (Core)
- ▶ Mathematical Finance (Elective)
- ▶ Seminar Course in Accounting and Markets (Elective)
- ▶ Seminar Course in Accounting and Organization (Elective)
- ▶ Seminar Course on Corporate Finance (Core-F)
- ▶ Seminars on Empirical Corporate Finance (Elective)

**PGPX**

- ▶ Corporate Finance (compulsory)
- ▶ Effective Management of Finance Function (elective)

- ▶ Financial Markets (compulsory)
- ▶ Financial Reporting and Analysis (compulsory)
- ▶ Financial Statement Analysis (elective)
- ▶ Management Control and Metrics for Organizational Performance (compulsory)
- ▶ Private Equity Finance (elective)
- ▶ Strategic Cost Management (compulsory)
- ▶ Strategic Risk Management (elective)

### **FDP**

- ▶ Contemporary practices or research areas in Finance and/or Accounting
- ▶ Fundamentals of Cost Accounting and Fundamentals of Financial Accounting,

### **Executive Education Programmes**

- ▶ Advanced Corporate Finance
- ▶ Executive Programme in Business Finance
- ▶ Financial Analysis of Business
- ▶ Investment Decisions and Behavioural Finance
- ▶ Management and Finance for Experienced Chartered Accountants – First Module
- ▶ Mergers, Acquisitions and Restructuring
- ▶ Strategic Cost Management

## **7.5 HUMAN RESOURCE MANAGEMENT**

### **Courses**

#### **PGP**

##### **Compulsory**

- ▶ Human Resource Management-I
- ▶ Human Resource Management-II
- ▶ Managing Workplace Dynamics and Employee Collectives (Flexi core)
- ▶ Talent and Competency Management (Flexi core)

##### **Electives**

- ▶ Business and Society
- ▶ Business Turnaround and Organizational Transformation
- ▶ Games People Play: Psychology of HRM
- ▶ Global Leadership and Effective People Management
- ▶ Human Resource Management in Service Sector

- ▶ Making of a CEO
- ▶ Managing Firms in Service Sector
- ▶ Managing Human Capital in Projects
- ▶ Personal Competencies for International HRM
- ▶ Strategic Choice, Ethics and Morality: Lessons from Bhagavad Gita

#### **e-PGP**

- ▶ Business Turnaround and Organizational Transformation
- ▶ Human Resource Management I
- ▶ Human Resource Management II
- ▶ Managing Firms in Service Sector
- ▶ Negotiation Lab
- ▶ Understanding Bhagavad Gita

#### **PGP-FABM**

- ▶ Analyzing and Building Competencies

#### **PGPX**

##### **Compulsory**

- ▶ Strategic Human Resource Management

##### **Electives**

- ▶ Business Turnaround and Organizational Transformation
- ▶ HR Practices in India: A Practitioner's Perspective
- ▶ Managing Firms in Service Sector
- ▶ Negotiation Lab
- ▶ Understand Bhagavad Gita: Managers' Dilemmas

#### **FPM**

##### **Compulsory**

- ▶ Foundation Course in Human Resource Management
- ▶ Foundations of Research in Employment Relations Management-I
- ▶ Foundations of Research in Human Resource Management-I

##### **Electives**

- ▶ Foundations of Research in Human Resource Management-II
- ▶ Qualitative Methods in Human Resource Management

- ▶ Quantitative Techniques in Human Resource Management
- ▶ Theoretical Underpinnings in HRM

### FDP

- ▶ Human Resource Management (core)
- ▶ Perspectives on Contemporary HRM Research (elective)

### AFP

- ▶ Human Resource Management
- ▶ Health Services Management

### Executive Education Programmes

- ▶ Advanced Human Resource Management
- ▶ Developing Internal Talent and Leadership
- ▶ HR Auditing-Preparing the Ground for Strategic HRM
- ▶ Managerial Effectiveness
- ▶ Performance Management for Competitive Advantage
- ▶ Strategic Human Resource Management
- ▶ Talent Management in 21st Century

## 7.6 INFORMATION SYSTEMS

### Courses

#### Compulsory

- ▶ Internet - Enabled Businesses
- ▶ Managerial Computing
- ▶ Transforming Business through Information Technology

#### Electives

- ▶ Big Data Analytics
- ▶ Consulting in e-Governance: From Vision to Implementation
- ▶ Data Mining and Business Intelligence
- ▶ Data Visualization for Decision Making
- ▶ Strategic Management of Information Systems
- ▶ Strategies for Internet Economy

### FPM

- ▶ Data Mining Algorithms and Applications
- ▶ Data Structures and Programming
- ▶ Database Management Systems

- ▶ Excel Workshop during FPM Induction term
- ▶ Exploratory Data Visualization
- ▶ Framework for Information Systems
- ▶ Knowledge Systems for Multi-Criteria Decision Making under Uncertainty
- ▶ Networks and Distributed Systems
- ▶ System Analysis and Design

### PGPX

- ▶ Data Visualization for Decision Making
- ▶ Strategies for Internet Economy

### ePGP

- ▶ Managerial Computing
- ▶ Strategies for the Internet Economy
- ▶ Transforming Business through Information Technology

### AFP

- ▶ MIS and Managerial Computing

### FDP

- ▶ IT for Management

### Executive Education Programmes

- ▶ Big Data Analytics
- ▶ Effective Data Visualization for the Data-Driven Organization
- ▶ Managing IT Projects
- ▶ Strategic IT Management for CIOs

## 7.7 MARKETING

### Courses

#### PGP

#### Compulsory

- ▶ Marketing I
- ▶ Marketing II
- ▶ Marketing III
- ▶ Business Research Methods

#### Electives

- ▶ Advertising and Sales Promotion Management
- ▶ Brand Management
- ▶ Business to Business Marketing

- ▶ Consumer Behaviour
- ▶ Customer Based Business Strategies
- ▶ Descriptive Models of Consumer Decision Making
- ▶ Digital and Social Media Marketing
- ▶ Innovation, Live
- ▶ Market Research and Information Systems
- ▶ Marketing Management in the World of High Tech and Innovation
- ▶ Mobile Marketing Essentials
- ▶ Neuroscience and Consumer Behaviour
- ▶ Pricing
- ▶ Promotions Strategy
- ▶ Regulation and Adoption
- ▶ Semiotics: Strategies for Media and Brand Communication
- ▶ Strategic Marketing
- ▶ Strategic Models in Marketing
- ▶ Understanding the New God: Digitalization, Fintech and Associated Technology,

### **FPM**

#### **Compulsory**

- ▶ Behavioural Science Applications in Marketing
- ▶ Marketing Strategy
- ▶ Marketing Theory & Contemporary Issues
- ▶ Reading Seminar in Marketing Management
- ▶ Seminar on Quantitative Models in Marketing

#### **Electives**

- ▶ Learning by Doing Experiments
- ▶ Neuroscience, Behavioural Theories and Marketing Applications
- ▶ Qualitative Methods
- ▶ Seminar on BOP
- ▶ Seminar on Choice Models in Marketing and Economics

### **PGPX**

#### **Compulsory**

- ▶ Assessing & Creating Customer Value
- ▶ Delivering and Managing Customer Value

### **Electives**

- ▶ Marketing Management in the World of Hi-Tech & Innovation
- ▶ Pricing
- ▶ Seminar on Marketing Data Analytic Practices
- ▶ Strategic Marketing

### **FDP**

- ▶ Business Strategies for the Bottom of the Pyramid
- ▶ Marketing Analytics and Consumer Response Modeling
- ▶ Marketing Decision Models
- ▶ Marketing Management
- ▶ Neuroscience and Consumer Behaviour

### **AFP**

- ▶ Customer Relationship Management
- ▶ Marketing Management I
- ▶ Marketing Management II

### **ePGP**

#### **Compulsory**

- ▶ Marketing Management I
- ▶ Marketing Management II

#### **Electives**

- ▶ Brand Management
- ▶ Customer Relationship Management
- ▶ Pricing
- ▶ Promotions Strategy

### **Executive Education Programmes**

- ▶ Pricing for Profit
- ▶ Neuroscience in Marketing
- ▶ Digital and Social Media Marketing
- ▶ Customer Based Business Strategies
- ▶ B2B Marketing
- ▶ Advanced Data Analysis for Marketing Decisions
- ▶ Fintech: Business Models, Marketing Strategy and Tactics
- ▶ Enhancing Sales Force Performance

## Research and Seminars

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

## 7.8 ORGANIZATIONAL BEHAVIOUR

### Courses

#### PGP

##### Compulsory

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

##### Electives

- ▶ Co-Creating Organizational Change
- ▶ Contemporary Indian Workplaces: Decent Work and Diversity
- ▶ Explorations in Role and Identity
- ▶ Gender Lens on Corporate Policies
- ▶ High Performing Teams: A Journey
- ▶ Inner Theatre: An Encounter with Self
- ▶ Investigating Corporate Social Irresponsibility
- ▶ Negotiation Strategies
- ▶ Power and Politics in Organization
- ▶ Transformatory Social Movements

#### FPM

- ▶ Advanced Micro OB
- ▶ Advanced Techniques in Quantitative Social Science Research
- ▶ Classics and Perspectives in OB
- ▶ Crafting and Publishing of Research

- ▶ Methods of Qualitative Research: Gathering and Analyzing Data
- ▶ Micro OB
- ▶ Organizational Structure and Processes
- ▶ Organizational Theory and its Social Context
- ▶ Psychology I and II
- ▶ Research Methods I
- ▶ Sociopolitical Context for Research in Management
- ▶ Structural Equation Modeling

#### PGPX

- ▶ Leadership Skills
- ▶ Negotiation Strategies
- ▶ OB I: Module 1
- ▶ OB I: Module 2
- ▶ Orientation
- ▶ Potential to Performance

#### ePGP

- ▶ Campus Module
- ▶ OB I Micro (Compulsory)
- ▶ OB II Macro (Compulsory)

#### FDP

- ▶ Qualitative Research Methods
- ▶ Research Methods
- ▶ Specialized Module on OB
- ▶ Understanding OB

#### AFP

- ▶ Introduction to Business Research
- ▶ Organizational Behavior
- ▶ Qualitative Research

#### Executive Education Programmes

- ▶ Enhancing Leadership Capacities and Potential Among Professional Women
- ▶ Interpersonal Effectiveness and Team Building
- ▶ Leadership and Change Management
- ▶ Negotiation Analysis
- ▶ R and D Management

## 7.9 PRODUCTION AND QUANTITATIVE METHODS

### Courses

#### PGP

##### Compulsory

- ▶ Manufacturing Operations Management (Flexicore)
- ▶ Operations Management I and II
- ▶ Quantitative Methods II
- ▶ Quantitative Methods Ia
- ▶ Quantitative Methods Ib
- ▶ Service Operations Management (Flexicore)

##### Electives

- ▶ Advanced Methods of Data Analysis
- ▶ Bayesian Method of Data Analysis
- ▶ Business Analytics
- ▶ Coordinating the Crowd
- ▶ Elephants and Cheetahs: Systems, Strategy, and Bottlenecks
- ▶ Forecasting Techniques for a Practitioner
- ▶ Operations Strategy
- ▶ Statistical Methods in Data Analysis
- ▶ Supply Chain Management
- ▶ Supply Chain Thinking: Value Creation and Adaptation
- ▶ The Art and Craft of Decision Making
- ▶ Why Projects Fail? Uncertainty, Complexity, and Risk in Projects
- ▶ Working with Networks

#### PGP-FABM

- ▶ Food Supply Chain Management

#### PGPX

##### Compulsory

- ▶ Analysis of Data
- ▶ Designing Operations to Meet Demand
- ▶ Modeling for Decisions
- ▶ Setting and Delivering Service Levels

##### Electives

- ▶ Business Analytics
- ▶ Coordinating the Crowd
- ▶ Data Science for Business
- ▶ Elephants and Cheetahs: Systems, Strategy and Bottlenecks
- ▶ Perspectives on Operations Management
- ▶ Supply Chain Management
- ▶ Understanding and Assessing Risk
- ▶ “R” Programing  
[Mandatory Pre-requisite for SMDA Students]

#### FPM

##### Compulsory

- ▶ Advanced Probability for Management
- ▶ Applied Regression Analysis
- ▶ Linear Algebra
- ▶ Operations Management
- ▶ Operations Research

##### Electives

- ▶ Applied Statistical Inference
- ▶ Convexity and Optimization
- ▶ Game Theory for Operations Management
- ▶ Graphs and Networks
- ▶ Large Scale Optimization
- ▶ Non-linear Optimization
- ▶ Real Analysis
- ▶ Statistics II
- ▶ Stochastic Processes
- ▶ Systems Analysis and Simulation
- ▶ Time Series Analysis

#### ePGP

- ▶ Business Analytics
- ▶ Operations Management I
- ▶ Operations Management II
- ▶ Probability Statistics I
- ▶ Probability Statistics II
- ▶ Quantitative Technique (Decision Making)



**FDP**

- ▶ Operations Management
- ▶ Special Topics Introducing Contemporary Practices or Research Areas in Operations.
- ▶ Statistical Data Analysis

**AFP**

- ▶ Business Statistics and Research Methods
- ▶ Decision Modelling
- ▶ Logistics and Supply Chain Management
- ▶ Operations Management
- ▶ Project Management

**Research**

Research is conducted in logistics and supply chain management, port operations, warehouse design, service system design, facility location, revenue management, stochastic optimization,

large scale optimization, decomposition techniques, network optimization and meta-heuristics, network reliability, bilevel optimization, game theoretic models in operations-marketing interface, statistical modeling in finance, analysis of sparse data, survey methodology and statistical inference.

**Executive Education Programmes**

- ▶ Advanced Analytics for Management
- ▶ Fundamentals of Operations
- ▶ Online EEP: Advanced Business Analytics
- ▶ Project Management
- ▶ Revenue Management and Dynamic Pricing
- ▶ Strategic Analytics: Programme on Quantitative Data
- ▶ Supply Chain Management
- ▶ Warehouse Design and Management

## 8. | ACCREDITATION AND RANKING

### Ranking and Surveys

The Institute participated in 18 national/international B-School ranking surveys during the year. The Institute continued to maintain a leading position in all the prestigious national surveys for rankings. Its position in the recent International rankings demonstrates that the programmes and students are of high quality and among the best globally.

### FT Executive Education Rankings 2018 (Custom and Open Programmes)

The Institute was ranked 57<sup>th</sup> in the Financial Times Executive Education Rankings 2018 (Custom Programmes) in May 2018. It moved up by six places, from its previous year rank. It was ranked 66<sup>th</sup> in the Financial Times Executive Education Rankings 2018 (Open Programmes) in 2018 and retained its position.

### FT Masters in Management 2018 Ranking

The Institute was ranked 19<sup>th</sup> in the Financial Times (FT) Masters in Management 2018 Ranking from among 100 pre-experience MBA level programmes globally. PGP was ranked first on four criteria 'Salary today (US\$)', 'Weighed Salary (US\$)', 'Employed at three months' and 'Faculty with doctorates'.

IIMA was ranked third in the top 10 programmes listed under "Top for economics"

### The Economist Which MBA Ranking 2018

The Institute was ranked 87<sup>th</sup> in The Economist Which MBA Ranking 2018. It was 8<sup>th</sup> in the Asia and Australasia 2018 regional rankings of the *Economist*. The Institute's flagship programme was listed

along with others 100 B-Schools which included 53 B-Schools from United States and 15 from United Kingdom. It is the only Indian B-school to be ranked by the *Economist*.

The Institute attained the first position in Percentage of job-seeking graduates with job offer three months after graduation, second position in 'Salary increase, alumni, percentage' fourth position in 'Open New Career Opportunities', and fifth position in 'Alumnus rating of careers service'.

### QS Global MBA Rankings 2019

PGPX ranked 48<sup>th</sup> in the QS (Quacquarelli Symonds) Global MBA Rankings 2019 among 251 MBA programmes.

The Institute was in the fifth position in Asia. It showed a stronger performance with a regional rank in "Entrepreneurship and Alumni Outcomes" at third position, "Employability" at fourth position and "Return on Investment" at fifth position.

### QS Masters in Management Rankings 2019

PGP Programme was ranked 24<sup>th</sup> in the QS Masters in Management Rankings 2019 from among 135 Masters in Management (MIM) programmes considered in this second edition. It presents a relative strength in the "Alumni Outcomes indicator", placed 11<sup>th</sup>.

### FT Global MBA Rankings 2019

PGPX was ranked 47<sup>th</sup> in the Financial Times (FT) Global MBA Rankings 2019 from among the top 100 list of B-Schools. The Institute was placed at number one position in the criteria of 'Faculty with doctorates' and the PGPX programme was placed at fifth position in 'Salary today (US\$)' and 'Career progress rank', while it was sixth in "Weighted salary (US\$)".

## IIMA was ranked fourth in top 10 MBA programmes listed under “Top for general management”.

### FT Asia-Pacific School Ranking 2018

IIMA made it to fourth position in the Financial Times (FT) Asia Pacific Top 25 Business School Rank, ahead of all Indian B-Schools. This rank is arrived after considering the quality and breadth of B-school programmes.

Details are given in **Appendix L**.

### MHRD’s National Institutional Ranking Framework (NIRF)

The Institute was ranked first in the Management (Research and Teaching Institutes) category in the third edition of HRD’s National Institutional Ranking Framework (NIRF).

The Institute has consistently maintained top position in national rankings conducted by reputed national agencies.

### HRD Surveys

The Institute participated in the ninth edition of All India Survey on Higher Education (AISHE) and in the first edition of Atal Ranking of Institutions on Innovation Achievements (ARIIA) 2018-19 initiated by the Ministry of Human Resource Development.



*Prof. Shailesh Gandhi, Dean (Programmes) received award from Shri Prakash Javadekar, Minister of Human Resource Development on April 3, 2018*

## International Accreditation

International accreditation is pursued as part of the Institute’s international strategy and with a view to strengthen its brand and visibility globally. Accreditation processes are an elaborate and intensive process to ensure that it meets international standards in delivering high quality programmes.

### EQUIS Re-Accreditation

The Institute continued to maintain EQUIS accreditation status during the year. It was re-accredited by EFMD (European Foundation for Management Development) in 2015 for five years, being the first management school in India to receive this accreditation for five years, the maximum length of time for which EQUIS accredits an institution. In March 2019, the Institute formally initiated the next cycle of re-accreditation process and submitted its application to EFMD.

With a larger objective to inform and engage with internal stakeholders about quality aspects at department level, the Director held a series of meetings during September-October 2018.

### Protocol Office

During the year, the Institute was engaged in bilateral dialogues with several high level delegations from foreign institutes/international agencies to support initiatives in higher education.



*H.E. Daniel Carmon, Ambassador of Israel with Prof. Errol D'Souza, Director, IIMA*



*H.E. Mr. Danny Faure, Hon'ble President of the Republic of Seychelles (2nd from left, 1st row) with Prof. Errol D'Souza, Director, IIMA (2nd from right, 1st row)*

Some of the distinguished delegates included:

- ▶ H.E. Mr. Daniel Carmon, Ambassador of Israel to India, along with Mr. Yaakov Finkelstein, Consulate General of Israel, on May 15, 2018.
- ▶ H.E. Mr. Danny Faure, Hon'ble President of the Republic of Seychelles, on June 23, 2018.

During the year the Institute hosted national/international personalities as keynote speakers at special events.

A few of these personalities were:

- ▶ Ambassador (Retd.) Dr. Jaimini Bhagwati, August 17, 2018.
- ▶ Smt. Nirmala Sitharaman, Minister of Defence, October 1, 2018.
- ▶ Smt. Maneka Gandhi, Minister for Women and Child Development, October 1, 2018.
- ▶ Hon. Shri Pranab Mukherjee (former President of India), November 17, 2018.

## 9. | ALUMNI ACTIVITIES

The Alumni office is making efforts to establish connect with alumni through various forums.

### **IIMA Alumnus Magazine**

The magazine was relaunched as *The WIMWIAN* in February 2019. It marked the completion of 50 years as *IIMA Alumnus*. An e-version of the magazine ([wimwian.iima.ac.in](http://wimwian.iima.ac.in)) was also launched for better accessibility and inclusion of digital contents like podcasts, videos, and more. Both print/PDF and updated web-version are mailed to the alumni, improving the outreach and circulation of the magazine.

Making the print version of the magazine more alumni centric, a theme-based approach has been used in commissioning stories for each edition. The June 2018 edition focused on 'Alumni Write – Current Trends, Insights, and Analysis'. The October 2018 issue was on the theme of 'Community Engagement Matters' with exclusive focus on the PGP 1991 batch. The February 2019 edition highlighted the restoration and upgradation of the Vikram Sarabhai Library and UMEED - 1000km Cyclothon.

The e-version or the web-version (website) includes Chapter/Batch activities, other important videos, podcasts, YouTube links, and photo gallery along with commissioned stories/features. There is a dedicated 'archives' section on the website to make the past issues easily accessible to all the readers.

### **IIMA Alumni Portal**

The Alumni Office collaborated with Alma Connect to upgrade the alumni website to the new IIMA alumni portal so as to integrate the Students and Faculty Club to further the interaction and exchange of ideas and learnings.

During the year, the Alumni Office distributed IIMA email ids for the batch of PGP-2003, PGP-FABM-2003,

PGP-2004, PGP-FABM-2004, PGP-2005, and PGP-FABM-2005. It also created verified official accounts for AERC, Development Office, and PGP FABM Placement Committee. It organized events such as Beyond Mindfulness Summit and seven alumni reunions. By contacting the alumni n person during the reunions the office managed to process 275 records. Forty emails and 140 postal address which were not available in the database were updated. Thus, during the year 1478 alums were verified and were added new to the alumni database which has 37550 verified alumni.

### **Alumni I-Cards**

Alumni I-cards were introduced in 2012. During the year 1351 I-cards were issued.

### **Silver Jubilee Reunion**

The Silver Jubilee Reunion of the PGP batch of 1994 (1992-1994) was held during December 22-24, 2018. Around 77+ alumni with their families took part in the gathering. It was a great get-together full of fun, entertainment, and renewal of friendship. Faculty members who taught the 1994 batch were honoured.



## Other Reunions

Other reunions, organized during the year are listed below.

Class	Batch	Reunion	Date		No. of alumni Attendance
			From	To	
Class of 1989	2001-2003	30 Year	07.12.2018	09.12.2018	68
Class of 1984	1986 - 1988	35 Year	07.12.2018	09.12.2018	53
Class of 1978	1995-1997	40 Year	14.12.2018	16.12.2018	79
Class of 2003	2005 - 2007	15 Year	14.12.2018	16.12.2018	35
Class of 2009	2008-2009	10 Year	21.12.2018	23.12.2018	38
Class of 2008	2006-2008	10 Year	28.12.2018	30.12.2018	113
Reunions Outside IIMA					
Class of 1998	1996- 1998	20 Year	26.12.2018	28.12.2018	65
Class of 1974	1972-1974	45 Year	02.02.2019	05.02.2019	65

A total of 463 alumni attended their batch reunions during 2018-19.

## Alumni Academic Connect

Several elective courses /guest lectures were offered by some alumni working in relevant fields.

Details are given below:

Name	Batch	Guest Lecture
Mr. Rajesh Makhija	PGP 1992	Speaker Session -PGPX
M. D. Suresh	PGP 1970	Study Circle meet
Mr. Chetan Bhagat	PGP 1997	Speaker Session - Conducted by AERC
Mr. Prakash Jhanwer	PGP 1998	Speaker Session - Conducted by AERC
Mr. Prashant Sharma	PGP 2006	Guest Lecture - PGP II Course
Mr. Ravi Gulati	PGP 1991	Innovation Talk
Mr. Rajnish Dhall	PGP 1991	Innovation Talk
Mr. Shridhar Sethuram	PGP 1991	Innovation Talk
Mr. Akhilesh Tilotia	PGP 2004	Invitation to AERC Master Class
Mr. Kabir Ahmed Shakir	MDP 1997	Speaker Series
Mr. Mrugank Paranjpe	PGP 1990	Study Circle meet
Mr. Mrugank Paranjpe	PGP 1990	Study Circle meet
Prof. Pradeep Chintagunta	PGP 1986	Doing Good is Worth Doing Well: Leveraging Marketing Tools and Insights for Non-Marketing Outcomes
Ms. Suraga Thilakan	PGP 2005	Guest Speaker
Mr. Ram Kuppuswamy	PGP 1999	Speaker Session
Mr. Sudhir Sitapati	PGP 1999	Inspire Series
Various Speakers		Mindfulness India Summit – 2018
Mr. Ezhilarasan Loganathan	PGP 2010	Marketing Unplugged
Prof. Sanjeev Goyal	PGP 1985	The Law of the Few
Prof. Sunil Handa	PGP 1979	Guest Lecture
Mr. Sanjeev Aggarwal	PGP 1995	Speaker Session



## Inspire Series

The Alumni Office started a year-long speaker series called “The IIMA Inspire Series”. It hopes to invite highly distinguished individuals who, through having pursued unconventional careers or through their outstanding achievements, could serve to inspire the current generation of students.

The Series was inaugurated by Sudhir Sitapati who talked about the transformational journey of HUL, and his own rise to leadership from a management trainee to working in five categories – soaps, detergents, tea, coffee, and ice cream – across India, Europe, South East Asia, and Africa. He has been named as one of the 40 most impactful young business leaders in the Economic Times 40 Under Forty list.

## Special Interest Group

A Special Interest Group (SIG) is a community with a shared interest in advancing a specific area of knowledge, learning or technology. The Alumni Office has created 15 SIGs in the IIMA alumni portal. New users and registered users can join the interested SIG which would help them in contacting/engaging with likeminded fellow alumni.

Two SIGs groups – Women, Health Care, and Entrepreneurial Ecosystems – have shown promise in evolving themselves. Till the SIGs evolve and formalize certain kinds of structure, there is a coordination committee consisting of:

- ▶ 1-2 alumni interested in the SIG

- ▶ 1-2 faculty members either teaching or undertaking research in SIG related areas. These faculty may be associated with IIMA centres working on issues related to the SIG
- ▶ 1-2 students affiliated with student clubs on campus that undertake activities that can benefit from SIGs participation.

The first Women SIG event was organized in Mumbai on December 15, 2018. A networking event (“Chai-pe-Charcha”) was organized to collect ideas and spend time together with other women alumni. The Women SIG mentorship event was initiated by the Mumbai Chapter in May 2019. The Healthcare SIG is working towards achieving its vision and synergize the ideas through online.

The Healthcare SIG (Mumbai) was formed to address the interests and synergize the energies of the IIMA community, including alumni, students, and faculty to advance healthcare agenda. A preliminary meeting was held on January 19, 2019 to co-evolve priorities and action plans. It was attended by 25 participants.

## Alumni Subscription Fee

Every year, new members who are participants of various programmes conducted at the Institute are added to the alumni database. During 2018-19, membership subscription fee increased by about 320 per cent as compared to last year (₹118.94 lakh during 2017-18 and ₹499.84 lakh during 2018-19).

## Scholarships and Awards

Prior to the convocation event on March 15, 2019, many scholarships/awards were given. Details are given in **Appendix M1**.

## Young Alumni Achiever Award (YAAA)

YAAA is an initiative taken by the Alumni Cell at the Institute to recognize young leaders who have made an impact and inspired others. The award is given in three categories: corporate leader; entrepreneurship; and social service/public service/academics/literature/performing arts/politics/sports.

Recipients of the award for 2018-19 are as follows:

Name	Designation and Organization	Category
Vaishali Rastogi	Managing Partner, Head of South East Asia, The Boston Consulting Group	Corporate Leader
Sumit Jalan	MD and Co-Head of Investment Banking and Capital Markets, Credit Suisse India	Corporate Leader
Viraj Sawhney	Managing Director, Warburg Pincus	Corporate Leader
Srikanth Velamakanni	Co-founder, Group Chief Executive and Executive Vice-Chairman, Fractal Analytics Inc.	Entrepreneurship
Pranay Agrawal	Co-Founder, CEO and Director, Fractal Analytics Inc.	Entrepreneurship
Dr. Suchitra Sebastian	University Reader in Physics, Cavendish Laboratory, University of Cambridge	Academics

## Synchrony

Synchrony aims to welcome the incoming students and make them a part of the vibrant alumni community.

Synchrony 2019 was held across several cities, both in India and abroad. The event was organized in May. Many alumni, cutting across batches and even generations, spent an evening reminiscing stories of the Institute and giving words of wisdom to the interns and fresher's.

## Chapter Activities

Several chapters located in Ahmedabad, Jaipur, Mumbai, Bangalore, Chennai, Hyderabad, Bhubaneswar, Dubai, Pune, Singapore, London etc. were very active in organizing various activities during the year under report.

See **Appendix M2** for details.

## External Engagement and Outreach

### SMILE (Student-Mediated Initiative for Learning to Excel)

The academic year at SMILE centre began on May 4, 2018 with 140 students. Majorly of students belong to the disadvantaged category with family income less than ₹20,000/month.

The centre provides primary education to underprivileged kids from 6<sup>th</sup> to 12<sup>th</sup> standard and a basic assessment test is conducted at the centre to understand a child's basic level of understanding about any course.

Major activities undertaken at SMILE centre are given in **Appendix M3**.

### A-League Activities

A-League, the consortium of 14 eminent institutions in Gujarat, holds a huge potential in terms of diversity of its constituents and level of skill possessed by students and faculty. Activities were earlier limited to a quarterly newsletter that recounted events of a few selected institutions.

The Alumni and External Relations Committee decided to take up the revival of A-League student-led activities. The aim in 2018 is to take up such initiatives that both reinstate a belief in the A-League and organize events that exploit synergies among the institutions.

Some of the major activities undertaken during the year are given in **Appendix M4**.

### Mindfulness India Summit

The Global Partnerships Department of the Dean-AER's office has developed the concept of having a neuroscience, EI, mindfulness Summit in India with participation from leading academics, practitioners, corporates, and organizations from around the world. It has been conceived as a global annual event. The first event was organized in November 2018.

### Internationalization

Various initiatives towards internationalization were undertaken (**Appendix M5**).



## Engagement Centres

To facilitate alumni activities, executive education, and institute events, attempts have been made to set up engagement centres across major cities. While the initial discussions with government authorities seemed promising matters did not progress as per expectations. In light of the continued need for such facilities, the Alumni Office explored the possibility of partnering with CoWrks to use its co-working space in five cities. A visit to some of the facilities was conducted and they satisfied our requirements. CoWrks facilities in Mumbai and Bangalore were used as test cases for a few events. Subsequently, discussions were held with regards to the financial and business model for a potential engagement. Further, their facilities have been utilized in Mumbai, Bengaluru, and New Delhi for meetings of Healthcare SIG, Technology SIG, Data Analytics SIG, and Women Alumni SIG.

## Big Data Lab - Data Sharing Agreements

An important component of the Big Data Lab infrastructure is access to big data sets. High end computing power and analytics software cannot be put to much use without large data sets to work on. In this regard discussions are on with a few organizations to utilize the data that organizations generate. Data to be housed at the Big Data Lab can then be accessed by faculty and FPM students to work on their research topics. The challenges of this initiative include not only identifying the right kind of data of use to the faculty but also working out suitable agreements to satisfy all requirements. Sensitive issues such as data ownership, intellectual property rights, and anonymity of data requires extensive consideration and comprehensive resolution. Efforts

are on to forge relationships with organizations to share their data; currently we continue to engage with Dvara Research and Big Basket.

With Dvara the Institute is in the process of procuring research-friendly version of the administrative data of Kshetriya Grameen Financial Services (KGFS). Dvara is also catalyzing relevant research on the financial choices and decision-making of low-income households and will make it accessible through two open source resources for researchers across the world.

Currently discussions are on with Big Basket with respect to data security, privacy, and usage. Big Basket will share details of the technical information they need about our hosting environment.

## Development Office

The Development Office coordinates funding from alumni.

During 2018-19, the Institute received contribution/donation of ₹38.4 crore for supporting various developmental initiatives. This includes ₹18.5 crore received as part of past commitments.

A major contribution/commitment came from PGP 1999 alumnus Peeyush Misra (US \$ 1 million) to support the Misra Center for Financial Markets and Economy at the Institute.

Category-wise major contributions by individual alumni, alumni batches; and corporate/organizations are given in **Appendix M6**.

Individual contributions of ₹ 5 lakh and above are given in **Appendix M7**.

## 10. | ARCHIVES

The archival project made good progress in locating a large quantity of historical material associated with the Institute's history. External sources included the Harvard Business School Archives in Boston and the Ford Foundation Archives outside New York City. A large number of documents across various programmes and offices were digitized. The oral history project was initiated with ten video interviews with former faculty and students. An office for the project staff was set up. With this groundwork, the archival project moves into the second phase of building a dedicated website and exhibit space, showcasing the history of the Institute.



# 11. | COMMUNICATION DEPARTMENT

## Media Amplification

As part of media relations activities, the Communication Department engaged and disseminated information about institutional events and achievements to regional, national and international broadcast channels.

- ▶ Fifty-nine press releases and 23 press conferences were organized at the Institute. The Institute was featured in 149 different media channels.
- ▶ The Institute engaged with *Dainik Bhaskar*, *Businessline*, *Financial Express*, *Indian Express* and *DNA* for faculty articles. Four faculty articles have been published in 2018-19.

## Digital Marketing / Social Media

In 2018-19, the IIMA's official Facebook page had 370,250 followers, Twitter page had 174,813 followers, LinkedIn account had 119,591 followers, and the Institute's official Instagram account had 17,709 followers. The Institute's YouTube channel had 11,542 subscribers and garnered over 485,257 views.

Over 200 videos of faculty views, alumni interactions, guest interactions, research seminars, etc. were recorded and edited.

## Faculty Podcasts

In 2018-19, 11 faculty members spoke on the official podcast channel on Apple Podcasts Preview and SoundCloud. Total listeners of this Podcast channel on SoundCloud numbered 30,433. The channel has been rated 4.3 out of 5 on Apple Podcasts Preview.

## Design

The Communication Department contributed in designing various print e-brochures, hoardings, standee and social media templates throughout the year.

## Institute's Photography

All events were covered by the Institute's Photographer in consultation with the Communication Department.

## Campus Tour

The Institute had 18,098 visitors during 2018-19 including foreign nationals, government officials, senior executives from corporate and education sectors, armed forces, professionals, and architecture students.



## 12. | GRANT-IN-AID

During 2018-19, the Institute did not receive any grant-in-aid under Non-Plan (Regular) and Plan (Regular) from the Ministry of Human Resource Development, Government of India.



## 13. | INFRASTRUCTURE DEVELOPMENT

The restoration, renovation, and upgradation work of Vikram Sarabhai Library was completed in November 2018. In the process of renovation, structural repairs were carried out, the interiors were upgraded, and furniture changed.

The tendering process for infrastructure projects was completed and LOI was issued to PSP Projects Pvt. Ltd. in March 2019 for the construction of the following buildings:

Name of the Building	Area (Square Feet)	Start date	Expected completion date
New Academic Block	2,36,924	April 1, 2019	March 31, 2021
JSW School of Public Policy	56,420	April 1, 2019	June 30, 2020
Student Dormitories (384 rooms)	3,47,359	April 1, 2019	March 31, 2021
Sports Complex	57,858	April 1, 2019	March 31, 2020
Faculty Housing (56 Units)	2,21,494	Yet to commence	Two years
Staff Housing 1 (60 units)	93,556	Yet to commence	Two years
Staff Housing 2 (40 units)	65,262	Yet to commence	Two years

Once completed, the above projects will add nearly 10.79 lakh square foot to the existing infrastructure of 17 lakh square foot.

The new academic block along with forum tower will have eight theatre type classrooms, four flat-floored classrooms, one 250-seat auditorium, 28 syndicate rooms, programme offices, 42 faculty offices, reading room, and a large conference room.

The new sports complex will have swimming pool, squash court, multipurpose hall, yoga room, jogging track, cricket practice pitch, football field, tennis court, juice bar, sauna, etc.

JSW School of Public Policy will mainly cater to public policy programmes and will have two forums, one 120-seat classroom, two sixty-seat classrooms, one flat-floored classroom, eight seminar rooms, 18 faculty offices, small library, programme office, etc.



## 14. | OFFICIAL LANGUAGE IMPLEMENTATION

IIMA is committed to promoting the use of Hindi in its day to day official work as per the Annual Programme issued by the Department of the Official Language, Ministry of Home Affairs. During the year, concerted efforts were made to implement the provisions of the Official Language Act, rules made there under, and orders/ instructions issued by the Department of Official Language from time to time.

The Institute celebrated Hindi Fortnight for the promotion of the official language from September 14 to 28, 2018. It was inaugurated with the celebration of Hindi Divas on September 14, 2018. During this period various Hindi competitions (Essay, Poetry, Words knowledge, Hindi General Knowledge, Hindi Antakshari and Hand writing) were organized. More than 350 Hindi speaking and non-Hindi speaking staff members and students of the Institute participated in these competitions. On the concluding day, cash prizes and certificates were distributed to all winners. An exhibition of Hindi books was organized in Vikram Sarabhai Library

on September 25, 2018. Messages of the Hon'ble Minister of Human Resource Development and the Hon'ble Home Minister were displayed on all notice boards.

In order to review and monitor the progress of official language implantation at the Institute, four official language implementation committee meetings were held under the chairmanship of the Director. Four Hindi workshops were organized during the year in which 82 staff members participated.



The eighth edition of the Hindi magazine *Pratibimb* was published in February 2019 and was forwarded to all IIMs, IITs, central universities, concerned Ministries, Board of Governors and all 130 members of the town official language implementation committee.



## 15. | PERSONNEL

During 2018-19, eight faculty members joined the Institute. Two faculty members retired after attaining the age of superannuation, two faculty members resigned, one faculty member tendered technical resignation and one faculty member's term got over. Thirty-three staff members joined the Institute. Thirteen staff members retired after attaining the age of superannuation, six staff members resigned, one staff member's term got over, one staff member took voluntary retirement, and one staff member expired.

Leave of absence was granted to nine faculty members and three faculty members rejoined on expiry of their respective leave of absence.

**Appendix N9** provides data on manpower strength.

### Faculty with highest remuneration

The following are the five faculty members who earned the highest remuneration during the year 2018-19:

- ▶ Prof. Sanjay Verma
- ▶ Prof. Sunil Maheshwari
- ▶ Prof. Shailesh Gandhi
- ▶ Prof. Neharika Vohra
- ▶ Prof. Amit Karna

Their contribution to the various activities of the Institute is given in **Appendix N10**.

### Officers and Staff Development Activity

During the year, 83 employees were sponsored for training programmes conducted by the Ahmedabad Management Association and other training institutes.

The Institute continued to sponsor staff members to pursue various courses.

### Staff Awards/Honours

During the year, faculty and staff members received following awards:

### Appreciation Awards on completing two decades of service

- ▶ Professor Satish Y. Deodhar
- ▶ Professor T.T. Ram Mohan
- ▶ Ms. Mini Nair
- ▶ Mr. Pravinkumar D. Valodara
- ▶ Ms. Reshmi Thomas
- ▶ Mr. Gajendra N. Lakhani
- ▶ Mr. Girish P. Kosambia



## Long Service Awards on Retirement

- ▶ Mr. S. Panneerselvan
- ▶ Mr. C.B. Borikar
- ▶ Mr. Rameshchandra L. Solanki
- ▶ Mr. M.S. Sudarsanan
- ▶ Mr. Balubhai B. Kharadi
- ▶ Mr. Nathu L. Bhati
- ▶ Mr. Dolatbhai C. Patel
- ▶ Ms. Lakshmi D. Parajia
- ▶ Mr. Sukhdev D. Kalma
- ▶ Mr. Kamlesh G. Gandhi
- ▶ Ms. Harsha C. Khatri
- ▶ Mr. Sunil K. Shah

Details of personnel are given in **Appendix N**.

## Right to Information Act, 2005

Under the Right to Information Act, 2005, 309 RTI applications and 34 First Appeals were received during the year and were responded to. Month-wise break-up is as below:

Month	RTIs	First Appeals
April 2018	39	7
May 2018	35	5
June 2018	29	2
July 2018	26	1
August 2018	21	1
September 2018	28	2
October 2018	27	0
November 2018	13	3
December 2018	17	4
January 2019	39	2
February 2019	20	3
March 2019	15	4
Total	309	34

## Former Employees Get-Together

The Institute organized a get-together of former employees on December 12, 2018. During the event, they interacted with the Director and other senior officials of the Institute.

## Life After Retirement

The Institute conducted a training programme on August 20, 2018, for employees who had superannuated during 2018-19 or were going to superannuate in 2019-20. For this session, the spouses of the employees were also invited. The training session covered topics such as:

- ▶ Retired: Not Tired! approach towards life.
- ▶ Secure Future: Financial planning (health of my wealth).
- ▶ Health Management: Health is wealth.
- ▶ Spirituality: Mental peace

## Gender Sensitization Training Session

The Committee for Managing Gender Issues (CMGI) organized a gender sensitization training session for all employees.

## IIMA Climate Survey

The Institute, with the help of Willis Towers Watson, conducted a climate survey among faculty and senior staff members. The survey was conducted to capture the perceptions on key organizational challenges, gauge the happiness quotient of the employees and identify the areas of improvement for the Institute.

## Remembrance Meet

Institute arranged a get together with former faculty to commemorate the demise of the following ex-faculty members of the Institute:

- ▶ Professor Dwijendra Tripathi
- ▶ Professor Vijay Shankar Vyas
- ▶ Professor Narayan Sheth



# 16. | SPORTS AND RECREATION ACTIVITIES COMMITTEE (SARA)

Sports and recreational activities are being taken care of by the SARA Committee. Any employee can become member by paying a nominal subscription.

The Institute has the following sports facilities on campus:

Outdoor	Two Tennis Courts	Indoor (Sports Complex)	Two Badminton Courts
	One Basketball Court		Two Table Tennis Courts
	Volley Ball court		One Squash room
	Football Ground		One Snooker room

Yoga classes for the community are conducted in the Yoga Room, adjacent to the Fitness Centre in two batches. SARA also facilitates tennis coaching.

## Annual Sports Day

The SARA Committee organized the Annual Sports Day on February 17, 2019, for all community members. Games like sack race, slow cycle race, lemon and spoon race, three-legged race, musical chair, and piggybacking amongst others were organized.



## International Yoga Day

The SARA Committee celebrated International Yoga Day on June 21, 2018.



## 17. | STUDENT ACTIVITIES

### **Abacus – The Analytics Club**

The year saw new initiatives to enhance the interest in mathematics/puzzles and analytics both within and outside the community. There were about 20 events that were conducted in a span of seven months. The overall participation in Abacus events increased this year by 135% over previous year (4700+ participation in 2018-19 vs 2000+ participation in 2017). The club pioneered new events like Analysis Paralysis to further the national presence of the club. Nautilus, the national level online treasure hunt competition, was conducted by Abacus, which witnessed participation of around 1000 people across the country.

This year Abacus also conducted analytics training workshops that facilitated the raising of revenue INR 1.3+ lakhs. (27 participants, INR 5k registration each). On the Analytics front, Abacus launched 'Analytics Arena', a speaker session and blog containing the systematic procedure to solve analytics cases.

### **Academic Council**

The Council acts as the interface between students and faculty, presents student concerns to the administration and participates in academic policy making.

One of the major initiatives implemented by the Academic Council was the upgradation of the bidding portal and increasing its load handling capacity to 400 students. The process of making the clash-sheet was perfected to ensure a bug-free experience. The council conducted end to end course bidding process to allocate 202 electives among 393 PGP2 students across 3 terms.

### **Alumni and External Relations Committee (AERC)**

The Alumni & External Relations Committee, in the second year since its inclusion in the SAC,

grew by leaps and bounds. The various initiatives taken up in the first year developed structure and well-defined processes, while new activities were launched to make the ambit of AERC larger and more comprehensive.

IIMA Inspire Speaker Series took a historic turn with Dr Shashi Tharoor engaging in a discussion with the students and professors. Masterclass, too, saw Sudhir Sitapati (HUL), Ezhil Loganathan (P&G), and Akhilesh Tilotia (Officer on Special Duty) as the marquee speakers. The AERC YouTube channel was launched in order to increase the outreach of events – starting off with Tharoor @ IIMA. The total footfall more than doubled in the second year for speaker series. AERC also tapped into synergies with other clubs to reduce duplication of effort and improve the quality of activities.

### **Beta – The Finance and Investments Club**

Beta focuses on generating awareness within the student community about careers in finance and networking extensively within the financial services industry through a host of internal as well as external initiatives. Beta also engages the students across other prominent B-Schools with the intent of forming a network of like-minded professionals. This year also saw the inaugural Alpha series – a series on investment management. It aimed to help students understand the investment process across different styles of investing.

### **Chaos – The Cultural Festival at IIMA**

Chaos is the manifestation of the celebratory spirit of the IIMA life. Chaos, with participation from over 500+ colleges across India tries to simulate the WIMWIan ideals of co-creation through co-existence.

In our quest to make this mega-extravaganza happen, we associated with the best in business and beyond.

The event saw the likes of Armaan Malik, Jonita Gandhi, The local train and DJ Chetas. PGP1s and 2s, working together made this fest that it always has been and gave our attendees memories to cherish for a lifetime. With a budget of more than INR 1 Cr, Chaos 2019 had more than 40 events & competitions, 13 workshops and 4 Pronites (concert) for the 4-day duration of the fest.

### Computer Centre Committee

The Computer Centre Committee was one of the few clubs to interact with the newly joining batch prior to their arrival on campus. It provided them a platform to communicate effectively regarding the documents requirements, sharing necessary information on facilities on arrival, and various other protocols.

The Committee was instrumental in organizing bulk deals with Apple, Lenovo, HP, Microsoft and Samsung worth INR 95 Lakhs for IIMA, organised at PAN India level, availed by 520+ members including students, faculty and staff. CCC implemented the SAC Grievance Redressal Portal for seamless complaint registry and resolution impacting the IIMA community and revamped existing apps- Student Batch Data Portal and CCC Website to improve scope and scale.

### Consult Club

The Consult Club started the academic year with record number of applications from the PGP1s (Class of 2020). The club started the year with an ice-breaker session decoding the life of a consultant. The initial months of the club activities were built on this premise of helping PGP1s come closer to their dream internships and we had a full-house session on how to prepare a CV geared towards consulting roles.

During this phase, the club also gave a flavour of the consulting world through a multi-stage on campus competition, Strategos. The PGP1s went through situations checking their problem-solving skills along with the ability to present ideas to an audience. This not only helped them get a clearer understanding of expectations of the profession but also had spill over impact on academics.

### Cultural and Social Affairs Committee

The Cultural and Social Affairs Committee, also known as the CultComm is responsible for organizing all the fun events and festivities on campus and keeping the campus alive. Be it Welcome Week, Talent-Nite, Garba, Holi, Diwali, Christmas, Pongal, Lohri, or Ganesh Chaturthi, CultComm has successfully maintained the Institute culture. This year the Cultural Committee introduced four New events and theme-based gatherings/parties as part of the events conducted by Cultural Committee on Campus (Freshers Party, Janmashtami, Mehendi Night, Survivor Day).

### Eloquence

Eloquence, the public speaking club of IIMA, aims to provide a platform where all members of the IIMA community can come together to learn and practice public speaking in a friendly environment. Eloquence organized biweekly sessions which included activities like prepared speeches, debates, impromptu speeches and word games.

Eloquence also undertakes different activities which help students prepare for their placements at IIMA. Eloquence conducts mock group discussions to help students identify and overcome those difficulties with repeated practice. This year, the club launched mentorship program to increase the benefit to the participants. The club introduced theme-based public speaking sessions that helped increase the cumulative session turnout by 137% over 10 sessions, average session turnout 66% over 10 sessions.

### Entrepreneurship Cell

This year was again a jam-packed one for Entre Cell, striving hard to foster entrepreneurship within the IIMA community. The year started with Young CEO a simple, step-by-step simulated game, running in parallel with Start-up 101 (a series of workshops) which helped about 50 teams develop entrepreneurial mind-set seeding from a basic idea going all the way till Business Modelling, B-plan Simulation, and Pitching.

This year the second season of How To Start A Start-up series, witnessed interactions with renowned entrepreneurs from different sectors. Management Clinic was formally launched this year, where IIMA students worked with start-ups and SMEs to help them diagnose and structure the method of addressing challenges they face.

### **Equal Opportunities Students' Committee (EOSC)**

The Equal Opportunities Students Committee (EOSC) is a committee of students seeks to resolve the issues that the Equal Opportunities (EO) students face in the campus with respect to their academics and non-academic (Co-curricular) activities. The committee has been newly formed and had made efforts in the Academic Year 2017-18 and 2018-19 to help and facilitate the Students with special abilities to easily access the campus by laying down ramps in required areas of the campus along with some infrastructure developments that it will initiate in the coming year with the support of administration and Infrastructure department, Library Audit Committee, SAO Office and other departments in Campus.

Also the committee's Outreach cell members with the other EOSC members initiated an event in January 2018 named as "Dinner in the Dark" that was organized to sensitize the IIMA community about the various issues that an EO Student faces without or with very low vision.

### **Equipoise: The Economics Club**

The major event conducted by Equipoise was the speaker session with the ex-RBI governor – Mr. YV Reddy. The other trademark event conducted throughout the year was the "Economic Adda". Three Economic Addas (discussion fora), were organized on the fall of the rupee, on the IL&FS crisis and the future of NBFCs, and on the autonomy of the RBI.

Equipoise designed a completely new game-format for Tradecraft, the flagship event of Equipoise at TRBS 2018, based on the Carbon Credits trading simulation format. The club also brought out the first edition of Eco-almanac, a news-hub containing the latest articles on the firms recruiting at final

placements AY2018. Equipoise coordinated with Sports committee to organise the IIMA Premier League Auction which saw the auctioning of 250+ players across the sports of badminton, frisbee, football and cricket and conducted the auction for frisbee and cricket.

### **Exchange Council**

Exchange Council, yet again proved instrumental in the robust implementation of student exchange programmes.

### **Outgoing Exchange**

In its continuous pursuit of developing international perspective in its students, the council successfully accomplished the objective of negotiating the largest student exchange program ever in the history of IIMA obtaining 210+ seats spread across 80 colleges and 6 continents. The council organized bulk deals for Eurail, Airbnb, Forex, Travel Insurance, NiYo and ISIC for 140+ outgoing students.

### **Incoming Exchange**

The exchange council acted as a facilitator helping 90+ incoming exchange students from other international institutes acclimatize to Indian culture. Some of the key initiatives taken up by the council included strategic use of digital media to enhance social media visibility - devising concept of 'Exchange diaries', adding Instagram handle to share memories of exchange students, creating and producing promotional YouTube video 'Morii' showcasing journey of an exchange student at IIMA to widen our engagement with the international audience.

### **FABM Committee**

FABM Committee was formed in the academic year of 2016 and now it has been recognized by SAC as a career club from 2018 session. The mission and vision of the committee are to increase the visibility of the programme in the student community as well as the corporate world. We hold pride in promoting the world's no. 1 programme in Food and Agribusiness management at IIM Ahmedabad. The club has put in

dedicated efforts and achieved more than 10k likes on the official Facebook page of PGP FABM. The club invited prominent alumni who are distinct business leaders in their domain of food, agriculture, and rural enterprises.

### **Faculty Student Interaction (FSI) Cell**

This was a great year for FSI starting with the off-the-record sessions with Prof. Swanand Deodhar on a 'tale of two PhDs' to gain some invaluable insights from him. Multiple other off-the-record sessions were organized with Prof. Chinmay Tumbe, Prof. Aditya Moses and Prof. Ravichandran (farewell session). The club's legacy program 'Faculty Student mentorship' was continued this year as well with over 30 faculty members and 100 students participating in it. It is a huge step in fulfilling the endeavour of facilitating informal communication between professors and incoming batches. FSI organized annual teacher's day celebration on September 9, Sunday at RJM auditorium wherein multiple clubs like footloose, music club, IIMACTS etc. took part along with faculty members and their families putting up a great show together.

### **Finesse**

Finesse, the fine arts club, encourages the students and the community to experience the joy of art, the pleasure of creating something new, and the beauty of colours in the campus. The club hosted multiple events this year. With the objective of indulging the junta in creative activity, the club tried to reach as many IIMA community members as possible through events such as coffee painting, mask making, poster making and a republic day drawing competition to name a few. Finesse also collaborated with Prayaas and Smile to ensure kids have certain exposure to art.

### **Food and Agri Business (FAB) Cell**

The journey of Food & Agribusiness Club last year kick started with a dynamic and wonderful team of 34 members (Facchas and Tuucchas) which took a step towards achieving the goals of the club. With an intrinsic aim to organize speaker sessions to make the industry aware of the FABM program as a whole

and try to build strong connection with them, this year the FAB Club organized 6 speaker sessions in all, including a speaker session with CEO of Continental Coffee Limited followed by a session by the GM-Marketing of Hershey's India.

During TRBS, the club hosted the Ex-VP of Nestle, Tata Global Beverages and CEO of Mattle. Furthermore, a speaker session was organized by the Vice President-International Business of Godfrey Philips. This year FAB also managed to bring in the Business Head of the recent unicorn start-up, BigBasket on campus followed by a talk by the VP of Marketing, Dr. Oetker.

### **Footloose**

The year 2018-19 saw Footloose – The Dance club of IIMA going through an immense transformation, both in the inside as well as outside. With the number of performances doubling as compared to the previous year (40 events in the entire year), the club has set a benchmark for itself not only in terms on quantity but also in the quality of its performances. The club also witnessed a viral video of one of its performances, being shared and posted enormously in social media channels, newspapers, cultural channels and many more.

Flash mob performances during CHAOS was the most fun part where the club gave about four performances in different parts and colleges of Ahmedabad. The club also witnessed many new initiatives, one of them being the "Rang Jama De" performance on Holi and the "Regular Weekend Dance Workshops" aimed to provide a constant learning platform for the IIMA community members who want to pursue their interest and absolutely free of cost.

### **Forum for Industry Interaction (FII)**

The Forum for Industry Interaction (FII) is an ISO 9001:2008 certified student consulting body of IIM Ahmedabad that has been providing students with a platform to transform businesses while still in B-school. In its 38th year, FII 18-19 successfully executed 54 industrial projects and the industry has nothing but glowing recommendations for the work done by project teams.

This year FII also provided consulting services to NGOs. Such projects provide students with exposure in terms of interacting with various social communities and an opportunity to contribute to society. Saint Gobain awarded two projects to FII on wastewater and sewage water recycling.

### **General Management and Leadership Cell (GMLC)**

General Management and Leadership Cell (GMLC) was started in 2015-16. Being the first year of its operations as a Club after its promotion from a SIG, it had a lot of expectations to meet to lay the road ahead for future batches. It started on a great note with a case competition called 'Gathbandhan'. It was a huge success and saw a participation of 160+ applicants who got a hands-on experience into the different functions of business management.

The GMLC newsletter— under the name of 'The Roundtable' was published. It contained sections consisting of news articles, placement experiences and articles related to particular companies. For placement preparation, the club prepared 'Know your Company' documents that went a long way in helping students save their time during peak hours of the internship.

### **Heritage Club**

Heritage Club tries to bring IIMA community closer to the culture and diversity of the country, and more closely to that of Ahmedabad and Gujarat. This year saw the club further strengthening the objective of increasing the cultural and heritage exposure to the IIMA community at large.

The Drum Circle conducted this year witnessed overwhelming participation of over two hundred people. The enthusiasm of the event was a transcendental experience for many, who chose to clap along when they could not find a drum. The SPIC MACAY performance by famed Kathak performer Padma Shri Shovana Narayan enthralled an audience of over 250 students and professors sitting mesmerized during the performance.

### **IDEOS**

As the newest member of the IIMA ensemble of clubs and SIGs, and with the unique 'innovation' branding, IDEOS had to be different. The club set itself apart by seeking out and embodying a start-up mentality into its work. For a first, it decided to have the leanest possible team size so we could give enough creative bandwidth to each team member involved in shaping Ideos. And it did that while having the smallest entry form and the fastest selection process for the PGP1s.

The highlight of the season was undoubtedly Innovation Playground organized during TRBS, which saw us house 20-odd innovations in a 2-day exhibition, as well as present to 13 innovators the opportunity to pitch to social impact investors about their work.

### **IIMA Cultural and Theatrical Society (IIMACTS)**

"Sometimes we made you laugh on us & sometimes we made you cry with us!" is how IIMACTS lived this year. Headed by Saubhagya Srivastava, this 38-membered team kept their voices loud enough to break the silence of the cold nights. The club kick-started the year with the situational comedy, Who am I kiddin'?, which left the audience astonished by its pace, baffled by its confusion & awed by the acting that left them in splits.

The faculty-student play, Sacred Campus, with a cast of 9 profs and the undertones of 'Sacred Games', the never ending jokes and one-liners ended with a standing ovation of the houseful RJM Auditorium. The all-faccha production of the year, Ax of Murder, witnessed, for the first time, nineteen people on the stage at once.

### **IIM Ally**

IIM Ally started the year with a loud bang. With the Supreme Court verdict lurking in the near future, what could have been a better way for beginning the new year than a pride march? The club conducted the LGBTQ Conclave in collaboration with WLS, EOCS, MAD, IIMACTS and the Music Club. The conclave was named 'The Inclusion Walk'. As we

all - faculty, students and staff- walked around the campus carrying posters of inclusion singing along to melodious tunes, we were touched by the spirit of positivity while anticipating the good news from the apex court.

### **Literary Symposium Desk (LSD)**

To put into words, the achievements of Literary Symposium Desk, lovingly called LSD, would take away the essence of the experiential exuberance we witnessed this year. With all the three cells of Quizzing, Speaking and Writing creating dynamic synergies, LSD once again succeeded in catering to most of the interests of the IIM A community. From Vivaad- a discussion-based format of debating, to the cryptogram series with a continuous leader board, and the Meme based event for getting people's creative juices flowing - we forayed into newer activities.

One of the benchmarks that the club created this year was the Faculty - Student Debate with Professor Ankur Sarin and Professor Sebastian Morris.

### **Movies-and-Design (MAD) Club**

MAD- The Movies and Design Club of IIM Ahmedabad has been rechristened from Movies All Day last year to expand its horizon from filmmaking and give life to a Design Cell for the first time in campus to equip students with a keen sense of aesthetics. The club has grown tremendously in the past year with its YouTube channel subscribers growing from 50 on 23rd March, 2018 to approximately 2000 now monetizing the channel in the same time span.

The cell has launched the first newsletter of the club in its history. Design Cell has also participated in branding of Shaurya 2018 and helped Placecom for their design needs during Placement Season.

### **Media Cell**

Media Cell's work in the last academic year started with the on boarding of the incoming batch though an official Facebook group. The incoming batch was also shown a flavour of what was to come through a welcome booklet and the welcome video. Over

the past one year, Media Cell's charm, wit, and humour reached the doorsteps of the student body 6 times through its Brick in the Wall Newsletter. The Newsletter has often captured the campus sentiment and has sought to highlight controversial topics. The club took on the task of on-boarding fresher to a new level with the creation of a hiccup-free communication platform and a well appreciated welcome video for the new joiners.

### **Mentorship Cell**

Mentorship Cell aims to create a friendly, nurturing and conducive environment for incoming students to carry forward the legacy of past and present into Future. This year the club started off with an amazing core team of 19 and 110 student mentors. We thoroughly enjoyed facilitating a smooth transition for the batch of 2020. It was a huge task to allocate mentors to the incoming 440+ students and then to create a conducive environment for them, organizing nationwide Faccha-Tuccha Meets, conducting four new initiatives planned for the year and, of course, ensuring the well-being of the incoming batch while they get accustomed to the PGP-1 life.

### **Mess Committee**

Mess Committee started this year with the inauguration of Bikanerwala, aligned with further expanding the food options available on campus. Bikanerwala offers a diverse menu including quick snacks, tandoori items and Indian sweets. Other food outlets that were also introduced during this year were The Chocolate room, Le smog, Vices and Spices and Juice Box.

In mess, more monthly food options were added this year to allow students to further customize their mess subscriptions. Healthier options such as fruits and juices were introduced, outside CRs, for breaks between classes. Weighing machines were introduced in the mess to keep track of food wastage.

### **Music Club**

The magic began with "Aghaaz", where the PGP2s performed. So amazing was this event that the Music Club saw a surge in the number of first years aspiring to

join the family. The team that was put together proved their mettle in “High Hopes”, their debut performance. This year saw some power-packed performances at the Independence Day and Republic Day celebrations, retro tribute at the Teacher’s Day Programme, mix of melodies at the Post Placement Party and New Year’s Eve, a Children’s Day performance for Prayaas and a special collaboration with faculty members during the Christmas eve celebrations at Director residence.

This year was also the year of firsts. For the first time, Team IIMA was amongst the winners in Blizzards of Rock – the rock band competition in Chaos. New events, such as the “Musicology” quiz, the karaoke competition “Korus”, and the “Antakshari”, witnessed amazing responses from students across all programmes. The pinnacle of the year, however, was our performance at The Red Brick Summit - “Serenade”, witnessed by a huge audience from all over Ahmedabad.

## Niche

Team Niche 2018-19, a team of marketing oriented, driven people, worked hard throughout the year to give as much to the IIM Ahmedabad community as possible. It was our aim to be at the forefront of marketing throughout the year. We did so by organising quality speaker sessions, organising national level events and creating content that would help students with internship and final placement.

Niche was honoured to host companies like Google and Designit that talked about interesting marketing trends. This year, we organised TRBS’ flagship marketing event, Kotler’s Conundrum and witnessed immense participation, nationwide.

## Optima: Operations Club

As a career club of IIMA, Optima acted as a knowledge centre of Operations Management by hosting speaker sessions conducted by eminent personalities like Mr. Ram Kuppaswamy, Global Chief Procurement Officer, Bharti Airtel on Innovation & Supply Chain Excellence and Dr. Himanshu Trivedi, Vice President, Bosch on Manufacturing & Quality Excellence. The club has been working diligently to guide and mentor the students through a mentorship program and

acted as a platform for operation enthusiasts.

Optima in 2018-19 initiated an Inter IIM A, B and C case study competition for the first time which would see students from the all three campuses competing with each other. The club also facilitated the widely recognized six sigma Green belt program under the patronage of KPMG which saw huge registration from the student community.

## Panacea

Panacea, the healthcare club, undertook activities aimed at ensuring the physical wellbeing of the IIMA community and supporting students to build a career in the healthcare sector. A document was shared with the PGP1 batch before their arrival on the campus. It detailed important health related information, contact numbers (dispensary, pharmacy, ambulance, etc.), measures that the administration undertakes for the well-being of students, and preventive measures that needs to be taken by the students against few prevalent diseases.

Panacea organised free health check-up drives, awareness sessions, vaccination drives and highly discounted check-ups organized at the campus. With the mosquito net installation drive for the dorm rooms and dispensing free Lariago tablets, the number of cases of vector-borne diseases decreased significantly this year.

## Perspectives

Perspectives in 2018-19 had a great year with many successes, as reflected in smiles and encouragement. The club received positive feedback from every SMA we interacted, which were more than 15 in events coverage and almost all in club photo-shoot. The biggest successes of the club this year were receiving more than 350 photos for 50 spaces in Mess Gallery and having more than 200 participants in the Light Graffiti session, which had to be repeated during TRBS which garnered another 200 participants.

Apart from this, this year also saw coverage of TRBS by Perspectives, over four days with the team of photographers mainly comprising first years with experienced second years guiding them.



## Product Management and Technology Club

It was a fantastic year for the Product Management & Technology Club! Our team of thirty has broadened the club's activities, with new initiatives and events, reaching a wider audience in the community. The club had been busy from day one, with a new club video to pitch the club to PGP1s, a refreshed orientation session with alumni from Media. Net and Amazon joining in virtually, and a brand new product management business competition that saw our biggest turnout yet.

PM Tech club also launched the wildly successful informative digest series, a new ELI5 newsletter, and a revamped club website. This year, the club invited Anubhav Rohatgi, a director of Product Management at Adobe for a talk about Product Management as a career, a team of PMs from Microsoft for a workshop and we hosted Geeta Gurnani from IBM for a session on AI.

## Prakriti: The Nature and Sustainability Club of IIMA

Prakriti stands for propagating the spirit of nature through sensitization about environmental concerns as well as sustainable management of resources. The Club focused on involving both the IIMA community as well as the outside community for a cause. The Club organized activities like Dorm Energy Wars, a rendition of healthy competition between dorms for saving energy, Adopt-a-Sapling Drive wherein it distributed 100 free saplings to the student body to raise and nurture, and the Gir Forest trip which provided about 30 students the opportunity to connect with nature.

## Prayaas: An IIMA Social Initiative

Started in 2003 with 10 kids, Prayaas now nurtures the lives of 120 kids. The mission of Prayaas to provide quality education and wholesome childhood to the underprivileged kids is upheld not just by the team members but the entire IIMA community who lovingly raise the kids. To fulfil this mission, Prayaas

sponsors the school fees of the kids and provides them with supplementary classes in the evening. For the holistic development of the kids, Prayaas organized events, workshops, interactive sessions and outings throughout the year. It held the Origami and Tangram puzzle workshop in collaboration with Finesse.

## Public Policy Club

The Public Policy Club conducted numerous activities throughout the year with the aim to cultivate an environment conducive to a better understanding of policy issues at the Institute and thereby help in making the student community more informed about policy matters.

With a plethora of events being held throughout the year, the club saw many firsts in terms of the number as well as the variety of events that were organized keeping in mind the best interests of the IIMA community. Next, the club leveraged the political scenario of the country and came up with a series of events under the umbrella of 'Election Week' in collaboration with multiple other SMAs as well. The aforementioned events and competitions drew huge numbers in terms of participation.

## ShARE

ShARE started as a platform to share knowledge, and has grown in scale, now working as a hybrid between a think tank, a corporate training centre, a social network, and an innovative consulting organization. ShARE trains its members and offers them the possibility to interact with students from more than 15 countries. ShARE-IIMA is among the leading chapters of ShARE Global.

As a part of the I-Batch event, ShARE worked with an international team from China, India & Europe. The club members were also part of the global team responsible for revamping the ShARE training program and did pilot testing of the new program (Modules, Website & the 360Learning platform) with the local chapter members and conveyed the feedback to the global team.

## RTERC

Activities undertaken by the club include the following:

- ▶ Winter School: Designed and successfully conducted a 4-day policy-based action-oriented program Winter School at IIMA. The event was attended by 78 selected participants from 40+ well-known organizations and 12 prominent speakers. The purpose of the orientation programme is to give the participants a basic set of tools for understanding the social equations surrounding them.
- ▶ Research: To prepare a database of all the states regarding RTE Act and rules for taking admission (documents, criteria, process etc.). Listed down different NGO (education related) working in different states and upload on the RTERC website.
- ▶ Events: Organised a project presentation event with the collaboration of Prayaas and Teach for India which was attended by 125+ students.

## Sports Committee

SportsComm began its year with the vision of instilling a sporting culture on campus. Yalgaar, the faccha-tuccha sports tournament, being the first event of the year, achieved new heights as it saw an addition of six new sports. The new sports, including Kabaddi, Women Football, Hockey, and Kho-Kho, added extra exuberance to the event, while also preparing the incoming batch for the roles they would take up in the imminent events. The campus also witnessed its first ever league, called IIMA Premiere League (IPL), for sports like cricket, badminton, and football. Another landmark event organized by SportsComm around this time was the Alumni Cricket match between batches of 2016 and 2017 versus the 1983 batch.

## Stargazers

Stargazers in a special interest group which promotes amateur astronomy and organizes innovative and exciting events themed on cosmology, science fiction, space tech, physics, and philosophy. Stargazers went shooting for the stars this year with a plethora of activities, engaging the IIMA community at multiple events. It started with

a stargazing session on the celestial event of Lunar Eclipse, when members of the IIMA community gathered in large numbers to witness the Earth eclipsing the Moon. While conducting on-field activities for the ardent stargazers, the club was also actively involved in providing the IIMA community with intriguing articles on research milestones in space. This newsletter, titled Space Maniacs, acted as a medium for the space-lovers on campus to add more information to their existing repertoire.

## Synergy

Synergy is the HR management SIG of IIMA started in 2017. With a 24-member strong team, Synergy organized various events on the campus over the past year– the first being the HRQs training session for PGP1s and FABM1s for their summer placements. The event witnessed a jam-packed classroom with a footfall of 150+ students. The session was followed by HRQs mentorship for the interested PGP1s. Synergy Conducted HRmony, HR case competition in collaboration with TRBS within which 2044 teams from various institutes in India participated. After three rounds, two teams were selected as winners with a total cash prize of INR 50,000. The event gave us the exciting opportunity to write a mine-case during one of the rounds.

## TEDX IIM AHMEDABAD (RED DOT)

Red Dot, the TEDx SIG of IIMA aims to engage the IIMA community by providing them a platform to voice their perspectives on a variety of topics ranging from but not limited to technology, social causes and innovation to policy-making. The flagship event conducted by the SIG is the TEDxIIMAhmedabad summit (to be held in July 2019), supported by year-round events like ‘The WIMWIAN’s Talk’, ‘Distinguished Speaker Series’ and ‘Vivaad’.

Social Media activities: The SIG has recently launched its Facebook page for communication of day-to-day activities and club updates under the name of “Red Dot IIM Ahmedabad”.  
Student Activities:

1. Vivaad – Red Dot, in collaboration with the Literary Symposium Desk (LSD) initiated Vivaad - a series of

debates that seeks to address issues prevalent in the contemporary world and in our immediate society.

Events – Two editions of Vivaad have been conducted this academic year. Vivaad-1 was conducted on 26th July, 2018 on the topic – “Partition of India and the forgotten question of Baluchistan”. Vivaad-2 was held on 27th September, 2018 on the topic – “The concept of the Hijab or the veil”.

2. WIMWIAN’s Talk – Modelled around a TEDx event, WIMWIAN’s talk aims to bring ideas, thoughts & philosophies from around the IIMA student community.

### **The Red Brick Summit**

This year, we hosted the Red Brick Summit from 29th September to 2nd October. The fest was the biggest Indian management festival - be it the 30,000 registrations for 16 business events or the INR 1.2 crore budget that we all flaunt so lavishly on our CVs, it was all down to the four months of hard work put in by the cell managers and their teams.

The members of the organizing team planned 45+ events over a -day fest period with Matrix Partners, MOSL, FinIQ, Jio Money, BPCL, Siemens securing 31k+ registrations from 430+ colleges. The festival witnessed an increase in the participation by 30% over previous year (29k+ registrations in 2018 vs 22k+ registrations in 2017). There were new events under social and HR domain in the second edition of the TRBS. This year TRBS organized “Think Equity, Think QGLP” Asia’s largest stock pitch event in collaboration with Motilal Oswal with total prize money of 13 Lacs. TRBS Formed partnerships with

companies including AIB, World Economic Forum (WEF), Tata Trusts to increase fest reach and brand equity. TRBS Master Series - a year-long Speaker Series building up to actual TRBS series was also conducted. Some of the marquee speakers being -- Arun Thukral (MD & CEO Axis Securities), Ashwani Lohani (Chairman, Indian Railway Board, Former MD & Chairman of Air India), and Rahul Kanwal. The actual festival witnessed 14 keynote speaker sessions during the fest period along with 4 panel discussions (4 speakers in each) with a total footfall of 4000+.

TRBS also introduced Innovation Playground 2018, a one-of-its-kind exhibition hosting 20+ grassroots innovations over 2 days at the Football ground, IIMA.

### **Women Leadership Society**

The year 2018 – 2019 for the Women Leadership Society was, to put it simply, spectacular! An enthusiastic and committed bunch of people started several new events which attracted unprecedented turnouts. The show-stealer this year though, was being able to host the Defence Minister of India, Ms. Nirmala Sitharaman. The madness leading up to the event, the meticulous planning that went into it, and finally, the rush and excitement of seeing it unfold – it left us all feeling immensely proud of ourselves.

The reality of the world today is that some are more equal than the others. All we can do is keep taking steps on the thousand-mile journey that is changing this perception, helping where we can and fighting where we should.

## 18. | SUSTAINABILITY IN CAMPUS

The heritage campus with its imposing red-brick structures and a contemporary 'new' campus instill in the viewers a sense of awe and wonder. The interplay of light and shade, spacious corridors, large open spaces, forest-like tree cover, well laid out green lawns, and the multitude of arches supporting the structures all contribute to this experience.

To overcome the challenges to the environment and to cope with a steadily increasing footprint, sustainability efforts are under way. Since the challenges are huge, a holistic approach is being adopted without compromising the needs and comfort of the residents.

### Some Initiatives

The student-led "Prakriti Club" the "Nature and Sustainability Club" of IIMA runs various initiatives and campaigns along with the administration to drive home the message of sustainability and green initiatives. Some of the notable campaigns are:

- ▶ Dorm energy wars: To reduce the electricity consumption and to inculcate the habit of judicious usage of electricity, the club assigns rankings to the dormitories in terms of per capita consumption of electricity.
- ▶ Regular e-waste collection drives through stalls.
- ▶ Sapling plantation and adoption drive
- ▶ Promotion of cycling events
- ▶ Naturography contest – Bi-weekly photography contest in the categories of:

### Beauty of Campus

#### Raising concerns

- ▶ Observation of Swachhta Pakhwada (Swachhta Week) etc.
- ▶ Joy of giving week (Reduce and Reuse drive): Students and community members donated family kit, school kit and dignity kit materials

which are given to needy and poor and in areas of calamity.

- ▶ Colour coded bins have been installed to collect dry and wet garbage in the institutional, hostel, and residential areas. Separated waste is processed through
- ▶ A compact bio-gas plant of 500 ltr capacity
- ▶ Organic waste composter.
- ▶ Vermi-composting.
- ▶ Linkage with the Ahmedabad Municipal Corporation for transportation dry and wet waste.
- ▶ Waste paper is collected from collection points at strategic locations within campus. Paper thus collected is recycled through the Self Employed Women's Association (SEWA).
- ▶ Dry leaves are collected and heaped in open secluded areas for natural composting and, if required, subsequent processing in organic waste composter. Composted and processed product is used as manure.
- ▶ Beehive boxes: Beehive boxes have been procured from KVIC (Khadi Village and Industries Commission) to help the conservation efforts. The initiative has been undertaken since honey bees are important pollinators for many plants and have many other benefits.
- ▶ Sprinkler and drip irrigation is used for judicious usage of water.
- ▶ Water saving appliances like prismatic cocks instead of traditional water cocks are being used in washrooms. Water meters have been installed in dorms to monitor and control water usage.
- ▶ Energy saving appliances like LED lights have been installed across the campus.
- ▶ Wherever possible, conventional air conditioners have been replaced by VRF systems. All guest houses and MSHs have been provided with energy saving washing machines and refrigerators.
- ▶ Forty units of roof top solar water heating panels are operational. Since sunshine is available throughout, these heaters are being used to the maximum capacity.

- ▶ Solar power project: Implementation of roof top solar power project is in progress with estimated power capacity of 365 kWp. It is expected to get commissioned by end of 2019.
- ▶ S T P: Tenders are being floated for installation of 20 KLD unit in the heritage campus. A 200 KLD unit has been planned as a part of new student dorm project, with expected completion by mid-2021.
- ▶ my-Bike cycling stations promote cycling in the campus.
- ▶ A website on sustainability is being developed.
- ▶ The Institute actively participates in rankings like Greenmtric and Swachhta Ranking of MHRD.
- ▶ Sustainability during renovation works: The renovated library building is incorporated with smart building concepts. All floors have been provided with automatic fire Sensors. The air conditioning system has been converted to centralized VRF AC system. The building is lit with LED lamps. Automatic door sensors have been provided.
- ▶ Sustainability during New Project work: Trees either small or big in the project areas have been translocated to vacant areas. As per the tree surveillance report, 132 of translocated trees have sprouted new leaves.
- ▶ Smart and green Building initiatives have been incorporated in the ongoing new Projects:
  - ▶ VRF AC System.
  - ▶ Efficient Lighting system.
  - ▶ Majority of material as approved by IGBC (Indian Green Building Council).
  - ▶ BIMS has been incorporated to monitor all parameters for energy efficiency and better control



Organic waste from the Garden area, campus residents, Student mess & other eateries is collected at one location. Solid waste is processed through a OWC (Organic Waste Composter) machine & converted into organic manure. This manure is used as fertilizer to garden. Wet waste is fed into Bio-gas unit.



Example of BioGas



Example of Solar Heater Panel

## 19. | WELFARE ACTIVITIES

### Annual Health Check-Up

A general health check-up for the employees and their spouses, who are above 35 years, was organized by the Welfare Committee during April – July 2018 at Sterling Hospital, Ahmedabad. A total of 350 employees and their spouses benefited from this activity.

### Summer Class for IIMA Community Children

The Welfare Committee organised summer classes for the community children between May 8, 2018 and June 7, 2018, wherein different activities such as art point workshop, craft workshop, and dance workshop were conducted. The committee also encouraged the community children to join summer classes held at AMA and VASCSC and reimbursed ₹ 600 per child participating in these classes. Forty-one community children participated in these classes.

### Professor B.H. Jajoo Welfare Committee Medical Scheme

Professor B.H. Jajoo had donated ₹25,00,000 to set up a fund for the medical needs of the retired employees of the Institute. The sub-committee constituted by Professor Jajoo verifies the requirement of medical needs and distributes the amount to the retired employees with the help of the Welfare Committee. This year ₹1,57,000 was reimbursed after verification of bills submitted. The Scheme also sponsored annual general health check-up for the retired group C&D CPF employees. Thirteen ex-employees benefited.

### Higher Education Loan

The Welfare Committee caters to the need for higher education of children of staff members. It is an interest-free loan scheme for Groups B, C, and D employees. This loan is available only for regular degree/diploma courses of AICTE, UGC recognized College/University/Institute within India.

Starting from 2018-19, the Welfare Committee has started recovering the loan amount in 12 equal monthly instalments instead of 10 instalments to ease the financial burden on the employees. Loans were disbursed twice in a year instead of once as was the practice earlier.

In the first phase, seven members got loans totaling ₹3,75,000. In the second phase, four members were disbursed loans totaling ₹2,09,000.

### Educational Initiative – Conducting Tuition Classes

The Welfare Committee in association with an NGO, Samvaad, organized free tuition for children studying in Std. I to Std. VIII, of Group C and D employees. At present, 25 children are using this benefit.

### Sri Ramakrishna – Sarada Medical Fund

The Welfare Committee created a corpus of ₹5,00,000 in the name of Shri Ramakrishna Sarada Medical Fund, with contribution from Professor Shekar Choudhury, and Ms. Saroja (PGP 1990 batch). Interest from the fund will cater the needs of medical expenses of retired group C and D employees and their spouses. This year, ₹20,900 was released to eligible retired staff members.





### Employees Birthday Celebrations

The Welfare Committee celebrated birthdays of employees by greeting them with birthday card and sweet packet.

### Gujarati New Year celebrations

Every year, the Welfare Committee organizes a get-together of the community to celebrate Gujarati New Year. It was celebrated this year on November 16, 2018 by lighting lamps, flower decoration, fireworks, and distributing sweet packets to all those who were present in the get-together.

### Institute Day Celebrations

The Institute's foundation day is celebrated as Institute Day on December 11 every year. During the celebrations, various awards are presented by the Director to meritorious children and staff members to promote their talent. There were 67 awardees in various categories.

A cultural programme is also organized every year by the children of IIMA community, staff and students of the Institute. The retired employees who have completed 15 years or more of continuous service in the Institute were recognized. Also employees who have completed 20 years or more of continuous service in the Institute were felicitated.

### International Women's Day Celebrations

The Welfare committee celebrated the International Women's Day on March 8, 2019. It arranged fun

filled activities for all permanent women employees of the Institute. Roses and women's day cards were distributed and a special lunch was hosted for all 289 women employees.

### Other Activities

#### Naturopathy for a Healthy Life

The Welfare Committee in coordination with Nimba Nature Cure Village, organized a session on "Naturopathy for a Healthy Life" on July 17, 2018. The session taught the participants about preventing and treating lifestyle disorders by practicing naturopathy. The programme also makes the participants aware of the finer nuances of the ancient Indian sciences of yoga and meditation, besides providing guidance about nutrition, balanced diet, home remedies and stress management.

#### Training on Job Skills

The Welfare Committee had invited the Director, Human Development and Research Centre, St. Xavier College, on July 31, 2018 to give an overview on how they can help the community children to get trained in the following job skills:

- ▶ Basic English communication
- ▶ Retail management / Hospitality Tourism
- ▶ Life skills
- ▶ Personality development

Through this training, HDRC also helps the individual in getting employment. The cost of the training is met by the Institute.





### Session on Awareness of Dental Hygiene

A session was conducted on dental hygiene in collaboration with Elite Dental Clinic on August 30, 2018. Dr. Rahul Shah and Dr. Bhavika Bhatia Shah from Elite Dental Care conducted the session and offered a free check-up.

### Gold Membership: Darpana Academy

The Institute has taken Gold Membership of Amphitheatre at Darpana Academy, Natarani. As part of the membership, Institute gets 200 tickets for various theatre shows in a year which were distributed by the Welfare Committee to faculty and staff members.

### Session by Sri M

Sri M, a well-known spiritual guide, social reformer and educationist, visited the Institute on February 8, 2019, and spoke on Bhagwad Gita and its Relevance to Modern Corporate Management.

### Awareness Session on 'Obesity: Killer of Modern Era'

The Welfare Committee organized an awareness session in collaboration with Dwarka Clinic (Centre for Liver Gastro, Cancer and Bbesity Surgery) on the topic "Obesity: Killer of Modern Era" on February 22, 2019. Dr. Avinash Tank conducted the session.

### Session on "Making Astronomy Easy and Interesting"

The Welfare Committee organized a session on "Making Astronomy Easy and Interesting" by Mr. C.B..

Modhwadia on February 27, 2019. Mr. Modhwadia is passionate about popularizing astronomy among common people. It was offered in three phases.

### Presentation

A 45-minutes' presentation on following topics:

- ▶ Know our stars and constellations in a better way with some interesting fact about how they take formations.
- ▶ Identification of fascinating zodiac belt.
- ▶ Amazing way to identify directions through stars.
- ▶ Easy way to understand human names given through "rashi".
- ▶ Fascinating finder for Makar Sankranti celestial phenomenon.
- ▶ Importance of particular constellation in the National flags of some nations.
- ▶ Why Venus is taken for granted as wake up alarm at dawn.
- ▶ Few of the Astro "Tirth" across the globe.

### Live Sky

- ▶ Understanding stars and constellations in a much simpler but in a very attractive way.
- ▶ Great chances to see rarely visible Mercury.

### Observation with 10" Huge Telescope

- ▶ Observe Belgium's Shining Diamond - Sirius star.
- ▶ Orion's famous M42 diffuse Nebula, a stellar nursery where new stars are being born.
- ▶ Blue-green planet Uranus.



## APPENDICES



## POST-GRADUATE PROGRAMME IN MANAGEMENT

### A1: STUDENTS IN PGP

	PGP I	PGP II
<b>Joined the Programme</b>	<b>399</b>	<b>393</b>
(-) Discontinued	1	-
(-) Permitted/Asked to rejoin in 2019	-	-
(+) Repeaters	-	-
(+) Permitted to rejoin in 2018	1	-
<b>No. in the First/Second Year</b>	<b>399</b>	<b>393</b>
(-) Asked to withdraw	-	-
(-) Asked to Repeat	-	-
(-) Suspension for one or more terms due to academic indiscipline	-	4
(-) Not Graduated due to non-completion of academic requirements (Double degree and General)	-	9
(-) Not Graduated due to non-completion of academic requirements	-	1
(+) Graduating from earlier year	-	1
(+) Students Graduated under Double Degree Programme		18
<b>Total promoted/graduated</b>	<b>399</b>	<b>398</b>

### A2: IIMA STUDENTS ON EXCHANGE PROGRAMME

Name of the exchange institution	2018-19 Outgoing
<b>AUSTRALIA</b>	
Australian Graduate School of Management, Sydney	2
<b>ASIA</b>	
Graduate School of Management, University of Kyoto, Japan	3
Graduate School of Commerce (Waseda Business School) Waseda University Japan	1
<b>EUROPE</b>	
Aalto School of Economics and Bus. Administration, Helsinki, Finland	1
Catolica Lisbon, Lisbon, Portugal	1
Copenhagen Business School, Frederiksberg, Denmark	5
EDHEC, Cedex, France	7
Emlyon Business School, France	6

**CONTD. APPENDIX****A**

<b>Name of the exchange institution</b>	<b>2018-19 Outgoing</b>
ESC Rennes School of Business, France	2
ESCP-EAP, Cedex, France	12
ESSEC, Cedex, France	7
ESSEC, Cedex, France - MS, MIA (for PGP-ABM)	2
European Business School (EBS), Oestrich-Winkel, Germany	1
HEC Lausanne, Switzerland	2
HEC School of Management, Paris, France	4
HHL-Leipzig Graduate School of Management, Leipzig, Germany	3
IESEG School of Management, France	3
Instituto de Empresa, Madrid, Spain (IE Buss School)	1
Jonkoping International Business School, Jonkoping, Sweden	4
Munster School of Business and Economics, Germany (MSBE)	4
Norwegian School of Economics, Norway	8
NHH Norwegian School of Economics, Norway (FABM)	2
Pforzheim University of Applied Sciences, Pforzheim, Germany	5
Solvay Business School, Brussels, Belgium (Uni. Of Libre De)	4
Stockholm School of Economics, Stockholm, Sweden	3
Toulouse Business School (Old Name - ESC-Toulouse) Cedex, France	2
University of Bocconi, Milano, Italy	4
University of Cologne, Koln, Germany	8
University of Maastricht, Maastricht, The Netherlands	3
University of Mannheim, Mannheim, Germany	2
University of St. Gallen, St. Gallen, Switzerland	1
Vienna University of Economics and Business Admn., Vienna, Austria	3
Warsaw School of Economics, Poland	3
<b>NORTH AMERICA</b>	
Washington University (John M. Olin School of Business), St. Louis	1
University of Texas, Austin, Texas(McCombs School of Business)	1
Goizueta Business School, Emory University, Georgia	1
<b>Total</b>	<b>122</b>
<b>Double Degree Programme</b>	
University of Bocconi, Milano, Italy	6
HEC School of Management, Paris, France	3
<b>Total</b>	<b>9</b>

**CONTD. APPENDIX****A3: FOREIGN STUDENTS ON EXCHANGE PROGRAMME**

Name of the exchange partner	2018-19 Incoming
<b>ASIA</b>	
Asian Institute of Technology, Thailand	4
Graduate School of Commerce, Waseda University, Japan	2
International University of Japan, Nigata, Japan	1
<b>EUROPE</b>	
Copenhagen Business School, Frederiksberg, Denmark	6
EDHEC, France	7
Emlyon Business School, France	5
ESCP-EAP, France	11
ESSEC, France	9
HEC School of Management, Paris, France	2
HHL-Leipzig Graduate School of Management, Leipzig, Germany	1
Munster School of Business and Economics, Germany (MSBE)	3
Toulouse Business School (Old Name - ESC-Toulouse) Cedex, France	2
University of Bocconi, Milano, Italy	4
University of Cologne, Koln, Germany	5
Vienna University of Economics and Business Admn., Vienna, Austria	4
EM Normandie Business School, France	2
<b>CANADA</b>	
University of British Columbia, Canada	1
<b>Total</b>	<b>69</b>
<b>Double Degree Exchange Programme</b>	
University of Bocconi, Milano, Italy	7
HEC School of Management, Paris, France	1
ESSEC Business School, France	1
<b>Total</b>	<b>9</b>

**CONTD. APPENDIX****A4: SCHOLARSHIPS****Industry Scholarships: Batch 2017-19 (First Year)**

Name	Scholarship
Shubham Goyal	Radha and Sanjeev Chadha Scholarship
Advani Manish Suresh	Jet Age Finance Pvt. Ltd. Scholarship
Naitik Jain	S.M. Shah Scholarship
Karan Tyagi	Infosys Scholarship
Ketki Gupta	ICICI Scholarship
Kshitij Jain	SBI Mutual Fund Scholarship
Akhil Garg	IIMA Silver Jubilee/PGP 87 Batch/Faculty Memorial, AUDCO and IIMA Scholarship

**IIMA Scholarships**

- Vrinda Arun Lohia
- Pavithraa Devi A.
- Akshita Agarwal
- Revant Soni
- Aashish Chhillar
- Vibhu Rajeev Gupta
- Vibhor Verma
- Shuchi Agrawal
- Jatin
- Pratyush Pandey
- Naveen Changoiwala
- Ayush Saraf
- Maram Maheedhar

**Industry Scholarships: Batch 2017-19 (Second Year)**

Name	Scholarship
Shubham Goyal	Mrs.Sharda Bhandari and Mr. P.K Rath Scholarship
Advani Manish Suresh	Ajay Banga Ischol Scholarship
Kshitij Jain	Ritu Banga Ischol Scholarship
Vibhor Verma	Alok Mishra Scholarship
Pratheek Remesh Menon	Jet Age Securities Pvt. Ltd Scholarship
Akshita Agarwal	S.M. Shah Scholarship
Shikha Gupta	IFCI Limited Scholarship
Naitik Jain	IFCI Limited Scholarship
Vineet Gupta	Monsanto and IIMA Scholarship
Maram Maheedhar	Surrendra Paul and IIMA Scholarship
Akhil Garg	Dun Bradstreet and IIMA Scholarship

**IIMA Scholarships**

- Varun Gupta
- Pingle Gaurav Reddy
- Mitesh Kumar
- Vidit Garg
- Rajat Dutta
- Aniket Lohia
- Revant Soni
- Yashasvi Ajit Joshi
- Ashish Amitabh Bharatwal



## CONTD. APPENDIX

**A5: COMPARATIVE PICTURE OF APPLICATIONS RECEIVED**

Category	Batch 2019-2021				Batch 2018-2020			
	Male	Female	Trans-gender	Total	Male	Female	Trans-gender	Total
General	94093	52397	2	146492	93468	50693		144161
NC-OBC	21310	8663	1	29974	19573	7614	19	27206
SC	9385	4044		13429	8657	3600		12257
ST	2347	1156		3503	2227	1085		3312
PwD	632	150	1	783	593	119		712
GMAT/Indian Overseas	9	6		15	21	8		29
SNQ	4	5		9	4	2		6
<b>Total</b>	<b>127780</b>	<b>66421</b>	<b>4</b>	<b>194205</b>	<b>124543</b>	<b>63121</b>	<b>19</b>	<b>187683</b>
%	65.80	34.20	0.00	100.00	66.36	33.63	0.01	100.00

**A6: APPLICATIONS RECEIVED FOR PGP**

Stages	Gender/ Total	General Category			Reserved Category				Total
		CAT	GMAT		NC-OBC	SC	ST	PwD	
			Indian Overseas	SNQ					
No. of Applicants to IIMA	Male	94093	9	4	21310	9385	2347	632	127780
	Female	52397	6	5	8663	4044	1156	150	66421
	Trans.	2	0	0	1	0	0	1	4
	<b>Total</b>	<b>146492</b>	<b>15</b>	<b>9</b>	<b>29974</b>	<b>13429</b>	<b>3503</b>	<b>783</b>	<b>194205</b>
No. of Candidates Called for Interview	Male	417	3	3	249	111	54	32	869
	Female	133	2	3	47	40	35	9	269
	<b>Total</b>	<b>550</b>	<b>5</b>	<b>6</b>	<b>296</b>	<b>151</b>	<b>89</b>	<b>41</b>	<b>1138</b>
No. of Candidates Attended the Interview	Male	404	2	3	235	106	44	29	823
	Female	132	2	3	46	38	33	9	263
	<b>Total</b>	<b>536</b>	<b>4</b>	<b>6</b>	<b>281</b>	<b>144</b>	<b>77</b>	<b>38</b>	<b>1086</b>

## POST GRADUATE PROGRAMME IN FOOD AND AGRI-BUSINESS MANAGEMENT

### B1: APPLICATIONS RECEIVED FOR PGP-FABM

Category	Batch 2018-20				Batch 2019-21			
	Male	Female	Trans	Total	Male	Female	Trans	Total
General	63381	31981	0	95362	65869	34454	1	100324
NC-OBC	14065	5086	13	19164	15836	6126	1	21963
SC	5974	2314	0	8288	6744	2648	0	9392
ST	1472	670	0	2142	1575	723	0	2298
DA	422	73	0	495	431	93	0	524
<b>Total</b>	<b>85314</b>	<b>40124</b>	<b>13</b>	<b>125451</b>	<b>90455</b>	<b>44044</b>	<b>2</b>	<b>134501</b>
Percentage	68.01	31.98	0.01	100	67.25	32.75	0.00	100

### B2: PGP-FABM ADMISSIONS: 2019-2021

Particulars	Gender	General Category		Reserved Category				Total
		GEN	NCOBC	SC	ST	DA	GMAT	
No. of CAT Takers	Male	99793	22954	10059	2582	688	--	136076
	Female	57125	10085	4589	1361	166	--	73326
	Trans	2	1	0	0	0	--	3
	<b>Total</b>	<b>156920</b>	<b>33040</b>	<b>14648</b>	<b>3943</b>	<b>854</b>	<b>--</b>	<b>209405</b>
No. of Applicants to PGP-FABM	Male	65869	15836	6744	1575	431	--	90455
	Female	34454	6126	2648	723	93	--	44044
	Trans	1	1	0	0	0	--	2
	<b>Total</b>	<b>100324</b>	<b>21963</b>	<b>9392</b>	<b>2298</b>	<b>524</b>	<b>--</b>	<b>134501</b>
No. of Candidates Called for Interview	Male	164	101	37	21	8	--	331
	Female	90	51	13	7	2	--	163
	Trans	0	0	0	0	0	--	0
	<b>Total</b>	<b>254</b>	<b>152</b>	<b>50</b>	<b>28</b>	<b>10</b>	<b>--</b>	<b>494</b>
No. of Candidates who attended interview	Male	139	88	29	12	4	--	272
	Female	80	45	11	4	2	--	142
	<b>Total</b>	<b>219</b>	<b>133</b>	<b>40</b>	<b>16</b>	<b>6</b>	<b>--</b>	<b>414</b>

**CONTD. APPENDIX****B3: STUDENTS IN PGP-FABM 2018-19**

	PGP-FABM I (2018-19)	PGP-FABM II (2018-19)
Joined the Programme	46	45
(-) Discontinued	--	--
(-) Permitted/asked to re-join in 2017	--	--
(+) Repeaters	--	--
Permitted to re-join in 2017	--	--
<b>No. of the First/Second Year</b>	<b>46</b>	<b>45</b>
(-) Asked to Withdraw	Nil	Nil
(-) Asked to repeat	Nil	Nil
Not Graduated due to non-completion of academic Requirements (Double Degree and General)	Nil	Nil
Not Graduated due to Academic indiscipline	Nil	Nil
Graduating from earlier year	Nil	Nil
Students Graduated under Double Degree Programme	Nil	Nil
Total promoted/graduated	46	45

**B4: AWARDS & I-SCHOL**

Award/I-Schol	Donor	Recipient of the Award/I-Schol
Best All Rounder PGP-FABM Woman Student	Mrs. Mathur, in memory of Late Mr. R. C. Mathur (PMA 1972)	Ms. Srishti Singh
The batch all-rounder award	Ms. Geeta Garg (PGP-ABM 2015)	Mr. Umang Agarwal
Industrial Scholarship (I-Schol)	Mr. Parmesh Shah (PGP-SPA 1982)	Ms. Moksha

## POST-GRADUATE PROGRAMME IN MANAGEMENT FOR EXECUTIVES

### C1: PROFILE OF STUDENTS

Parameter	Average
GMAT	700
GRE	323
Total work experience	8 years 9 months
International work experience	1 years 11 months
Age as on March 31, 2018	31 years 10 months

- **International exposure**
  - o 01 (0.72%) is an international student from Australia
  - o 24 (17.39%) are residing outside India, spread across 11 countries.
  - o 75 (54.35%) have international exposure in terms of work and studies.
- **Academic background**
  - o 14 (10.14%) have obtained their degree(s) from outside their home country.
  - o 32 (23.19%) have a higher qualification (Professional, Masters) than bachelors.
  - o 119 (86.23%) are engineers.
  - o 38 (27.54%) have graduated from IIT/NITs.
- The industry mix includes Academics and Education, Advertising/Communication/ Media/Entertainment, Aerospace and Aviation, Agriculture, Banking Financial services and Insurance, Consulting, Defence and Security, Energy and Utilities, FMCG and Consumer Durables, Govt. and PSUs, Infrastructure and Construction, IT and ITeS, Manufacturing/ Engineering, NGO and Social Services, Pharma/Bio-Tech/Healthcare/ Hospitals, Retail/Ecommerce, Shipping/ Transportation/Logistics, Telecom and Travel and Hospitality
- **23 (16.67%) are women students**

Industry Break-up	Functional Break-up
Academics and Education	2 Consulting 21
Advertising/Communication/Media/ Entertainment	5 Engineering and Maintenance 19
Aerospace and Aviation	2 Operations 19
Agriculture	1 IT based Project Management 12
Banking, Financial services and Insurance	12 IT based Research and Development 10
Consulting	11 General Management 8
Defence and Security (Central/State/Local Bodies)	1 Sales and Marketing 12
Energy and Utilities	21 Non-IT based Project Management 7
FMCG/Consumer Durables	1 Non-IT based Research and Development 6
Government and PSUs	5 Finance and Accounting 5

**CONTD. APPENDIX****C**

Industry Break-up		Functional Break-up	
Infrastructure and Construction	6	System Designing	5
IT and ITeS	29	Business/Product Development	3
Manufacturing/Engineering	28	IT based Operations	3
NGO and Social Services	2	Procurement	3
Pharma/Bio-Tech/Healthcare/Hospitals	1	ERP Professional	2
Retail/Ecommerce	5	Quality Assurance/Quality Control	2
Shipping/Transportation/Logistics	1	Teacher/Trainer/Lecturer/Professor	1
Telecom	4		
Travel and Hospitality	1		
<b>Total</b>	<b>138</b>	<b>Total</b>	<b>138</b>

**C2: NEW ELECTIVE COURSES**

- CINE: Connecting Communities and Corporations for Frugal Innovations
- Data Science for Business
- Entry and Exit: Negotiation for Entrepreneurs
- Game Theory and Experiments
- Indian Economy in Comparative Perspective
- International Business

**C3: SPEAKER SERIES**

Name of the Speaker	Designation	Company
Rajesh Makhija	CEO	Mphasis
Dheeraj Awasthy	Head, Risk Analytics	HSBC Retail Banking and Wealth Management
Shrikant Joshi	CEO	L&T Realty
Manish Vora	CFO	Johnson & Johnson
Raman Ramachandran	CEO	BASF Chemical India
N. K. Singh	Chairman	Fifteenth Finance Commission
Ramesh Nair	CEO	JLL India
Ashish Bhandari	CEO, Oil & Gas	GE
Suresh Narayanan	Chairman and MD	Nestle India
Siraj Chaudhry	Chairman	Cargill India
Kabir Ahmed Shakir	CFO	Microsoft India
Patrik Riese	CEO	Volkswagen
Sanjaya Mariwala	MD	Omniaactive
Deepak Malik	Silver Medal at Paralympic Games	
R. S. Sodhi	Managing Director	Gujarat Cooperative Milk Marketing Federation (GCMMF)



## E-POST GRADUATE PROGRAMME IN MANAGEMENT

### D1: ADMISSION: 2017-19

Round	Total
Applications Received (Hard copy by ePGP office from Hughes)	227
IAT Attended	164
Valid GMAT	9
Valid CAT	5
Shortlisted for Interview (including CAT/GMAT)	142
Interview Attended	117
Admission Offered	66
Offer Accepted	53
Final Joined	51
Applied for Deferment to 2018-20	2

### D2: ADMISSION: 2018-20

Round	Total
Total Registration (Including submitted)	609
Total Submitted	193
IAT Attended	164
Valid GMAT	9
Valid CAT	1
Shortlisted for Interview (including CAT/GMAT)	118
Interview Attended	109
Interview not attended	9
Admission Offered	78
Offer Accepted	65
Joined	62
Last Year Deferment	2
Applied for Deferment to 2019-21	3

## Ph.D. PROGRAMME IN MANAGEMENT

### E1: GRADUATING PH.D. STUDENTS

Name	Area	Thesis Title	Thesis Advisory Committee Members
Anita Kerai	Business Policy	Antecedents and consequences of top management team's power structure in a family business context	Prof. Chitra Singla (Chair) Prof. Anish Sugathan Prof. Rakesh Basant
Ankur Kapoor	Marketing	The impact of non-volitional interferences on product evaluation and choice	Prof. Arvind Sahay (Chair) Prof. Neharika Vohra Prof. Aruna Divya T
Deepak Maun	Innovation and Management in Education	Collaborative learning in virtual space and learning in the physical workplace: the case of in-service public-school teachers in India	Prof. Vijaya Sherry Chand (Chair) Prof. Ernesto Noronha Prof. Rajeev Sharma
Nidhi Mishra	Organizational Behaviour	The trajectory of forgiveness in workplace bullying: A hermeneutic phenomenological study of target coping	Prof. Premilla D'Cruz (Chair) Prof. Parvinder Gupta Prof. Ernesto Noronha
Qambar Abidi	Finance and Accounting	Regulatory reforms and state supervised corporate bankruptcy reorganization	Prof. Sidharth Sinha (Chair) Prof. Joshy Jacob Prof. Karthik Sriram
Sai Chittaranjan Kalubandi	Business Policy	Essays on the internal markets of business groups	Prof. Amit Karna (Chair) Prof. Anish Sugathan Prof. Rakesh Basant
Sakina H. Poonawala	Finance and Accounting	Essays on audit committee and board composition	Prof. Ajay Pandey (Chair) Prof. Naman Desai Prof. Joshy Jacob
Samudra Sen	Public Systems Group	Higher education in India: efficiency, quality and sustainability	Prof. Abhiman Das (Chair) Prof. Ravindra Dholakia Prof. Sunil Maheshwari
Samvet Kuril	Innovation and Management in Education	Change in leadership behaviour through online professional development programme: contextualizing "community" based on identity, cohesion, and intentionality	Prof. Vijaya Sherry Chand (Chair) Prof. Kathan Shukla Prof. Vishal Gupta
Shiva Kakkar	Organizational Behaviour	The influence of perception of performance management system and regulatory focus on work engagement	Prof. Neharika Vohra (Chair) Prof. Vishal Gupta Prof. Pradyumana Khokle
Sonali Jain	Finance and Accounting	Studies in Indian equity derivatives markets	Prof. Jayanth R. Varma (Chair) Prof. Sobhesh Kumar Agarwalla Prof. Ajay Pandey

**CONTD. APPENDIX**

Name	Area	Thesis Title	Thesis Advisory Committee Members
Sudipta Mandal	Marketing	Toward a better understanding of negation and brand recall memory	Prof. Arvind Sahay (Chair) Prof. Akshaya Vijayalakshmi Prof. Promila Agarwal Prof. Sanjeev Tripathi
Vidhee Avashia	Public Systems Group	Development, climate change and Indian cities: framing and implementing policies	Prof. Amit Garg (Chair) Prof. Ajay Pandey Prof. P. R. Shukla

**E2: BEST THESIS AWARDS**

Name of the Student	Thesis Title	Award Amount ₹
<b>Prof. Tirath Gupta Memorial Awards</b>		
Sudipta Mandal (Marketing)	Toward a better understanding of negation and brand recall memory	25,000
Sonali Jain (Finance and Accounting)	Studies in Indian equity derivatives markets	25,000
Sai Chittaranjan Kalubandi (Business Policy)	Essays on the internal markets of business groups	25,000
<b>IFCI Awards</b>		
Sakina H. Poonawala (Finance and Accounting)	Essays on audit committee and board composition	33,333
Saikat Chakraborty (Organizational Behaviour)	Redefining Dignity in the Context of Precarity: A Study of Security Guards in India	33,333
Balagopal Gopalakrishnan (Finance and Accounting)	Essays in Financial Intermediation	33,333
Chaudhary-Padmanabhan-Pant Award for Scholastic Performance in the First Year		
R. Raghuram (Marketing)		10,000

**E3: CONFERENCES/PH.D. COLLOQUIUM/CONSORTIUM PARTICIPATION BY STUDENTS/PAPER PUBLICATIONS**

Conferences	Ph.D. Colloquium/Consortium
International Conferences	45
Domestic Conferences	21
Total conferences	66
Total Students Participated	51
<b>Paper Publications</b>	
Total Papers Published	16 ( A*-2, B - 7, C - 4, others - 3)
Total Number of Students Involved	14



## POST GRADUATE AND FELLOW PROGRAMMES: STUDENT STRENGTH

	Post Graduate Programme in Management	Post Graduate Programme in Food and Agri-Business Management	Post Graduate Programme in Management for Executives	Ph.D. Programme in Management	Total
2009-10	602	54	80	79	815
2010-11	688	77	86	69	920
2011-12	747	78	101	73	999
2012-13	753	78	85	84	1000
2013-14	756	87	85	80	1008
2014-15	773	82	85	75	1015
2015-16	790	92	85	80	1047
2016-17	790	92	90	85	1057
2017-18	788	91	115	95	1089
2018-19	792	91	137	110	1130

## PLACEMENT

### NEW FIRMS REPRESENTING FOR PLACEMENTS

Estee Advisors Strategy	Medi Assist	Servify
Etihad	Moonfrog Labs	State Street
Grofers	Next Education	Triviron
IvyCap Ventures Advisors	Ninjacart	TVS
Lenovo	Olam International	UB Ltd
Lenskart	Pacifica	Udaan
Magicbricks	Pitney Bowes	WorldQuant Research
Maruti Suzuki	Russell Reynolds	

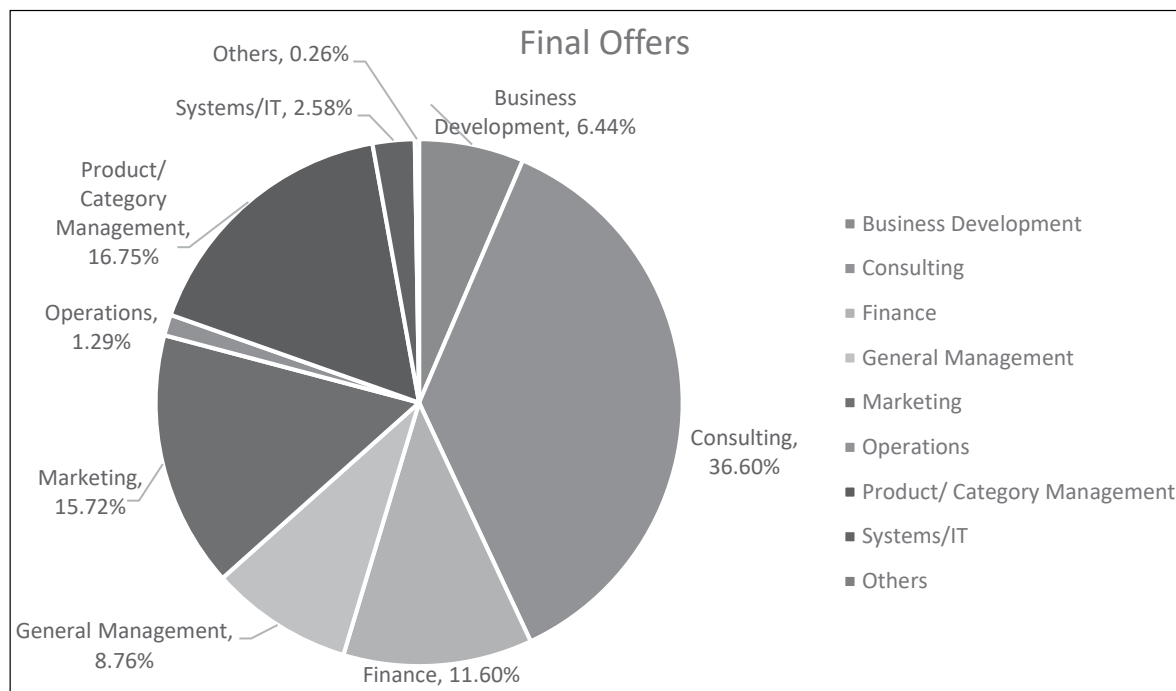
### BATCH PROFILE

Function	Educational Background		Work Experience		Offer Acceptance	
	% of students	Duration	% of students	Cluster	Acceptance	
Engineering	74	Fresher	39	Cluster 1	96	
Arts	5	0 – 1 year	16	Cluster 2	73	
Commerce & Busi. Admin	16	1 – 2 years	26	Cluster 3	24	
Others	5	2 – 3 years	14	PPO	122	
		3+ years	5	Laterals	73	
<b>Total</b>					<b>388</b>	

### SECTOR/FUNCTION-WISE PLACEMENTS – 2019

Sector	Final offers	Percentage
Business Development	25	6.44%
Consulting	142	36.60%
Finance	45	11.60%
General Management	34	8.76%
Marketing	61	15.72%
Operations	5	1.29%
Product/ Category Management	65	16.75%
Systems/IT	10	2.58%
Others	1	0.26%
<b>Total</b>	<b>388</b>	<b>100%</b>

**PICTORIAL REPRESENTATION OF OFFERS ACROSS SECTORS**



**SECTOR/FUNCTION-WISE PLACEMENT TRENDS OF LAST THREE YEARS**

Sector	2017		2018		2019	
	No.	% of Total	No.	% of Total	No.	% of Total
Sales/Marketing	63	16.32	51	13.14	61	15.72
Finance	66	17.10	52	13.41	45	11.60
IT/Product Management/Category Management	42	10.88	47	12.11	75	19.33
Operations	20	5.18	8	2.06	5	1.29
Consulting	103	26.68	119	30.67	142	36.60
Conglomerates/Business Development	27	7.00	14	3.60	25	6.44
General Management	48	12.44	52	13.41	34	8.76
Others	17	4.40	45	11.60	1	0.26
<b>Total</b>	<b>386</b>	<b>100</b>	<b>388</b>	<b>100</b>	<b>388</b>	<b>100</b>

**CONTD. APPENDIX****FUNCTION WISE TOP RECRUITERS – 2019**

Sector	Recruiter	Numbers Recruited	% to total acceptance (388)
Consulting	Accenture Strategy	21	5.41%
	The Boston Consulting Group	17	4.38%
	PWC	14	3.61%
	Bain & Company	13	3.35%
	McKinsey & Company	13	3.35%
BFSI	Avendus	7	1.80%
	JP Morgan	5	1.29%
	HSBC	4	1.03%
	Goldman Sachs	3	0.77%
General Management	Aditya Birla Group	7	1.80%
	RPG Group	5	1.29%
Marketing	AB InBev	7	1.80%
	Samsung	7	1.80%
Product/ Category Management	Flipkart	11	2.84%
	Amazon	10	2.58%
	Microsoft	8	2.06%
Business Development	FinIQ	11	2.84%
Systems/ IT	BrowserStack	6	1.55%
	Tech Mahindra	4	1.03%
Operations	Medi Assist	2	0.52%

**ENTREPRENEURSHIP**

Name of student	Name of the Start Ups or Title of the Business Plan	Website of the Start Ups (if any)	Relevant Sector of the Start Ups
Anchal Taatya	Densiti	<a href="https://www.densiti.in/">https://www.densiti.in/</a>	Online Services
Mikul Patel	Moodcafe	<a href="https://moodcafe.in/">https://moodcafe.in/</a>	Online Services- Health Tech

**CONTD. APPENDIX****SECTOR WISE DISTRIBUTION OF SUMMER PLACEMENT**

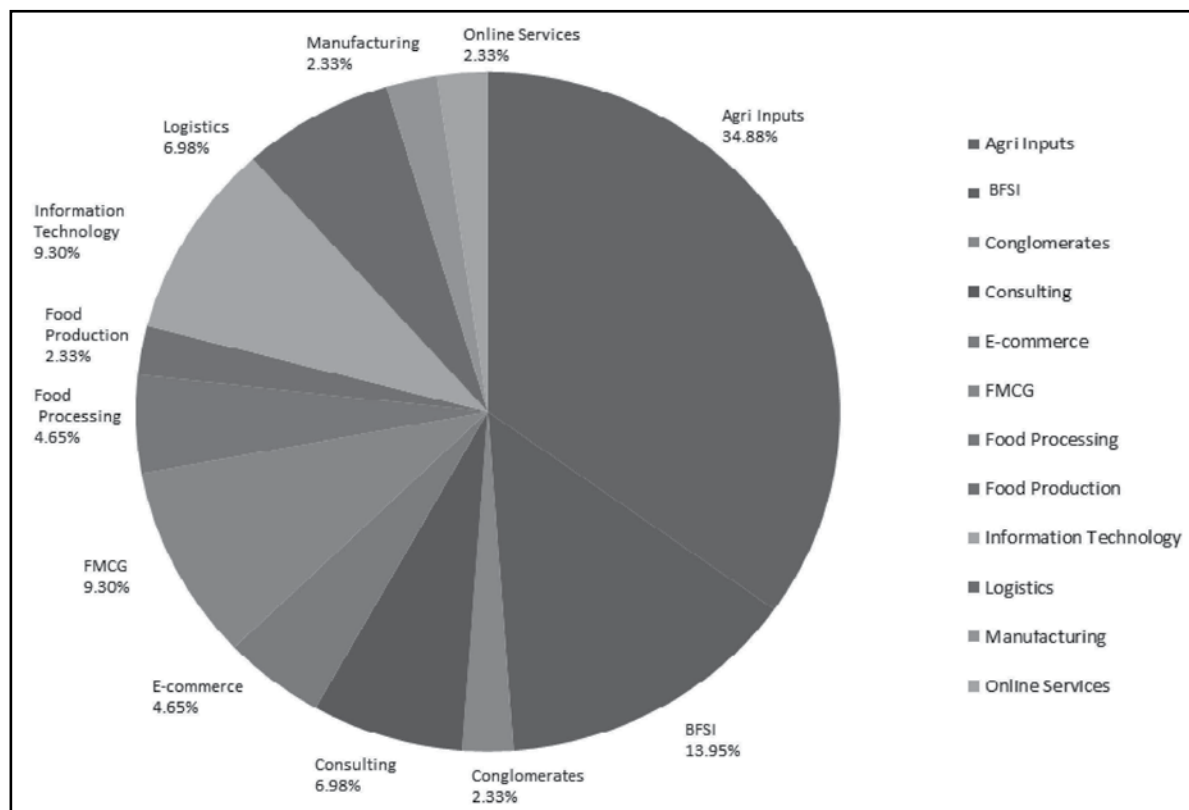
Sector	No. of Placement
Banking, Financial Services and Insurance (BFSI)	83
Conglomerates	31
Consulting	121
Consumer Goods (FMCG)	56
Consumer Services	3
Engineering/Technology	19
Environment & Energy	7
Information Technology (IT)	4
Manufacturing	13
Media/Communications	12
Online Services	32
Pharmaceutical/Healthcare	5
Telecom	12
<b>Total</b>	<b>398</b>

**CLASSIFICATION OF PLACEMENT POOL**

Total PGP-FABM Batch Size	45
Total Number of students eligible for placements	45
Number of students not seeking placement through institute	2
Number of students who went through placements	43

**OFFERS ACROSS SECTORS**

Sector	Number of Students	Percentage (%)
Agri Inputs	15	34.88%
BFSI	6	13.95%
Conglomerates	1	2.33%
Consulting	3	6.98%
E-commerce	2	4.65%
FMCG	4	9.30%
Food Processing	2	4.65%
Food Production	1	2.33%
Information Technology	4	9.30%
Logistics	3	6.98%
Manufacturing	1	2.33%
Online Services	1	2.33%

**CONTD. APPENDIX****PICTORIAL REPRESENTATION OF OFFERS ACROSS SECTORS:****NEW FIRMS FOR PLACEMENTS**

Reliance Foundation	Ninjacart
Tierra Agrotech	Our Foods Private Limited
Gramophone	RBL Bank
Indofil Industries Limited	Way Cool Foods and Products Private Limited
Kheyti	NAFED

**CLASSIFICATION OF THE ENTIRE PLACEMENT POOL**

Categories	Number
1. Total batch strength	46
1a. Total students eligible for sitting in Summer Placements	46
1b. Total students not eligible for sitting in Summer Placements	00
2. Total students eligible for sitting in Summer Placements	46
2a. Seeking internship through the Institute	43
2b. Not Seeking Internship through the Institute	2
2c. Students who opted out of summer internship*	1

\*Students opting out for projects through CIIE, IIMA

**CONTD. APPENDIX****CLASSIFICATION OF INTERNSHIPS BASED ON SECTOR**

Sector	No. of Offers	Sector	No. of Offers
Agri Inputs	17	Food Processing	3
BSFI	2	Information Technology (IT)	1
Conglomerates	2	Online Services	4
Consulting	2	Others	3*
FMCG	7	Grand Total	43
E-commerce	2		

\*Others include 1 from retail sector and 2 from supply-chain sector

**CLASSIFICATION OF PGPX PLACEMENT POOL**

<b>Total No. of Students</b>	<b>137</b>
Students secured final offers through placement process	114
Students seeking placement on their own (outside placement process)	16
Student opting for placement holiday to start own venture	1
Self Employed	1
CIIE - Maverick Fellowship	1
Student who returned to their previous employer	1
Students unplaced	3



## EXECUTIVE EDUCATION PROGRAMMES

### DISTRIBUTION OF PARTICIPANTS

Programmes	No. of Programmes	No. of Participants			Total
		Public / Government Sector	Private Sector	Foreign	
General Management Programmes	3	38	122	41	201
New Programmes	9	46	128	5	179
Regular/Repeat Programmes	48	401	720	33	1154
International Programmes	2	0	0	47	47
Armed Forces Programme	1	60	0	0	60
<b>Total</b>	<b>63</b>	<b>545</b>	<b>970</b>	<b>126</b>	<b>1641</b>

### GENERAL MANAGEMENT PROGRAMMES

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
3TP: Emerging Leaders' programme July 22 - August 18, 2018	21	45	7	73
Transforming Small and Medium Enterprises September 30 - October 13, 2018	2	26	0	28
3TP: Senior Leaders' Programme January 13 - February 2, 2019	15	51	34	100
<b>Total</b>	<b>38</b>	<b>122</b>	<b>41</b>	<b>201</b>

### NEW PROGRAMMES OFFERED

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
<b>Centre for Innovation Incubation and Entrepreneurship</b>				
Creative and Cultural Business Programme	2	27	1	30
August 19 - 25, 2018	Module - 1			
October 21 - 26, 2018	Module - 2			
January 28 - 29, 2019	Module - 3			
<b>Business Policy</b>				
Workshop on Signs of Organizational Toxicity, Health and Enlightenment (SOOTHE) August 28 - September 1, 2018	2	12	0	14



**CONTD. APPENDIX****H**

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
<b>Human Resource Management</b>				
H R Analytics September 27 - 29, 2018	12	16	1	29
Organization Behaviour				
R and D Management October 22 - 26, 2018	6	17	0	23
Negotiation Analysis November 12 - 14, 2018	2	13	0	15
<b>Information Systems</b>				
Effective Data Visualization for the Data - Driven Organization November 26 - 30, 2018	6	9	0	15
Communication				
Communicating Corporate Reputation December 3 - 6, 2018	6	15	1	22
<b>Marketing</b>				
Fintech: Business Models, Marketing, Strategy and Tactics December 10 - 12, 2018	2	15	1	18
<b>Finance and Accounting</b>				
Sustainable Finance February 04 - 06, 2019	8	4	1	13
<b>Total</b>	<b>46</b>	<b>128</b>	<b>5</b>	<b>179</b>

**REGULAR/REPEAT PROGRAMMES OFFERED**

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
<b>Business Policy</b>				
Design Thinking (1st offer) April 9 - 11, 2018	8	16	0	24
Transformational Leadership June 28 - 30, 2018	6	28	1	35
Strategies for Winning in International Markets August 9 - 11, 2018	3	14	0	17
Young Entrepreneurs Programme	0	27	0	27
August 27 - September 01, 2018			Module - 1	
January 14 - 19, 2019			Module - 2	

**CONTD. APPENDIX**

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
Strategies for Growth September 3 - 07, 2018	11	20	1	32
Working Conference on Authority, Organization, Strategies, and Politics of Relatedness (AOSPOR) (Jaipur) September 20 - 26, 2018	1	13	3	17
Contract Management October 8 - 12, 2018	12	14	0	26
Innovation, Corporate Strategy and Competitive Performance November 12 - 17, 2018	11	14	8	33
Design Thinking (2nd offer) December 3 - 6, 2018	13	15	2	30
Organizational Leadership for 21st Century December 18 - 21, 2018	5	21	0	26
Strategy Implementation January 28 - February 01, 2019	6	22	0	28
Family Businesses: Organization, Strategies, Internationalization and Succession February 20 - 22, 2019	5	16	0	21
<b>Communication</b>				
Taking People Along: Managing by Persuasion August 6 - 10, 2018	13	16	0	29
The Winning Edge: Communication Strategies for Leaders September 24 - 29, 2018	14	9	0	23
<b>Economics</b>				
Getting Infrastructure and PPPs Right June 11 - 15, 2018	21	1	0	22
<b>Finance and Accounting</b>				
Financial Analysis of Business August 20 - 24, 2018	5	11	0	16
Advanced Corporate Finance October 22 - 27, 2018	6	11	1	18
Mergers, Acquisitions and Restructuring November 26 - December 1, 2018	8	23	0	31
Investment Decisions and Behavioural Finance December 26 - 28, 2018	4	4	0	8
Strategic Cost Management January 8 - 12, 2019	7	11	0	18
<b>Information Systems</b>				
Managing IT Projects August 20 - 25, 2018	6	12	0	18

## CONTD. APPENDIX

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
Strategic IT Management for CIOs September 17 - 22, 2018	8	8	1	17
Big Data Analytics February 18 - 23, 2019	11	17	0	28
<b>Marketing</b>				
Pricing for Profit August 06 - 10, 2018	8	10	1	19
Neuroscience in Marketing August 20 - 22, 2018	8	12	0	20
Digital and Social Media Marketing September 4 - 8, 2018	6	6	0	12
Customer Based Business Strategies September 6 - 8, 2018	3	11	1	15
Advanced Data Analysis for Marketing Decisions December 10 - 15, 2018	6	10	0	16
B2B Marketing February 18 - 23, 2019	1	25	0	26
Enhancing Sales Force Performance March 4 - 8, 2019	2	35	0	37
<b>Organizational Behaviour</b>				
Leadership and Change Management September 17 - 21, 2018	16	22	0	38
Enhancing Leadership Capacities and Potential Among Professional Women November 12 - 16, 2018	11	8	0	19
Interpersonal Effectiveness and Team Building January 21 - 24, 2019	16	22	0	38
<b>Human Resource Management</b>				
Strategic Human Resource Management October 08 - 13, 2018	14	14	1	29
Advanced Human Resource Management December 3 - 8, 2018	18	9	1	28
Managerial Effectiveness February 18 - 23, 2019	10	28	1	39
<b>Production and Quantitative Methods</b>				
Revenue Management and Dynamic Pricing May 7 - 11, 2018	8	24	1	33

**CONTD. APPENDIX**

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
Warehouse Design and Management August 5 - 9, 2018	24	12	0	36
Design Fundamentals of Operations Management August 27 - 31, 2018	5	7	0	12
Strategic Analytics: Weaving Analytics into Decision Making September 10 - 14, 2018	3	8	0	11
Project Management September 17 - 22, 2018	11	10	0	21
Advanced Analytics for Management September 24 - 29, 2018	18	8	0	26
Supply Chain Management February 18 - 23, 2019	2	4	9	15
<b>Centre for Management in Agriculture</b>				
Agricultural Input Marketing January 21 - 26, 2019	4	13	0	17
Managing Contract Farming February 11 - 15, 2019	1	10	1	12
<b>Centre for Management of Health Services</b>				
Hospital Management June 18 - 23, 2018	8	22	0	30
Data Analysis for Healthcare Management November 26 - 30, 2018	8	13	0	21
<b>Ravi J. Matthai Centre for Educational Innovation ( RJMCEI)</b>				
Strategic Leadership for Schools in a Changing Environment October 01 - 06, 2018	6	34	0	40
<b>Total</b>	<b>401</b>	<b>720</b>	<b>33</b>	<b>1154</b>

**INTERNATIONAL PROGRAMMES**

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
General Management Programme - 17, Dubai February 2018 - October 2018	0	0	28	28
Advanced Management Programme - Dubai (New) January 2018 - November 2018	0	0	19	19
<b>Total</b>	<b>0</b>	<b>0</b>	<b>47</b>	<b>47</b>

## RESEARCH AND SEMINARS

### INTERNSHIP PROJECTS COMPLETED

Title	Faculty Guide	Name of the Intern/s
Analyse best practices and strategies adopted by Startups in India	Prof. Amit Karna	Prasad Wajekar
Parental perceptions of government schools and low-fee budget schools	Prof. Ankur Sarin	Ayesha Kamkoriwala
Protection motivation theory and nuclear risk	Prof. M. P. Ram Mohan	Ashutosh Sharma
Theory, concept, and practice of judicial deference	Prof. M. P. Ram Mohan	Sidharth Ray
Analysis of the decision review system	Prof. Apratim Guha	Nayan Ranjan,
Database design of hotel revenue management system: statistical systems	Prof. Goutam Dutta	Ishika Mitra
(1)Analysis of long distance travel using the NSSO 72nd round survey on domestic tourism expenditure (2) Analysis of mode choice for commute trips in the National Capital Region	Prof. Sandip Chakrabarti	Vinamra Rai
Gender at work in India	Prof. Akshaya Vijayalakshmi	Lavanya Sai Vedhanabhatla
Creating cross country database to understand how the ease of doing business in a country affects its environmental performance	Prof. Rama Mohana R. Turaga	Tanmay Bichu
Value chain linkages in agribusiness and the role of commercial startups	Prof. Ranjan Kumar Ghosh	Divyansh Mathur
Exploratory study to understand access to basic services at taluka level in Gujarat	Prof. Navdeep Mathur	Hasti Modi
Mining of labour disputes cases in India	Prof. M P Ram Mohan	Shivali Rawat
Urbanization and agricultural productivity	Prof. Chinmay Tumbe	Musckaen Chauhan
Estimating the output gap for India using UCM modelling	Prof. Abhiman Das	Swati Singh
The role of asymmetric information in electoral voting	Prof. Abhiman Das	Shreya Nagpal
Liabilities of an occupier of factory	Prof. M P Ram Mohan	Aishwarya Deshpande
Market manipulation around earnings announcements	Prof. Sobhesh Kumar Agarwalla	Nimish Jain
Data annotation for sentiment analysis of financial news	Prof. Ankur Sinha	Sauravjyoti Gogoi
School consolidation and access to school: evidence from Rajasthan	Prof. Ambrish Dongre	Devank Singhal
educational and career aspirations of high school students	Prof. Kathan Shukla	Prateek Shukla
GDP estimates under the new series – Re-examining the basis of value added measure	Prof. Sebastian Morris	Tejshwi Kumari Kharagpur
Reviewer expertise and casual impact on review helpfulness: evidence from kaggle-yelp dataset	Prof. Aruna Divya T.	Rajan Singh Kushwaha
Computational finance in Python	Jayanth R. Varma & Vineet Virmani	Agam Shah
Scheduling of electrical appliances	Goutam Dutta	Perna Raghuwanshi

**CONTD. APPENDIX**

Title	Faculty Guide	Name of the Intern/s
How decision making happens as a mix of conscious and unconscious	Arvind Sahay	Tanisha Aggrawal
Documenting the evolution of the steel industry	Arvind Sahay	Aditi Mulye
Life Cycle costing for Water related projects	Goutam Dutta	Aman Mishra
Network Sampling Literature Review	Tathagata Bandyopadhyay	Raghav Garg
News and Social media monitoring for detection of signals on commodity prices	Ankur Sinha	Preeti Suman
Waste collection in Ahmedabad: Role of Ragpickers	Vaibhavi Kulkarni	Shantanu Savale
Urban History in India	Chinmay Tumbe	Tanisha Aggrawal
Business and State Liability: A Case study of Endosulfan issue in Kerala	M P Ram Mohan	Chandramani Sirothia
Understanding representation of individuals, regions and topics over time in Economics in India: Evidence from prestigious Indian conferences	Ambrish Dongre	Vamsi Antyakula
Experiment on gender bias	Jeevant Rampal	Anukriti Geol
Knowledge Management and Innovation for Change (KMIC)	Ankur Sarin	Pranjali Dhaka

**WORKING PAPERS DURING THE PERIOD APRIL 2018 – MARCH 2019**

WP Number	Title	Author(s)	Area
2018-06-01	E-commerce in oligopsonistic and relational markets: An empirical investigation of transaction costs in agricultural e-markets in India from farmers' perspective	Argade, Aashish; Laha, Arnab Kumar	CMA
2018-07-01	Lender moral hazard in state-owned banks: evidence from an emerging economy	Gopalakrishnan, Balagopal; Jacob, Joshy & Pandey, Ajay	F&A
2018-07-02	Impact of the proposed gst on the consumer price index in India	Morris, Sebastian; Pandey, Ajay; Agarwalla, Sobhesh; Agarwalla, Astha	Economics/ PSG
2018-10-01	Impact of price path on disposition bias	Bansal, Avijit; Jacob, Joshy	F&A
2018-10-02	Study of retail electricity consumers' response and perception regarding electricity consumption	Mitra, Krishnendranath; Dutta, Goutam	Marketing/ Public Policy
2018-10-03	Risk-sensitive basel regulations and firms' access to credit: direct and indirect effects	Gopalakrishnan, Balagopal; Jacob, Joshy; Mohapatra, Sanket	F&A
2018-11-01	Too much care? Private health care sector and surgical interventions during childbirth in India	Surana, Mitul; Dongre, Ambrish;	Economics
2018-12-01	Optimal allocation of electric vehicle charging infrastructure using GIS methodology	Kumar, Sunil; Parihar, Shrutika and Garg, Amit	PSG
2018-12-02	A comparative study of financial cost and co-benefits of electric bus vis a vis conventional diesel bus: A case study of Navi Mumbai buses	Kumar, Sunil; Garg, Amit; Tripathi Gireesh Chandra	PSG
2018-12-03	Charging infrastructure optimization for electric buses using mixed integer linear programming	Sunil, Kumar; Jayaswal, Sachin; Garg, Amit	PSG

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WP Number	Title	Author(s)	Area
2018-12-05	Lighting up lives through cooking gas and transforming society	Barua, S. K.; Agarwalla Sobhesh Kumar	PSG
2019-01-01	Overestimation in the growth rates of national income in recent years? An analyses based on extending GDP04-05 through other indicators of output	Morris, Sebastian; Kumari, Tejshwi	Economics
2019-02-01	Whose empowerment? national digital infrastructure and india's healthcare sector	Chandwani, Rajesh; Edacherian, Saneesh; Sud, Mukesh	CMHS
2019-03-01	Does GST in India hurt producing regions? A new estimate of the tax base under GST of select states	Morris, Sebastian; Pandey, Ajay; Agarwalla, Sobhesh; Agarwalla, Astha	Economics
2019-03-02	Financing infrastructure in India: Issues and the way forward	Morris, Sebastian	Economics/ F&A/PSG
2019-03-03	Benders decomposition for capacitated multi-period maximal covering location problem with server uncertainty	Vatsa, Amit Kumar; Jayaswal, Sachin	P & QM

**RESEARCH SEMINARS ORGANIZED AT THE INSTITUTE DURING 2018-19**

Speaker	Topic	Date	Area/ Centre
Prof. Manish Popli IIM Indore	Earnings in Acquisitions: The Impact of a Chief Executive Officer's Regulatory Focus	April 2, 2018	R&P
Dr. Samarth Gupta NCAER, Delhi	What Do Good Managers Do? Evidence from an Insurance Firm in India	June 14, 2018	R&P
Prof. P V. Viswanath Pace University	Asset markets, the Agency problem and Gifts to the Early Medieval Buddhist Sangha in India	June 21, 2018	R&P
Prof. Vishal Gupta University of Alabama	CFO Fender and Financial Statement Irregularities	July 4, 2018	R&P
Dr. Jhuma Basak Consultant Psychoanalyst, Kolkata	'Morbidity & Existential Trail'	July 5, 2018	R&P
Venkat Venkatasubramanian Columbia University	How Much Income Inequality is Fair? Surprising insights from Statistical Mechanics and Game Theory	July 11, 2018	R&P
Prof. Arup Varma Loyola University, Chicago	Expatriates and Host Country Nationals: A Complex Connection	July 13, 2018	R&P
Prof. Anujit Chakraborty University of California, Davis	Cooperation in Finitely Repeated Prisoner's Dilemma Games	July 20, 2018	R&P
Prof. Vijay Chandru IISC / Chairman, Strand Life Sciences Pvt Ltd	Data, Systems and Society: A Case for Decision Science in India	July 24, 2018	R&P
Prof. Arnab Bisi John Hopkins Carey Business School, Baltimore	Surprising insights from Statistical Mechanics and Game Theory	August 1, 2018	R&P
Prof. Sheba Tejani New School University, NY	Jobless Growth in India: An investigation	August 6, 2018	R&P

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Speaker	Topic	Date	Area/ Centre
Prof. Madhu Kalimipally University of Alabama	CFO Gender and Financial Statements Irregularities	August 17, 2018	R&P
Prof. Saurav Bhattacharya	Condorcet Jury Theorem in a Spatial Model of Elections	August 20, 2018	R&P
Dr. Shekhar Tomar RBI	Do Price Deficiency Payments scheme work? Evidence from the Indian agricultural market	September 24, 2018	R&P
Dr. Leslie Brisset JP Tavistock Institute, London	Leadership as purposeful Followership	September 28, 2018	R&P
Prof. T. Krishna Kumar Consulting Business Analyst (Rockville Analytics)	Poverty Index with Time-Varying Consumption and Income Distributions	November 01, 2018	R&P
Prof. Massimo Warglien Università Ca' Foscari, Venezia	Hierarchical decision-making produces persistent differences in learning performance	November 2, 2018	R&P
Prof. Deepal Basak Indian School of Business	Diffusing Coordination Risk	November 2, 2018	R&P
Prof. Rajesh Upadhyayula IIM Kozhikode	Nominee representatives of financing institutions in the board of directors: Implications on firm internationalization strategy	November 13, 2018	R&P
Prof. Abhinash Borah Ashoka university	Rational Choices: An Ecological Foundation	November 16, 2018	R&P
Prof. Jonathan Gosling Emeritus Professor, University of Exeter	Universal surveillance and the militarisation of healthcare: what place for empowerment, community and leadership in the elimination of malaria?	December 3, 2018	R&P
Prof. Stephen Robertson Emeritus Professor at City University of London	Search: then and now with particular reference to the web	December 10, 2018	R&P
Prof. Nicholas G. Hall The Ohio State University	Work Package Sizing and Project Performance	December 14, 2018	R&P
Dr. Swati Bhatt Princeton University	Has the Digital Communication Technology Changed the Way Markets Function? Cooperation or Competition?	December 18, 2018	R&P
Dr. Ashwini Tiwari University of Houston- Downtown	Inclusive education in Delhi: Understating teachers' perspectives and beliefs	December 21, 2018	R&P
Dr. Stephen Devadoss Texas Tech University	Major Determinants of World Agricultural Trade	December 27, 2018	R&P
Dr. Rupy Sawhney University of Tennessee, Knoxville	A Model for Enhancing Productivity via Employee Well Being	December 28, 2018	R&P
Prof. Rahul Mukherjee IIM Calcutta	Causal inference and finite population sampling	January 17, 2019	R&P
Prof. Kumar Rakesh Ranjan University of Queensland	The Contingent Impact of Failing Fast on Salesperson Performance	January 18, 2019	R&P



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Speaker	Topic	Date	Area/ Centre
Prof. Sugata Marjit Centre for Studies in Social Sciences, Calcutta	Wealth Distribution, Pattern of Trade and Capital Flows- Role of Credit Market Imperfection	January 21, 2019	R&P
Prof. Christos Mavis University of Surrey	Do Expectations Reflect Information Reliability? Evidence From Odds on Tennis Matches	January 22, 2019	R&P
Prof. Manish Verma McMaster University, Canada	An infrastructure investment methodology to risk mitigation from rail hazmat shipments	January 25, 2019	R&P
Dr. K. Ganapathy Emeritus Professor Dr. MGR Tamilnadu Medical University, Chennai	Management Science & Practice, deployed in providing Technology Enabled Remote Healthcare	February 4, 2019	R&P
Prof. Hira Koul Emeritus Professor, Michigan State University	Minimum distance model checking in Berkson measurement error models with validation data	February 12, 2019	R&P
Dr. Radhika Joshi Indian Institute of Science	Can academic integration reduce the economic divide: An Analysis of the RTE Act in India	February 18, 2019	R&P
Prof. Chetan Ghate Indian Statistical Institute, Delhi	A Monetary Business Cycle Model for India	February 28, 2019	R&P
Prof. Mangesh Gharote TCS Research and Innovation Lab, Pune	Applications of Operations Research in Human Resource Allocation and Talent Recruitment Planning	March 4, 2019	R&P
Prof. Samuel Asher World Bank's Development Research Group	Intergenerational Mobility in India: New Estimates from Administrative Data	March 5, 2019	R&P
Gabriella Gómez-Mont The Urban Task Force	Imagination is not a Luxury: Transforming Governance in Mexico City	March 13, 2019	R&P
Dr. Raghunath Singh Rao The University of Texas at Austin	Do Activity-Based Incentive Plans Work? Evidence from a Large-Scale Field Experiment	March 29, 2019	R&P
Dr. Punarjit Roychowdhury Shiv Nadar University	Partial Identification of Economic Mobility: With An Application to the United States	April 17, 2018	ECO
Dr. Aditya Moses Doctoral Candidate, IIM Bangalore	Combining Institutional Logics for Organizational sustainability: The Case of Christian Mission Hospitals in India	April 6, 2018	HRM
Dr. Chirantan Chatterjee Indian School of Business	When the Big One Came: A Natural Experiment on Demand Shocks and Market Structure in India's Influenza Vaccine Markets	April 10, 2018	BP/Eco
Dr. C. S. C. Sekhar Institute of Economic Growth, University of Delhi	Food Inflation and Food Price Volatility in India: Trends and Determinants	May 2, 2018	CMA
Prof. Rohit Varman IIM Calcutta	The Precarity of Respectable Consumption: Normalizing Sexual Violence Against Women	June 29, 2018	MKTG

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Speaker	Topic	Date	Area/ Centre
Dr. C. M. Malish NIEPA, New Delhi	Student Diversity, Equity and Inclusive Excellence in Higher Education in India	July 10, 2018	RJMCEI
Dr. Shaphali Gupta MDI, Gurgaon	Understanding the Feasibility and Diffusion of Grassroots Innovation: A Conceptual Framework	July 11, 2018	MKTG
Prof. Rajat Sharma IIM, Kashipur	Values influencing sustainable consumption behaviour: Exploring the contextual relationship	July 12, 2018	MKTG
Ms. Anindita Chatterjee Doctoral Candidate, Jawaharlal Nehru University	Languages of Aspiration: English Language as a Medium of Social Mobility Among Migrant Domestic Workers	July 30, 2018	COMMNS
Dr. Devasmita Chakraverty Washington State University	Why do successful people feel like impostors?	August 30, 2018	RJMCEI
Dr. Tarun Jain Indian School of Business	Social Connections and Public Healthcare Utilization	September 03, 2018	ECO &JSW SPP
Dr. Aniruddha Pangarkar MICA, Ahmedabad	The Effects of Corporate Social Responsibility and Corporate Culture on Securing Frontline Service Employee Support during a Product-Harm Crisis	October 5, 2018	MKTG
Dr. Naveen Amblee IIM Kozhikode	Do Product Reviews Really Reduce Search Costs?	October 8, 2018	MKTG
Dr. Aparna Krishna Precision Agriculture for Development, Ahmedabad	Can Agricultural Information Delivery Improve Farmers' Income and Check Environmental Degradation? Evidence from a Multi-Period Experiment	September 27, 2018	CMA
Dr. Sautrik Basu Institute of Development Studies, Kolkata	Understanding the Development Process of a Drought Tolerant Rice Variety Sahbhagi Dhan: Exploring the Concepts of Commons and Community Building	October 8, 2018	CMA
Mr. Naveen Bharathi Doctoral Candidate, IIM Bangalore	More Heat than Light: Census-scale Evidence for the Relationship between Ethnic Diversity and Economic Development as a Statistical Artifact	November 29, 2018	JSW SPP
Prof Deepak Malghan IIM Bangalore	Missing Scholars: Social Exclusion at the Indian Institutes of Management	December 8, 2018	PSG
Dr. Eeman Mallick IIM Raipur	Impact of Organizational Citizenship Behavior on Job Performance in Indian Healthcare Industries: The Mediating Role of Social Capital	December 11, 2018	HRM
Dr. Suneel Babu Chatla Institute of Statistics at National Tsing Hua University, Taiwan	Additive Modeling for Longitudinal Data with Simplified Smooth Backfitting: A Comparison of Two Approaches of Accounting for Correlation	December 26, 2018	P&QM
Dr. Suruchi Mazumdar O.P. Jindal Global University	Free Market Media, Democracy and Partisanship: A Case Study of Kolkata's Newspapers' Coverage of Anti-Industrialization Protests	December 26, 2018	COMMNS
Dr. Ashima Sood Fellow, Indian School of Business	Deregulation or Differential Regulation? Informality in the Industrial Area Local Authority	January 16, 2019	PSG
Mr. Mohammad Fuad Doctoral candidate, IIM Lucknow	Does Linguistic Distance Impact Deal Completion? Evidence From Cross-Border Acquisition Waves	January 8, 2019	BP

Speaker	Topic	Date	Area/ Centre
Dr. Tirtha Chatterjee Indian Council for Research in International Economic Relations, New Delhi	Impact of Farm-Diversification on Farm-Household Dietary Diversity: Evidence from India	January 17, 2019	CMA
Dr. Yeswanth Nama Venkateswwaralu RMIT University, Australia	Due-diligence, [e]valuation, and construction of investment potential: The case of private equity fund of funds	January 29, 2019	F&A
Mr. Sourav Sarkar Massachusetts Institute of Technology, USA	Votes and Policies: Evidence from Close Elections in India	January 24, 2019	ECO
Dr Prabir Neogi Carleton University, Ottawa, Canada	Mobile Communications and the Digital Economy: Comparisons and Lessons from China and India	February 5, 2019	IITCOE
Ms. Vidya Vemireddy PhD Candidate, Dyson School, Cornell University, USA	The Role of Women's Time in Agriculture-Nutrition Linkages: Panel Data Evidence from Rural India	February 8, 2019	CMA
Prof. Goutam Dutta IIMA	Electricity Consumption Scheduling with Energy Storage, Home-based Renewable Energy Production and A Customized Dynamic Pricing Scheme	March 6, 2019	P&QM
Ms. Adrija Majumdar Doctoral Candidate, IIM Calcutta	Twitter Twitter Tell Me Truly: Examining the Association between Twitter Activities and Earning Management	March 4, 2019	IS
Dr. Deepa Mishra DeGroote School of Business, McMaster University, Canada	Impact of E-commerce Logistics on Neighbourhoods and Communities in Peel Region, Ontario	March 12, 2019	P&QM
Dr. RAJNISH RAI IPS	Unpacking the Technological Black Box: Examining Tacit and Interactional Aspects of Inter-Organizational Technology Transfer in Co-operative Contexts	March 5, 2019	BP &PSG
Mr. Pranav Singh Ph.D. Candidate, Gies College of Business at the University of Illinois	The Inside Job: Share pledges by Insiders and Earnings Management	March 12, 2019	F&A



## PUBLICATIONS

### BOOKS

- Agarwal, A. K. (2018). *Business law for managers: Kaleidoscopic tales*. Gurgaon: Penguin Random House.
- Agarwal, A. K. (2019). *Legal language and business communication*. Singapore: Palgrave Macmillan. doi:<https://doi.org/10.1007/978-981-13-7534-7>
- D'Cruz, P., Noronha, E., Mendonza, A., & Mishra, N. (Eds.). (2018). *Indian perspectives on workplace bullying: A Decade of Insights*. Singapore. doi:10.1007/978-981-13-1017-1
- Garg, A., Avashia, V., & Parihar, S. (2018). *Land use change trends of Indian cities- A bird's eye view: Vulnerabilities of unplanned urban growth*. New Delhi: SAGE Publications India Pvt Ltd.
- Garg, A., S., D., Kankal, B., & Mohan, P. (2018). *Good practice and success stories on energy efficiency in India*. Copenhagen Centre on Energy Efficiency. Available at [https://orbit.dtu.dk/en/publications/good-practice-and-success-stories-on-energy-efficiency-in-india\(b39788a8-aa82-494e-8833-2ddd0f33e424\).html](https://orbit.dtu.dk/en/publications/good-practice-and-success-stories-on-energy-efficiency-in-india(b39788a8-aa82-494e-8833-2ddd0f33e424).html)
- Garg, A., Vishwanathan, S. S., & Tiwari, V. (2018). *Coal transitions in India: Assessing India's energy transition options*. IDDRI and Climate Strategies. Available at [https://www.iima.ac.in/c/document\\_library/get\\_file?uuid=e6e70a66-5dd1-4090-a470-ee8128c72096&groupId=571900&filename=Coal%20Transitions%20in%20India%202018](https://www.iima.ac.in/c/document_library/get_file?uuid=e6e70a66-5dd1-4090-a470-ee8128c72096&groupId=571900&filename=Coal%20Transitions%20in%20India%202018)
- Khera, R. (Ed.). (2018). *Dissent on Aadhaar: Big data meets big brother*. Hyderabad: Orient Black Swan. Available at <https://www.amazon.co.uk/Dissent-Aadhaar-Data-Meets-Brother/dp/9352875427>
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- Bhadra, D. (2018, September 23-26). *A Bayesian semiparametric approach for analysing the effect of longitudinal covariate profiles on a continuous outcome*. Paper presented at the Applied Statistics 2018, Lake Bled.
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- Chakraverty, D. (2019, March 31-April 3). *The Double Penalty: Minority Women's Experiences of the Impostor Phenomenon*. Paper presented at the Annual National Association for Research in Science Teaching Conference., Baltimore.
- Chayanika, & Singh, M. (2018, December 19-21). *Flexible Workforce Model for Emerging Labour Markets*. Paper presented at the 60th Annual Conference of the Indian Society of Labour Economics (ISLE), Mumbai.
- D'Cruz, P., & Noronha, E. (2018, July 15-21). Emotional Abuse on Olms: Evidence from Indian Freelancers. Paper presented at the ISA, Toronto.
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- Dwibedi, P. (2018, October 11-14). *Impact of Informal Competition on Product and Process Innovation in Emerging Markets: Evidence from India* Paper presented at the SMS Special Conference 2018, Hyderabad.
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- Edacherian, S., & Sud, M. (2018, August 10-14). *Unique Identity in India as a Grand Challenge: Robust Action Perspective*. Paper presented at the Academy of Management Annual Conference, Chicago.
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- Farley, S., Coyne, I., & D'Cruz, P. (2018, June 6-8). *Understanding workplace cyberbullying: A review of what we know so far*. Paper presented at the IAWBH conference, Bordeaux.
- Gandhi, V.P. (2018, September 10-11). *IT-Enabled Farm Decision Making Support*. Paper presented at the India Agricultural Outlook Forum 2018, Organized by the Ministry of Agriculture and Farmers Welfare, Government of India, New Delhi.

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- Gandhi, V.P., & Johnson, N. (2019, February 12-15). *Critical Decision-Making & Information Needs of Small Farmers, and the Availability of Agricultural Information in India: An Analysis of the Decisions, Information Sources, Gaps and the Impact*. Paper presented at the 2019 Annual Conference of the Australasian Agricultural Resource and Economics Society (AARES), Melbourne.
- Gandhi, V.P., & Johnson, N. (2019, February 12-15). *Improving Institutional Performance for Water Management in the Eastern Indo-Gangetic Plains: A Study of Participatory Irrigation Institutions through New Institutional Economics*. Paper presented at the 2019 Annual Conference of the Australasian Agricultural Resource and Economics Society (AARES), Melbourne.
- Gandhi, V.P., & Johnson, N. (2019, January 10-11). *Decision oriented Systems for Farmers: A Study of Kisan Call Centres (KCC), Kisan Knowledge Management System (KKMS), Farmers Portal, and M-Kisan Portal*. Paper presented at the National Conference on Agro-Economic Policy & Research organized jointly with CMA-IIMA and the Agro-Economic Research Centres & Units (AERC/Us), Ministry of Agriculture & Farmers Welfare, Government of India, Ahmedabad.
- Gandhi, V.P., & Zhang-Yue, Z. (2018, September 19 - 21). *Enhancing Food Safety in India and China: A Study of the Recent Institutional Initiatives for Regulation, Standards, Certification, Testing and Surveillance, and the Emerging Lessons*. Paper presented at the International Conference on Innovations in Food Analytics, Munich.
- George, N. (2018, November 6-10). *Investigating the Impact of Organizational Aspirations on Operations Capabilities*. Paper presented at the Southern Management Association Annual Meeting (SMA), Lexington.
- George, N., & Gupta, V. (2018, December 15-18). *Firm Resource Investments and Performance: The Role of Competitive Rivals*. Paper presented at the Strategic Management Society Special Conference (SMS), Hyderabad.
- Gopakumar, K. V., & Kulkarni, M. (2018, July 5-7). *How do social enterprises communicate multiple identities to stakeholders?*. Paper presented at the 34th EGOS Colloquium 2018, Tallinn.
- Gopalakrishnan, B., Jacob, J., & Mohapatra, S. (2018, December 17-19). *Risk-sensitive Basel Regulations and Firms' Access to Credit: Direct and Indirect Effects*. Paper presented at the New Zealand Finance Meeting, Queenstown.
- Gopalakrishnan, B., Jacob, J., & Mohapatra, S. (2018, December 17-19). *Risk-sensitive Basel Regulations and Firms' Access to Credit: Direct and Indirect Effects*. Paper presented at the Paris Financial Management Conference, Paris.
- Gopalakrishnan, B., Jacob, J., & Mohapatra, S. (2018, June 11-12). *The Direct and Indirect Effects of Rating-contingent Basel Regulations on Financing of Firms: Cross-country Evidence*. Paper presented at the 16th INFINITI Conference on International Finance, Poznan.
- Gopalakrishnan, B., Jacob, J., & Pandey, A. (2018, December 10-11). *Lender Moral Hazard in State-owned Banks: Evidence from an Emerging Economy*. Paper presented at the A2018 INFINITI Asia-Pacific Conference, Sydney.
- Gopalakrishnan, B., Jacob, J., & Pandey, A. (2018, December 20-22). *Lender Moral Hazard in State-owned Banks: Evidence from an Emerging Economy*. Paper presented at the India Finance Conference, Kolkata.
- Gopalakrishnan, B., Jacob, J., & Pandey, A. (2018, June 7-8). *Lender Moral Hazard in State-owned Banks: Evidence from an Emerging Economy*. Paper presented at the SSEM Euro Conference, Lodz.

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- Gopalakrishnan, B., Jacob, J., & Pandey, A. (2018, October 25-27). *Lender Moral Hazard in State-owned Banks: Evidence from an Emerging Economy*. Paper presented at the Vietnam Symposium in Banking and Finance, Hue City.
- Gopalakrishnan, B., Jacob, J., & Pandey, A. (2019, January 19-20). *Lender Moral Hazard in State-owned Banks: Evidence from an Emerging Economy*. Paper presented at the APAEA Doctoral Conference, Changsha.
- Gupta, D., Ghersi, F., Vishwanathan, S., & Garg, A. (2018, November 9-11). *Achieving sustainable development along the low carbon pathways: Macroeconomic assessment*. Paper presented at the Sustainability and Development Conference, Detroit.
- Gupta, D., Ghersi, F., Vishwanathan, S., & Garg, A. (2019, March 10-13). *Macroeconomic assessment of India's Development and Mitigation Pathways*. Poster presented at the Scenarios Forum, Denver.
- Gupta, S., & Tiwari, A. A. (2018, November 30 - December 02). *The Structure of Communities in Successful Bollywood Movies: Analysing the Collaboration Network of Actors & Directors*. Paper presented at the PAN IIT International Management Conference 2018, Roorkee.
- Gupta, S., Kumar, P., & Perfilieva, I. (2019, March 24-28). *A Community Detection Algorithm Based on Granulation of Links*. Paper presented at the Fifth International Conference on Big Data, Small Data, Linked Data and Open Data (ALLDATA 2019), Valencia.
- Jain, R. R. (2018, June 24-27). *A Framework for PPPs in National Identity Infrastructure: Aadhaar as the Largest Biometric based Digital Platform*. Paper presented at the 22nd ITS Biennial Conference, Seoul.
- Jain, R. R. (2019, February 18-21). *Lessons from India on the Role of Institutions in Spectrum Trading*. Paper presented at the 2nd Middle East North African (MENA) Regional ITS Conference, Aswan.
- Jain, R. R., Jayakar, K., Liu, C., Aviles, J. M., & Neogi, P. (2018, June 24-27). *Mobile Communications, the Internet and the Digital Economy: Comparisons and Lessons from some major developing countries - China, India and Mexico*. Paper presented at the 22nd ITS Biennial Conference, Seoul.
- Jain, R., Mendonza, V., Vohra, N., & Sharma, S. (2018, May 31-June 4). *Does Entrepreneurial Logic Impact Funding Evaluation of Startups*. Paper presented at the 2018 Effectuation Conference, Baltimore.
- Jain, S. (2018, July 9-10). *Indian Equity Options: Smile, Risk Premiums & Efficiency*. Paper presented at the 2018 APAD Conference, Busan.
- Jain, S., Agarwalla, S., Varma, J., & Pandey, A. (2018, August 9-10). *Informed Trading around Earnings Announcement- Spot, Futures Or Options?*. Paper presented at the Derivative Markets Conference, 2018, Auckland.
- Jaiswal, A. K., & Malodia, S. (2019, March 23-24). *Identifying the Antecedents, Consequences and Moderators of Reverse Innovations*. Paper presented at the 3rd Australia and New Zealand Conference on Advanced Research (ANZCAR- 2019), Melbourne.
- Jha, J. K., Singh, M., & Varkkey, B. (2019, January 9-11). *Contribution of HR functionaries in institutionalizing ethics at workplace: An exploratory study*. Paper presented at the 3rd HR Division International Conference 2019, Dublin.
- Johar, E., & Singh, M. (2018, December 19-21). *Role of technology in reducing gender-based inequality among rural micro entrepreneurs*. Paper presented at the 60th Annual Conference of the Indian Society of Labour Economics (ISLE), Mumbai.
- Joshi, H., & Mukherjee, S. (2018, July 8-11). *Understanding coordination in ride-hailing platforms: an agent-based approach*. Paper presented at the 29th European Conference in Operations Research, Valencia.
- Joshi, H., Kumar, S., & Mukherjee, S. (2018, June 28-29). *Dynamic pricing methods and heat maps as coordination mechanisms in ridesharing platforms*. Paper presented at the 5th International Workshop in Sharing Economy, Mannheim.
- Kaikaar, N., Dutta, G., Das, D., & Banerjee, S. (2018, November 6). *Mathematical Modelling for Time-of-Use Pricing of Electricity in Monopoly and Oligopoly*. Paper presented at the Institute of Operations Research and Management Science Annual Meeting Phoenix Arizona.



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- Kakkar, S. (2018, December 7-8). *Individual Unlearning: Re-examining the concept from an Indological perspective*. Paper presented at the Business and Society: Indian culture viz. a viz. Western culture, Kozhikode.
- Kalubandi, S. C. (2018, August 10-14). *Does the past inform the future? Business Group affiliation and new venture's internationalization*. Paper presented at the Academy of Management (AOM) 2018 Annual Meeting, Chicago.
- Kalubandi, S. C. (2018, December 16-18). *Factors influencing the efficiency of transference of legitimacy and new venture progress*. Paper presented at the SMS Special Conference Hyderabad, Hyderabad.
- Kalubandi, S. C. (2018, June 25-28). *The Impact of Business Group Affiliation on Firm's Risk Taking*. Paper presented at the AIB 2018 Annual Meeting, Minneapolis.
- Kalubandi, S. C., Karna, A., Sugathan, A., & Basant, R. (2018, December 16-18). *Does the past inform the future? Business group affiliation and internationalization of new ventures*. Paper presented at the SMS Special Conference Hyderabad, Hyderabad.
- Kalubandi, S. C., Sugathan, A., & Turaga, R. M. (2018, September 22-25). *Intangible assets from CSR and internal markets of Business Groups: An empirical analysis of Business Group-level spillover effects on CSR expenditure of affiliated firms*. Paper presented at the SMS 2018 Annual Conference, Paris.
- Kandathil, G., Varma, P., & Turaga, R. M. (2018, July 4-7). *A Women Inclusive Emancipatory Alternative to Global Capitalism? The Case of Kerala State Initiated Kudumbashree Programme*. Paper presented at the European Group for Organisation Studies (EGOS), Tallinn.
- Kapoor, A., & Vohra, N. (2019, January 10-12). *To attend or to avoid! The Differential Effects of Interruptions and Distractions on Product Evaluation*. Paper presented at the Asia Pacific ACR Conference, Ahmedabad.
- Kerai, A. (2018, December 13-15). *CEO political ideology and firm's tax avoidance behaviour in the shadow of rising populism*. Paper presented at the European International Business Academy Conference, Poznam.
- Kerai, A. (2018, December 13-15). *Structural Power Concentration in Top Management Team of a Family Firm and Firm Internationalization*. Paper presented at the European International Business Academy Conference, Poznam.
- Kerai, A. (2018, December 16-18). Paper presented at the Strategic Management Society, Hyderabad.
- Korde, R., Parikh, D., & Varkkey, B. (2018, July 23-27). *Dynamics of gender pay gap and its implications for industrial relations: A comparative study of India, Pakistan and Sri Lanka*. Paper presented at the 18th International Labour and Employment Relations Association (ILERA) World Congress 2018, Seoul.
- Kulkarni, P. (2019, February 4-6). *The Curious Case of Aadhaar: A Foucauldian Discourse Analysis of the Digital Surveillance Project*. Paper presented at the 2nd International Conference on Politics & Public Policy, New Delhi.
- Kumar, S. (2018, December 10-11). *Liquidity and term structure estimation: case of India*. Paper presented at the 2018 INFINTI Asia-Pacific Conference, Sydney.
- Kumar, S. (2018, December 17-20). *Liquidity and term structure estimation: case of India*. Paper presented at the Statistical Finance Conference, Chennai.
- Kumar, S. (2018, December 20-22). *Liquidity and term structure estimation: case of India*. Paper presented at the India Finance Conference, Kolkata.
- Kumar, S. (2018, October 24-26). *Liquidity and term structure estimation: case of India*. Paper presented at the 26th EBES Conference, Prague.
- Kumari, R. (2018, July 29 - August 3). *History of Advertising Business of India between 1920-60*. Paper presented at the World Economic History Congress (WEHC), Boston.
- Kumbageri, A., & Tripathi, S. (2019, February 22-24). *Oh! It's So costly! It Must be Green! The Impact of Price on the Green Perception of Eco-Friendly Products*. Paper presented at the Academy of Management, Austin.
- Kumbarger, A. (2018, October 11-14). *Understanding the Social Influence on the Adoption of Innovative Products: Practice Theory Based Approach*. Paper presented at the SMS Special Conference 2018, Hyderabad.

**CONTD. APPENDIX****J**

- Lee, H. Y., Anderson, C., Trachtenberg, J., Yates, M., Chang, S., & Chakraverty, D. (2019, March 8-10). *Impostor Types, Age, and Other Insights into the Complexity of Impostor Phenomenon*. Paper presented at the 11th Conference on Understanding Interventions that Broaden Participation in Science Careers, Baltimore.
- Lin, M. H., Vijayalakshmi, A., & Sharma, S. (2018, October 31-November 3). *The Role of Mother's Autonomy on Children's Education Expenditure in India*. Paper presented at the Society for Marketing Advances 2018, Florida.
- Lin, M. H., Vijayalakshmi, A., & Sharma, S. (2019, February). *Influence of Mother's Autonomy and Media Access on Children's Education*. Paper presented at the American Marketing Association- Winter 2019 Conference, San Diego.
- Maheshwari, J., Paliwal, P., & Garg, A. (2018). *Enhancing Energy Efficiency in Commercial Buildings: Instances from India*. Paper presented at the Contemporary Challenges and Futuristic Approaches for Creating Sustainable Society: International Conference on Energy and Infrastructure Management, Gandhinagar.
- Maheshwari, J., Paliwal, P., & Garg, A. (2018). *Smart grid and microgrid: A review of trends, opportunities and challenges*. Paper presented at the Transformation Through Strategic and Technological Interventions: Nirma International Conference on Management, Ahmedabad.
- Malodia, S., & Jaiswal, A. K. (2018, April 26-28). *Identifying the Antecedents of Reverse Innovations*. Paper presented at the JAMS India Conference, Hyderabad.
- Mandal, S. (2018, October 11-14). *Does Purchase Always Lead to Consumption? Factors Impacting Transaction Decoupling & Bundle Consumption*. Paper presented at the 2018 Association for Consumer Research Conference, Dallas.
- Mandal, S., & Sahay, A. (2018, May 29- June 1). *Yes I Can or "No I Can't": Effect of affirmation & negation on brand recall- The role of semantic activations*. Paper presented at the 47th European Marketing Academy Annual Conference (EMAC), Glasgow.
- Mathur, A.N. (2018, August 11-13). *Countervailing power for civil obligations of the State in Nepal's Constitution*. Paper presented at the Conference on Nepal's New Constitution, Kathmandu.
- Mathur, A.N. (2019, February 11-14). *Containment and spillovers of organisational toxicity in four culturally distinct contexts*. Paper presented at the ANZIBA 2019, Perth.
- Mendonca, A., D'Cruz, P., & Noronha, E. (2018, June 6-8). *Rewriting the power dynamics of external bullying at work: The occupational dialectics of dirty work*. Paper presented at the IAWBH conference, Bordeaux.
- Mendonza, A., D'Cruz, P., & Noronha, E. (2018, July 23-27). *Overcoming Multiple Marginalizations: The Role of the Prestigious Aspects of Beauty Service Work*. Paper presented at the ILERA conference, Seoul.
- Mittal, H., & Mathur, N. (2019, February 4-6). *Dis (Assembling) smart Cities Policy-Making Culture*. Paper presented at the 2nd International Conference on Politics & Public Policy, New Delhi.
- Morris, S. (2018, April 19-20). *Governance and Coordination Issues in Urban Management*. Paper presented at the Urban Development: Technological Solutions and Governance Challenges (Regional Information Systems and the Asian Infrastructure Investment Bank), Ahmedabad.
- Morris, S. (2018, June 24). *Legal, Institutional and Regulatory Issues in Infrastructure Development*. Paper presented at the Infrastructure Financing: Employing Innovative Ways of Partnerships (Asian Infrastructure Investment Bank), Mumbai.
- Morris, S. (2018, March). *Addressing the Demand for Natural Gas in India*. Paper presented at the Gujarat - A Gas Based Economy: How Indian States Can Learn from It, Ahmedabad.
- Morris, S. (2018, May 14). *Issues in Regional Development in India Today*. Keynote address presented at the Regional Development (Regional Information Services and Asian Infrastructure Investment Bank, Ministry of Finance, GOI), Guwahati.

**CONTD. APPENDIX****J**

- Morris, S. (2018, May 4-5). *Inclusive Urbanisation and Reinforcing Synergies between People, Policies and Planning*. Paper presented at the South Asian Cities Summit 2018 - New Urban Agenda and Localising SDGs, New Delhi.
- Morris, S. (2018, November 2). *Eradication of Corruption - Building a New India*. Paper presented at the Vigilance Week Celebration of the Customs Department, Ahmedabad.
- Morris, S. (2019, January 19). *Marketing and Positioning in the Global Value Chain*. Paper presented at the Vibrant Gujarat Global 2019 (MSME Summit), Gandhinagar.
- Narayanan, P. (2018, December 17). *Monetary impact of customer familiarity and cart variables in online shopping*. Paper presented at the IIM Bangalore - Chicago Booth Marketing "Mini" Conference 2018, Bengaluru.
- Narayanaswami, S. (2018, December 16-19). *Fare-box Revenue Management of the Indian Railways*. Paper presented at the ORSI-2018, Mumbai.
- Narayanaswami, S. (2018, June 17-20). *Digital Social Media: Enabling Performance Quality of Indian Railway Services*. Paper presented at the INFORMS International Conference, Taipei.
- Narayanaswami, S. (2018, October 30-November 1). *Industry 4.0: Perspectives from Transportation Sector*. Paper presented at the IEOM International Conference, Pretoria.
- Noronha, E., & D'Cruz, P. (2018, July 15-21). *Local Struggles Confront Decentralisation: Organising Brick Kiln Workers in Gujarat, India*. Paper presented at the ISA, Toronto.
- Noronha, E., D'Cruz, P., & Chakraborty, S. (2018, July 23-27). *Making the best of the deal: Security guards in India navigating their precariousness*. Paper presented at the ILERA conference, Seoul.
- Palvia, S., & Verma, S. (2018, December 27-30). *Impact of online synchronous learning in MBA program on learning style of students*. Paper presented at the 12th Annual ISDSI Conference, Mumbai.
- Pandey, A. (2018, May 29-June 1). *Does Purchase Always Lead to Consumption? Factors Impacting Transaction Decoupling & Bundle Consumption*. Paper presented at the European Marketing Academy Conference (EMAC) 2018, Glasgow.
- Pandey, J. K., Singh, M., & Varkkey, B. (2018, August 10-14). *Promoting health in rural India: Enhancing job performance of health activists*. Paper presented at the Academy of Management Conference 2018, Chicago.
- Pandey, J., Singh, M., Varkkey, B., & Mavalankar, D. (2018, August 10-14). *Promoting health in rural India: Enhancing job performance of health activists*. Paper presented at the Academy of Management 2018 Annual Meeting, Chicago.
- Ram Mohan, M. P. (2018, April 3-6). *Motives, opinions and communication: perspectives from the field study of Kakrapar Atomic Power Station (KAPS) in Gujarat, India*. Paper presented at the Public Communication of Science and Technology 2018: Science, Stories and Society the Soul of Science Communication, Dunedin.
- Rampal, J. (2018, June 21). *Limited Foresight Equilibrium*. Paper presented at the North American Summer Meeting of the Econometric Society, Davis.
- Rampal, J. (2018, May 28-29). *Opponent's Foresight and Optimal Choices*. Paper presented at the Young Economists' Meeting, Brno.
- Ray, P., Jha, J.K. (2018, September 4-6). *Succours and Impediments in the Knowledge Sharing Behaviour of IT*. Paper presented at the British Academy of Management, Bristol.
- Renganathan, K. (2018, December 16-18). *Innovativeness of Ventures as the Missing Link between Discovery and Creation*. Paper presented at the Strategic Management Society, Hyderabad.
- Renganathan, K. (2018, December 16-18). *Understanding the Relevance of Platform Quality: A Resource Based View Perspective*. Paper presented at the Strategic Management Society, Hyderabad.

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- Sekhri, S., & Kapoor, A. (2019, January 9). *Meanings and Practices of Food Enjoyment for Lower-Social-Class Consumers*. Paper presented at the Consumer Culture Theory (Qualitative Methods) Workshop, Ahmedabad.
- Shah, A., & Garg, A. (2018, November 24-26). *Quantifying the local cooling effects of urban green spaces - evidence from Bengaluru, India*. Paper presented at the Urban transitions, Sitges.
- Shah, A., & Garg, A. (2018, November 28-December 1). *Thermal effects of urban green spaces*. Paper presented at the World Forum on Urban Forests, Mantova.
- Shah, P., Agarwal, H., & Chandrasekharan, S. (2018, September 5-7). *Implications of Digital Media and New Cognitive Theories for Research and Practice in the Mathematics Classroom*. Paper presented at the Fifth ERME Topic Conference: Mathematics Education in the Digital Age, Copenhagen.
- Sheikh, F. F., & Varkkey, B. (2018, December 13-15). *Transition of HR into a Strategic Business Partner: Case of an Indian Business Group*. Paper presented at the 6th PAN IIM Conference, Bengaluru.
- Shukla, K. D., Chand, V. S., & Parameswaran, P. (2018, November). *Does Teacher Innovative Behaviour Influence Students' Metacognitive Strategies for Learning?* Paper presented at the Joint Annual Meeting of the Educational Research Association of Singapore and Asia-Pacific Educational Research Association, Singapore.
- Singh, S., Qanongo, S., & Gandhi, V.P. (2018, January 10-11). *Study of Coffee Cafe Market and Factors Driving Customer Satisfaction and Revisit*. Paper presented at the "National Conference on Agro-Economic Policy & Research" organized jointly with CMA-IIMA and the Agro-Economic Research Centres & Units (AERC/Us), Ministry of Agriculture & Farmers Welfare, Government of India, Ahmedabad.
- Singh, V. (2019, February 8-9). *Analyzing Public health expenditure under NRHM*. Paper presented at the V-CMT 2019 Multidisciplinary International Conference, Mumbai.
- Sud, K., & Sekhri, S. (2018, December 12-15). *Swimming against the current: A Case analysis of Patanjali's Iconoclast Positioning*. Paper presented at the 6th Pan IIM Conference, Bengaluru.
- Surana, M., Dongre, A. (2019, January 25). *Too much Care? Private Health Care Sector and Surgical Intervention during Child-birth in India*. Paper presented at the 7th Annual Conference of IHEPA on Strengthening Universal Health Coverage organized by Indian Health Economics and Policy Association, Thiruvananthapuram.
- Syal, A., & Dwibedy, P. (2018, December 17-19). Paper presented at the Academy of Management, Tel Aviv.
- Tomar, N., Vijayalakshmi, A., & Jain, S. P. (2018, December 17-19). *The Bright Side of Darkness: The Effect of Ambient Darkness on the Preference for Informative Products*. Paper presented at the North American Society for Marketing Education in India 2018, Chennai.
- Tumbe, C. (2018, November 9). *Urbanization, Demographic Transition and the Growth of Cities in India*. Paper presented at the Harvard Mini-Conference on Cities and Development, Cambridge.
- Tumbe, C. (2019, March 14). *Women's Representation on Corporate Boards in India, c. 1920-2019*. Paper presented at the Business History Conference, Cartagena.
- Tumbe, C., Karna, A., & Gopalakrishna, B. (2018, August 01). *Board Interlocks, Holding Structure and Firm Performance in the Great Depression and Global Financial Crisis*. Paper presented at the World Economic History Congress, Boston.
- Tumbe, C., Karna, A., & Gopalakrishna, B. (2018, August 10). *Board Interlocks, Holding Structure and Firm Performance in the Great Depression and Global Financial Crisis*. Paper presented at the Academy of Management Conference, Chicago.
- Varkkey, B., Korde, R., & Wadhwane, S. (2018, July 23-27). *Trends in Minimum Wage Laws and Implementation Experiences of selected Asian Countries (& Case of India)*. Paper presented at the 18th International Labour and Employment Relations Association (ILERA) World Congress 2018, Seoul.

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- Varkkey, B., Korde, R., Guze, M., & Wadhwane, S. (2018, July 23-27). *Do Minimum Wages & Living Wages affect Industrial Relations in Asian Countries?* Paper presented at the 18th International Labour and Employment Relations Association (ILERA) World Congress 2018, Seoul.
- Verma, S. (2018, December 10-11). *Mitigating Bullwhip Effect in Supply Chains: Applications of Machine Learning and Ensemble Models.* Paper presented at the 6th Biennial Supply Chain Management Conference at IIM-B, Bengaluru.
- Vijayalakshmi, A., Lin, M. H., & Sharma, S. (2019, July). *Influence of Women's Autonomy on Children's Education in India.* Paper presented at the China India Insights Conference 2018, Singapore.
- Vijayalakshmi, A., Tomar, N., & Kapoor, A. (2018, December 17-19). *Marketplace performance of stigmatized seekers and producers: The contextualized morphing of stigmatized identity in the marketplace.* Paper presented at the North American Society for Marketing Education in India 2018, Chennai.
- Vohra, N., & Sharma, S. (2018, December 17-19). *Role of incubators in a fast evolving ecosystem: Have/should they become irrelevant?.* Paper presented at the Small AOM at Israel, Tel Aviv.
- Vohra, N., & Sharma, S. (2018, May 31-June 4). *Experiencing Live Action of Business (eLAB): A Note on Offering an Unusual Course in Entrepreneurship.* Paper presented at the 2018 Effectuation Conference, Baltimore.
- Wiesner, M., & Shukla, K. D. (2018, August 9-12). *Family deviance, low parental education, parental nurturance, and deviant lifestyles.* Paper presented at the 126th Annual Convention of the American Psychological Association, San Francisco.

## CASES, RESEARCH, AND CONSULTING

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
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
2013-14	3169	814	2823
2014-15	3210	889	3356
2015-16	3849	889	3438
2016-17	3891	894	3492
2017-18	3918	901	3528
<b>2018-19</b>	<b>3977</b>	<b>909</b>	<b>3564</b>



**GLOBAL RANKINGS**

**INTERNATIONAL RANKINGS: FINANCIAL TIMES EXECUTIVE EDUCATION RANKING 2017 (OPEN PROGRAMMES)**

**FT.com** Executive Education - Open - 2018  
FINANCIAL TIMES FT.com Business School Rankings - Custom PDF download

2018	2017	2016	3-year average	School	Country
1	1	1	1	IMD	Switzerland / Singapore
2	4	9	5	University of Oxford: Saïd	UK
3	2	2	2	Iese Business School	Spain
4	3	3	3	Harvard Business School	US
5	7	11	8	Insead	France / Singapore / UAE
6	9	5	7	University of Michigan: Ross	US
7	13	15	12	Stanford Graduate School of Business	US
8	19	14	14	University of Chicago: Booth	US / UK / Singapore
9	5	4	6	University of Virginia: Darden	US
9	6	6	7	Center for Creative Leadership	US / Belgium / Singapore / Russia
11	8	13	11	ESMT Berlin	Germany
12	14	17	14	University of Pennsylvania: Wharton	US
13	10	12	12	London Business School	UK
14	12	8	11	HEC Paris	France
15	16	20	17	University of Toronto: Rotman	Canada
16	20	18	18	UCLA: Anderson	US
17	32	-	-	Shanghai Jiao Tong University: Antai	China
18	23	22	21	Henley Business School	UK
19	15	10	15	Fundação Dom Cabral	Brazil
20	18	16	18	MIT: Sloan	US
21	11	7	13	Esade Business School	Spain
22	17	24	21	Columbia Business School	US
23	24	18	22	Essec Business School	France / Singapore
23	31	30	28	Thunderbird School of Global Management at ASU	US
25	22	27	25	IE Business School	Spain
25	29	31	28	Stockholm School of Economics	Sweden / Russia / Latvia
27	25	32	28	University of Cambridge: Judge	UK
28	28	38	31	University of St Gallen	Switzerland
28	33	39	33	SDA Bocconi	Italy
30	21	22	24	Ceibs	China
31	34	26	30	Queen's University: Smith	Canada
32	-	-	-	Washington University: Olin	US
33	26	25	28	Western University: Ivey	Canada / China
34	35	21	30	Kaist College of Business	South Korea
35	36	40	37	Incae Business School	Costa Rica / Nicaragua

36	39	34	36	Cranfield School of Management	UK
37	27	28	31	ESCP Europe	France / UK / Germany / Spain / Italy
37	41	48	42	Edhec Business School	France
39	43	36	39	Ashridge Executive Education at Hult	UK
40	37	29	35	Vlerick Business School	Belgium
41	48	44	44	NHH Norwegian School of Economics	Norway
42	42	37	40	Aalto University	Finland / Singapore
43	48	32	41	York University: Schulich	Canada
44	46	49	46	AGSM at UNSW Business School	Australia
45	47	44	45	Eada Business School Barcelona	Spain
45	52	46	48	Gordon Institute of Business Science at UP	South Africa
47	39	52	46	Ipade Business School	Mexico
48	56	53	52	National University of Singapore Business School	Singapore
48	48	69	55	University College Dublin: Smurfit	Ireland
50	44	42	45	Católica Lisbon School of Business and Economics	Portugal
51	48	50	50	Nyenrode Business Universiteit	Netherlands
52	38	-	-	Peking University: Guanghua	China
52	54	54	53	Inspira	Brazil
54	44	46	48	University of British Columbia: Sauder	Canada
55	60	59	58	University of Alberta	Canada
56	53	41	50	Melbourne Business School	Australia
57	59	51	56	Universidad de los Andes	Colombia
57	57	63	59	Nova School of Business and Economics	Portugal
59	58	72	63	Rotterdam School of Management, Erasmus University	Netherlands
60	-	-	-	WHU Beisheim	Germany
61	62	66	63	Tias Business School	Netherlands
62	61	62	62	USB Executive Development	South Africa
63	65	65	64	Solvay Brussels School of Economics and Management	Belgium
64	64	57	62	Indian Institute of Management Bangalore	India
65	55	43	54	EM Lyon Business School	France
66	66	67	66	Indian Institute of Management Ahmedabad	India
67	-	-	-	Rutgers Business School	US
68	63	56	62	Grenoble Ecole de Management	France
69	69	64	67	Lagos Business School	Nigeria
69	69	70	69	Porto Business School	Portugal
71	67	61	66	IAE Business School	Argentina
72	74	75	74	Frankfurt School of Finance and Management	Germany

## CONTD. APPENDIX

INTERNATIONAL RANKINGS: FINANCIAL TIMES EXECUTIVE EDUCATION RANKING 2018  
(CUSTOM PROGRAMMES)
**FT .COM** Executive Education - Customised - 2018  
FINANCIAL TIMES FT.com Business School Rankings - Custom PDF download

2018	2017	2016	3-year average	School	Country
1	1	1	1	Iese Business School	Spain
2	3	3	3	Duke Corporate Education	US / UK / Singapore / South Africa
3	2	4	3	IMD	Switzerland / Singapore
4	6	5	5	London Business School	UK
5	7	2	5	HEC Paris	France
6	9	8	8	Insead	France / Singapore / UAE
7	4	6	6	SDA Bocconi	Italy
8	13	16	12	Stanford Graduate School of Business	US
9	5	14	9	Harvard Business School	US
10	12	13	12	University of North Carolina: Kenan-Flagler	US
11	20	26	19	University of Michigan: Ross	US
12	17	15	15	Essec Business School	France / Singapore
13	-	-	-	Renmin University of China School of Business	China
14	16	28	19	Fundação Dom Cabral	Brazil
15	26	17	19	MIT: Sloan	US
16	10	7	11	Center for Creative Leadership	Americas / APAC / EMEA
16	19	20	18	Ipade Business School	Mexico
18	24	27	23	ESCP Europe	France / UK / Germany / Spain / Italy
19	8	9	12	Shanghai Jiao Tong University: Antai	China
20	14	12	15	National University of Singapore Business School	Singapore
21	15	-	-	Georgetown University: McDonough	US
22	30	-	-	Emory University: Goizueta	US
23	11	20	18	ESMT Berlin	Germany
24	40	39	34	University of Pennsylvania: Wharton	US
25	23	19	22	Ashridge Executive Education at Hult	UK
26	26	23	25	University of Oxford: Saïd	UK
27	22	29	26	Edhec Business School	France
28	36	45	36	University of Tennessee: Haslam	US
29	25	32	29	Incae Business School	Costa Rica / Nicaragua
30	29	18	26	Esade Business School	Spain
31	21	10	21	Cranfield School of Management	UK
31	46	36	38	Alliance Manchester Business School	UK
33	18	11	21	Mannheim Business School	Germany
34	-	-	-	University of Arizona: Eller	US
35	38	30	34	Stockholm School of Economics	Sweden / Russia / Latvia
36	42	37	38	University of St Gallen	Switzerland

26	26	23	25	University of Oxford: Saïd	UK
27	22	29	26	Edhec Business School	France
28	36	45	36	University of Tennessee: Haslam	US
29	25	32	29	Incae Business School	Costa Rica / Nicaragua
30	29	18	26	Esade Business School	Spain
31	21	10	21	Cranfield School of Management	UK
31	46	36	38	Alliance Manchester Business School	UK
33	18	11	21	Mannheim Business School	Germany
34	-	-	-	University of Arizona: Eller	US
35	38	30	34	Stockholm School of Economics	Sweden / Russia / Latvia
36	42	37	38	University of St Gallen	Switzerland
37	52	55	48	University of Cambridge: Judge	UK
38	28	31	32	Universidad de los Andes	Colombia
39	50	-	-	Warwick Business School	UK
39	32	24	32	Thunderbird School of Global Management at ASU	US
39	31	40	37	University of Virginia: Darden	US
42	45	41	43	Católica Lisbon School of Business and Economics	Portugal
43	44	42	43	EMLyon Business School	France
44	33	33	37	Vlerick Business School	Belgium
44	55	61	53	Aalto University	Finland / Singapore
46	-	-	-	Audencia Business School	France
46	35	33	38	Henley Business School	UK
48	61	50	53	Columbia Business School	US
49	53	49	50	Western University: Ivey	Canada / China
50	47	35	44	Melbourne Business School	Australia
51	41	45	46	Gordon Institute of Business Science at UP	South Africa
52	58	54	55	Eada Business School Barcelona	Spain
53	34	22	36	University of Chicago: Booth	US / UK / Singapore
54	39	51	48	York University: Schulich	Canada
55	48	38	47	Ceibs	China
56	60	-	-	City University: Cass	UK
57	63	74	65	Indian Institute of Management Ahmedabad	India
58	43	42	48	Peking University: Guanghua	China
59	56	47	54	Indian Institute of Management Bangalore	India
60	51	52	54	Inspira	Brazil
61	54	52	56	Irish Management Institute	Ireland
62	62	63	62	Nova School of Business and Economics	Portugal
63	66	65	65	Rotterdam School of Management, Erasmus University	Netherlands



## CONTD. APPENDIX

## INTERNATIONAL RANKINGS: FINANCIAL TIMES MASTERS IN MANAGEMENT 2018 RANKING



## Masters in Management 2018

FINANCIAL TIMES

FT.com Business School Rankings - Custom PDF download

2018	2017	School name	Country	Programme name
1	1	University of St Gallen	Switzerland	MA in Strategy and International Management
2	2	HEC Paris	France	HEC MSc in Management**
3	4	London Business School	UK	Masters in Management
4	5	Essec Business School	France / Singapore	MSc in Management**
5	6	ESCP Europe	FR / UK / DE / ES / IT	ESCP Europe Master in Management**
6	10	Università Bocconi	Italy	MSc in International Management
7	15	University College Dublin: Smurfit	Ireland	MSc in International Management
8	11	Rotterdam School of Management, Erasmus University	Netherlands	MSc in International Management
9	9	Cems	See table note	Cems Masters in International Management
10	3	IE Business School	Spain	Master in Management
11	8	Esade Business School	Spain	MSc in International Management
12	23	Stockholm School of Economics	Sweden	MSc in International Business
13	13	WU (Vienna University of Economics and Business)	Austria	Master in International Management
14	12	University of Mannheim	Germany	Mannheim Master in Management
15	14	Imperial College Business School	UK	MSc in Management
16	7	WHU Beisheim	Germany	MSc in Management
17	16	Edhec Business School	France	Edhec Master in Management**
18	32	Shanghai Jiao Tong University: Antai	China	Master of Management Science and Engineering
19	21	Indian Institute of Management Ahmedabad	India	Post Graduate Programme in Management
20	-	Kozminski University	Poland	Master in Management
21	21	Warwick Business School	UK	MSc in Management
22	-	University of Economics, Prague	Czech Republic	International Master in Management
23	28	Indian Institute of Management Calcutta	India	Post Graduate Programme in Management

## CONTD. APPENDIX

## INTERNATIONAL RANKINGS: THE ECONOMIST WHICH MBA RANKING 2018

## International Rankings: The Economist Which MBA Ranking 2018

Rank	Business School	Country	Rank	Business School	Country
1	University of Chicago – Booth School of Business	United States	51	University of Pittsburgh – Katz Graduate School of Business	United States
2	Northwestern University – Kellogg School of Management	United States	52	University of California at Irvine – Paul Merage School of Business	United States
3	Harvard Business School	United States	53	Southern Methodist University – Cox School of Business	United States
4	University of Pennsylvania – Wharton School	United States	54	University of California at Davis – Graduate School of Management	United States
5	Stanford University – Graduate School of Business	United States	55	The Ohio State University – Fisher College of Business	United States
6	University of Navarra – IESE Business School	Spain	56	European School of Management and Technology – ESMT Berlin	Germany
7	University of Michigan – Stephen M. Ross School of Business	United States	57	University of Rochester – Simon Business School	United States
8	UCLA – UCLA Anderson School of Management	United States	58	University of Wisconsin-Madison – Wisconsin School of Business	United States
9	University of Virginia – Darden School of Business	United States	59	Michigan State University – Eli Broad College of Business	United States
10	Columbia Business School	United States	60	Western University – Ivey Business School	Canada
11	University of California at Berkeley – Haas School of Business	United States	61	Henley Business School	United Kingdom
12	Dartmouth College – Tuck School of Business	United States	62	International University of Monaco	Monaco
13	HEC School of Management, Paris	France	63	IE University – IE Business School	Spain
14	Yale School of Management	United States	64	Boston University – Questrom School of Business	United States
15	Duke University – Fuqua School of Business	United States	65	Durham University – Durham University Business School	United Kingdom
16	Massachusetts Institute of Technology – MIT Sloan School of Management	United States	66	York University – Schulich School of Business	Canada
17	New York University – Leonard N Stern School of Business	United States	67	Texas Christian University – Neeley School of Business	United States
18	University of Warwick – Warwick Business School	United Kingdom	68	Nanyang Technological University – Nanyang Business School	Singapore
19	INSEAD	France	69	Sun Yat-sen University – Sun Yat-sen Business School	China
20	Cornell University – Samuel Curtis Johnson Graduate School of Management	United States	70	EMLYON – EMLYON Business School	France
21	University of Florida – Warrington College of Business	United States	71	Grenoble Ecole de Management	France
22	University of Washington – Foster School of Business	United States	72	City University – Cass Business School	United Kingdom
23	University of Melbourne – Melbourne Business School	Australia	73	National University of Singapore – The NUS Business School	Singapore
24	SDA Bocconi – School of Management	Italy	74	Cranfield School of Management	United Kingdom
25	University of Texas at Austin – McCombs School of Business	United States	75	Leeds University Business School	United Kingdom
26	Vanderbilt University – Owen Graduate School of Management	United States	76	University of Edinburgh Business School	United Kingdom
27	London Business School	United Kingdom	77	HHL Leipzig Graduate School of Management	Germany
28	University of Southern California – Marshall School of Business	United States	78	University of Oxford – Saïd Business School	United Kingdom
29	Emory University – Goizueta Business School	United States	79	Macquarie Graduate School of Management	Australia
30	University of North Carolina at Chapel Hill – Kenan-Flagler Business School	United States	80	Purdue University – Krannert Graduate School of Management	United States
31	Georgia Institute of Technology – Scheller College of Business	United States	81	University of Maryland – Robert H Smith School of Business	United States
32	University of Minnesota – Carlson School of Management	United States	82	Lancaster University – Lancaster University Management School	United Kingdom
33	Carnegie Mellon University – The Tepper School of Business	United States	83	Northeastern University – D'Amore-McKim School of Business	United States
34	EDHEC Business School	France	84	George Washington University – School of Business	United States
35	IMD - International Institute for Management Development	Switzerland	85	WHU – Otto Beisheim School of Management	Germany
36	Indiana University – Kelley School of Business	United States	86	University of Birmingham – Birmingham Business School	United Kingdom
37	Washington University in St Louis – Olin Business School	United States	87	Indian Institute of Management Ahmedabad	India
38	The University of Queensland Business School	Australia	88	Queen's University – Smith School of Business	Canada
39	University of Hong Kong – Faculty of Business and Economics	Hong Kong	89	Copenhagen Business School	Denmark
40	Arizona State University – W. P. Carey School of Business	United States	90	Audencia Business School	France
41	Rice University – Jesse H Jones Graduate School of Business	United States	91	University of Nottingham – Nottingham University Business School	United Kingdom
42	University of Mannheim – Mannheim Business School	Germany	92	University of St.Gallen	Switzerland
43	Hult International Business School	United States	93	ESSEC Business School	France
44	University of Georgia – Terry College of Business	United States	94	Concordia University – John Molson School of Business	Canada
45	University of Cambridge – Judge Business School	United Kingdom	95	University of Arizona – Eller College of Management	United States
46	ESADE Business School	Spain	96	The University of Liverpool – The University of Liverpool Management School	United Kingdom
47	University of Bath – School of Management	United Kingdom	97	North Carolina State University – Poole College of Management	United States
48	Georgetown University – Robert Emmett McDonough School of Business	United States	98	Case Western Reserve University – Weatherhead School of Management	United States
49	University of Notre Dame – Mendoza College of Business	United States	99	Fordham University – Gabelli School of Business	United States
50	Pennsylvania State University – Smeal College of Business	United States	100	EADA Business School Barcelona	Spain

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## INTERNATIONAL RANKINGS: FINANCIAL TIMES GLOBAL MBA RANKING 2019

FT .COM FINANCIAL TIMES		Global MBA Ranking 2019		FT.com Business School Rankings - Custom PDF download	
Rank in 2019	3 year average rank	School name	Country	Weighted salary (US\$)	Salary percentage increase
1	1	Stanford Graduate School of Business	US	228,074	129
2	4	Harvard Business School	US	205,486	112
3	2	Insead	France / Singapore	179,661	104
4	3	University of Pennsylvania: Wharton	US	197,267	114
5	8	Ceibs	China	174,115	183
6	5	London Business School	UK	169,675	102
7	7	University of Chicago: Booth	US	185,861	126
8	10	MIT: Sloan	US	188,173	107
9	8	Columbia Business School	US	184,099	114
10	11	University of California at Berkeley: Haas	US	188,746	104
11	14	Yale School of Management	US	172,547	121
12	11	Iese Business School	Spain	151,076	128
13	24	University of Oxford: Saïd	UK	161,443	118
14	13	Northwestern University: Kellogg	US	170,830	99
15	16	Dartmouth College: Tuck	US	173,636	114
16	11	University of Cambridge: Judge	UK	163,508	98
17	20	National University of Singapore Business School	Singapore	153,216	131
18	16	HKUST Business School	China	156,202	108
19	20	HEC Paris	France	142,622	106
19	21	Duke University: Fuqua	US	163,808	111
21	19	Esade Business School	Spain	148,060	116
22	22	IMD Business School	Switzerland	151,944	76
23	30	University of Virginia: Darden	US	157,437	114
24	26	Indian School of Business	India	156,122	187
25	22	New York University: Stern	US	156,485	117
26	28	UCLA: Anderson	US	162,985	108
27	24	Cornell University: Johnson	US	162,417	112
28	26	University of Michigan: Ross	US	157,727	108
29	33	Georgetown University: McDonough	US	147,384	121
30	25	Nanyang Business School, NTU Singapore	Singapore	134,036	126
31	-	IE Business School	Spain	153,547	100
31	27	SDA Bocconi	Italy	130,628	124
33	39	Indian Institute of Management Bangalore	India	178,774	124
34	-	Fudan University School of Management	China	110,062	195
35	38	Carnegie Mellon: Tepper	US	148,892	113
36	40	Warwick Business School	UK	118,406	83
37	42	University of Texas at Austin: McCombs	US	151,235	104
38	45	Emory University: Goizueta	US	150,659	119
39	-	University of Florida: Warrington	US	121,000	151
39	45	Imperial College Business School	UK	126,873	67
41	38	University of Hong Kong	China	131,386	116
42	49	Sungkyunkwan University GSB	South Korea	131,166	100
43	-	Singapore Management University: Lee Kong Chian	Singapore	118,415	133
43	49	Indiana University: Kelley	US	137,568	122
43	61	Durham University Business School	UK	120,556	110
46	51	University of Southern California: Marshall	US	147,565	108
47	36	Indian Institute of Management Ahmedabad	India	186,170	100
48	58	University of California at Irvine: Merage	US	130,056	129

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**INTERNATIONAL RANKINGS: THE ECONOMIST WHICH MBA RANKING 2018**

QS Global MBA Rankings 2019

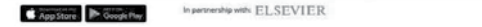
Whitman

Rank	University	Country	Location
1	Stanford	USA	Stanford, CA
2	Yale	USA	New Haven, CT
3	Harvard	USA	Cambridge, MA
4	MIT	USA	Cambridge, MA
5	London Business School	UK	London
6	INSEAD	Singapore	Multiple Locations
7	McGill	Canada	Montreal, QC
8	Chicago	USA	Chicago, IL
9	IESE	Spain	Barcelona
10	Columbia	USA	New York, NY
11	UCLA	USA	Los Angeles, CA
12	Cambridge	UK	Cambridge
13	IESE	Spain	Barcelona
14	Northwestern	USA	Evanston, IL
15	McGill	Canada	Montreal, QC
16	Yale	USA	New Haven, CT
17	MIT	USA	Cambridge, MA
18	INSEAD	Singapore	Multiple Locations
19	Cambridge	UK	Cambridge
20	Yale	USA	New Haven, CT
21	Cambridge	UK	Cambridge
22	MIT	USA	Cambridge, MA
23	London Business School	UK	London
24	INSEAD	Singapore	Multiple Locations
25	IESE	Spain	Barcelona
26	McGill	Canada	Montreal, QC
27	Yale	USA	New Haven, CT
28	Cambridge	UK	Cambridge
29	Yale	USA	New Haven, CT
30	Cambridge	UK	Cambridge
31	Yale	USA	New Haven, CT
32	Cambridge	UK	Cambridge
33	Yale	USA	New Haven, CT
34	Cambridge	UK	Cambridge
35	Yale	USA	New Haven, CT
36	Cambridge	UK	Cambridge
37	Yale	USA	New Haven, CT
38	Cambridge	UK	Cambridge
39	Yale	USA	New Haven, CT
40	Cambridge	UK	Cambridge
41	Yale	USA	New Haven, CT
42	Cambridge	UK	Cambridge
43	Yale	USA	New Haven, CT
44	Cambridge	UK	Cambridge
45	IIM Ahmedabad	India	Ahmedabad

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**INTERNATIONAL RANKINGS: QS MASTERS IN MANAGEMENT RANKINGS 2019**



University Rankings		Rankings Indicators	
QS Management Masters Rankings			
Choose a subject: Masters in Management			
RANK	UNIVERSITY	CITY	LOCATION
1	HEC Paris MSc Strategic Management	Jour-en-Jours	FR
2	London Business School Masters in Management	London	GB
3	ESADE MSc in International Management	Barcelona	ES
4	ESSEC Strategy & Management of International Business	Paris Singapore	FR
5	Imperial MSc in Management	London	GB
6	IE Business School Master in Management	Madrid	ES
7	London School of Economics MSc Management and Strategy	London	GB
8	CEMS Masters in International Management	30 cities	Global
9	Copenhagen Masters in International Management	Copenhagen	DK
10	St. Gallen Business Management (MUG)	St. Gallen	CH
11	ESCP Europe Master in Management	Berlin London Madrid Paris Torino Warsaw	EU
11*	Bocconi Master of Science in International Management	Milan	IT
12	EM Lyon MSc in Management (Grande Ecole)	Lyon	FR
13	Erasmus (RSM) MSc International Management	Rotterdam	NL
14	EDHEC MSc in Global Business	Lille	FR
15	WHU (Otto Beisheim) Master of Science in Management	Valendar	DE
16	Michigan (Ross) Master of Management	Ann Arbor (MI)	US
17	WU Vienna Master in International Management	Vienna	AT
19	Duke (Fuqua) Master of Management Studies	Durham (NC)	US
20	Manchester (Alliance) MSc International Business & Management	Manchester	GB
21	Warwick MSc International Business	Coventry	GB
22	IM Bangalore PGP in Management	Bangalore	IN
23	IM Ahmedabad PGP in Management	Ahmedabad	IN
24	University of Sydney Business School Master of Management	Sydney	AU
25	Politecnico di Milano School of Management Master in Strategic Project Management (European)	Milan	IT

\*Notes

**CONTD. APPENDIX****INTERNATIONAL RANKINGS: FT ASIA-PACIFIC SCHOOL RANKING 2018**

Financial Times Asia-Pacific business schools 2018								
Rank in 2018	Rank in 2017	Business School	Country	MBA	EMBA #	MIM	Open Exec Ed	Custom Exec Ed
1	1	Shanghai Jiao Tong University: Antai	China	8	4	1	1	2
2	2	Ceibs	China	1	3		2	5
3	3	National University of Singapore Business School	Singapore	3	8 (5)		4	3
4	4	Indian Institute of Management Ahmedabad	India	6		2	8	6
5	5	HKUST Business School	China	2	1**			
6	13	Singapore Management University: Lee Kong Chian	Singapore	13	7	7		
7	7	Nanyang Business School, NTU Singapore	Singapore	4	6			
8	6	Indian Institute of Management Bangalore	India	9		4	7	8
9	10	University of Hong Kong	China	7	11 (2)			
10=	8	Tongji University School of Economics and Management	China		15**	6		
10=	11	Melbourne Business School	Australia	16	16		6	4
12	9	CUHK Business School	China	12	9			
13	14	Indian Institute of Management Calcutta	India	17		3		
14	17	Fudan University School of Management	China	11	13 (9)			
15	12	University of Sydney Business School	Australia			5		
16		Renmin University of China School of Business (RMBS)	China	10				1
17	16	Indian School of Business	India	5				
18	20	AGSM @ UNSW Business School	Australia	15			3	
19	15	Korea University Business School	South Korea		12			
20	18	Yonsei University School of Business	South Korea		14			9
21	19	National Sun Yat-sen University	Taiwan		17	9		
22		Sungkyunkwan University GSB	South Korea	14				
23		Peking University: Guanghua	China				5	7
24		Hong Kong Baptist University School of Business	China			8		
25=		NUCB Business School	Japan		18*			
25=		Lingnan College at Sun Yat-sen University	China	18*				
# Figure in brackets refers to data from second programme for schools with more than one programme ranked.								
* School was ranked outside the final ranking table in 2018.								
** School participated in this ranking on the basis of a joint programme only.								

## ALUMNI CHAPTER ACTIVITIES

### M1: SCHOLARSHIPS/AWARDS BY ALUMNI

- **The Marti Mannariah Gurunath Outstanding Teacher Award:** This award has been instituted in memory of Mr Marti Mannariah Gurunath by Prof. Marti Subrahmanyam (PGP 1967-69). The award goes to a faculty member who has taught the batch of the Postgraduate Programme in Management (PGP) graduating in that convocation. The award of ₹2 lakh was given to Prof. Saral Mukherjee.
- **The IIMA Alumni VVEF Outstanding Researcher Award:** This award has been instituted by the Vidya Vardhini Education Foundation, a Section 25 Company run by IIMA alumni. Outstanding Researcher award is given to two faculty members who are being recognized for his/her sustained research contribution and/or significant research of a path-breaking nature. The award of ₹2 lakh was given to Prof. Chirantan Chatterjee.
- **Philip Thomas Memorial Strategy-Public Systems Case Award:** This award has been instituted in memory of Mr Philip Thomas (PGP-1966) by Prof. Rishiksha T. Krishnan (FPM-1996). The award goes to the author(s), who write a case in the area of Strategy/Business Policy and Public Systems during each calendar year. The award of ₹50,000 was given to Prof. Arindam Banerjee.
- **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 is meant to recognize excellence in academics and creativity among participants of the Post-Graduate Programme in Management (PGP). Ms Akshita Agarwal (PGP-2019) and Mr Pratyush Pandey (PGP-2019) received the award of ₹2 lakh each.
- **Shri G. C. Mital Entrepreneurship Aid:** This aid of ₹2 lakh, set up by Ankit Mital (PGP 2005) is meant for those graduating students who wish to start their own venture, opting out of the placement process. Mr Anchal Taatya (PGP-2019) received the award of ₹2 lakh.
- **Outstanding Sportsperson Award:** This award of ₹50,000, set up by Mr Sunil Chainani (PGP 1980) is meant to recognize excellence in all-around performance in sports during the tenure. Ms Aprajita Sharma (PGP-2019) and Mr. Aayush Agrawal (PGP-2019) received the Outstanding Sportsperson award of ₹25,000 each.
- **Smt J Nagamma Memorial Award:** This award of ₹15,000 set up by Pramod Kunju (PGP 1999) is meant for academically performing PGP1 student at the end of first year. Mr. Shubham Goyal (PGP-2019) received the award of ₹15,000.
- **Mrs. Sharda Bhandari and Mr. P.K.Rath Scholarships:** This I-School scholarship has been set up by Mr. Samir Bhandari (PGP-1989) for five years in memory of Mrs Sharda Bhandari and Mr. P.K. Rath, big advocates of higher education, for second year PGP students. Scholarship of ₹1 lakh was awarded to Mr Shubham Goyal (PGP-2019).
- **Ritu Banga Industry Scholarship:** This I-School scholarship has been set up by Ms. Ritu Banga (PGP-1981) for five years. Scholarship of ₹1 lakh was awarded to Mr. Kshitij Jain (PGP-2019).
- **Ajay Banga Industry Scholarship:** This I-School scholarship has been set up by Mr. Ajay Banga (PGP-1981) for five years Scholarship of ₹1 lakh was awarded to Mr. Manish Advani Suresh (PGP 2019).
- **SRK Award:** This PGPX Faculty Award has been set up by Shree Ramkrishna Exports Pvt. Ltd. The recipient of this award for the year 2018-19 was Prof. Vishwanath Pingali.
- **The Madan Mohanka Research Publication Award:** This Faculty Award has been set up by Shree Madan Mohanka (PGP 1967) of Tega Industries from 2017-18. The recipients for this award was Prof. Premilla D'Cruz and Prof. Ernesto Noronha.

**CONTD. APPENDIX****M2: CHAPTER-WISE ACTIVITIES**

Date	Chapter	Events	No. Of Alumni Attended	Remarks
24-Feb-18	Bangalore	Pan IIM Startup Conclave	NA	Startup stories, Entrepreneur Journeys and Fundraising at IIM Bangalore campus
10-Mar-18	Bangalore	Interaction	NA	Dean (Alumni & External Relations), IIMA faculty and Senior Alumni at Royal Orchid, Manipal Centre.
10-Apr-18	Ahmedabad	interactive Session	NA	An interactive Session with Director Prof. Errol D'Souza, sharing his vision on the institute for next five years. It was followed by Dinner with spouse
14-Apr-18	Bangalore	Book Launch – Dr V Raghunathan	NA	He was a former faculty in IIMA: “Return to Jammu” partly set in IIMA campus, at Sapna Book House, Residency Road
14-Apr-18	Kolkata	Committee Meeting	10	The new 10 member committee for the Chapter was formed in April ‘18 and the first meeting of the Committee
24-Apr-18	Bangalore	Workshop – Conservation, Recycling, Pollution and Lake Conservation	NA	SEE Water, organized by Social Entrepreneurs and Enterprises (SEE), a volunteer-driven initiative of the Bangalore Chapters of IIMA, IIMB, IIT Kanpur and IIT Kharagpur at IIM Bangalore campus
12-May-18	Mumbai	Synchrony 2018	225+	We have successfully converted this event into a “Celebration-cum-Welcome party” for the ‘temporary Mumbaikars (Fachchas)’ and the aspiring ‘to-be-Mumbaikars (Tuchchas)’
19-May-18	Delhi	Synchrony 2018	150	The event saw representation from across the batches and enthusiastic participation from the first-year and second-year students.
19-May-18	Kolkata	Synchrony 2018	35	The attendance of alumni and freshers was quite good at 35. Mr. Ravi Todi, MD Schrachi Group, addressed the freshers.
19-May-18	Ahmedabad	Synchrony 2018	NA	It was well attended by the alumni and the new batch of 2018-20
20-May-18	Hyderabad	Synchrony 2018	NA	In addition to the fun-filled introductions and nostalgic campus video screening, this Synchrony came with an additional format of group acts.
25-May-18	Ahmedabad	Study Circle	NA	A talk by Mr. Jayanta Murthy on ‘Kaizen: Art and Science of Continuous Improvement”



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Date	Chapter	Events	No. Of Alumni Attended	Remarks
26-May-18	Bangalore	Synchrony 2018	NA	It was held at the Rotary Hall of Friendship, Lavelle Road.
26-May-18	Chennai	Synchrony 2018	100+	More than 100 participated including spouses and children
06-Jun-18	London	Interaction with Patrons & Senior Alumni	NA	We organized an interaction with patrons and other senior alumni active in the community at the House of Lords hosted by Lord Jitesh Gadhia. In addition to members from the ExCo, the attendees included a cross-section of illustrious supporters of the IIMA community, including Dr. Mohan Kaul, Mehmood Khan, Salil Shetty – Secretary General, Amnesty International, Vikas Nanda, Sidin Vadukut, Sudhir Dole, Manish Tiwari and Saikat Sen Sharma of the High Commission of India. The session focused on priorities of the Institute and how the chapter and London patron community can help with the vision & priorities of the Institute.
07-Jun-18	London	Session with Professors	NA	The chapter organized a session with professors in the heart of the City of London with support from Tulsi Naidu (PGP '96) – CEO Zurich Insurance, UK. The event was exclusive to alumni for a frank and open discussion with the faculty and we discussed on the aspirations of the chapter and Institute and how the community can help. The discussions included numerous themes raised on the previous days.
15-Jun-18	Ahmedabad	Study Circle	NA	“Energy Independence through Green initiatives” a talk delivered by D Suresh (popularly addressed as Solar Suresh).
20/21-Jun-18	London	UK-India Leadership Conclave	11	The IIMA Alumni London Chapter was invited to participate at the UK-India Leadership Conclave held at the tranquil location of Latimer House in Buckinghamshire on the outskirts of London. At the venue were the who's who from finance, industry and the legal industry from the UK and India, including ministers and members of Parliament. The conclave had significant participation from alumni from the UK and India in their professional capacities.

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Date	Chapter	Events	No. Of Alumni Attended	Remarks
29-Jun-18	Delhi	Alumni meet	35	The Delhi chapter continued its regular Essex farms alumni meet which was organized after a long hiatus in June last year.
Jul-18	Mumbai	Online Election of Managing Committee		For the first time, members of the Managing Committee of IIMAAA-Mumbai elected through online voting. Despite a few technical glitches, the indigenously developed platform successfully completed the entire process of nomination, registration, validation, voting, and results.
06-Jul-18	Mumbai	Book Launch	60+	The Book “Fast Forward toward Civilizational Greatness: Agenda for India” by Prof Pradip Khandwala (ex-Director, IIMA) delves into how do we create a better society that is also democratic and a market economy. In particular, for India what choices do we make in our quest for civilizational greatness and also ensure humaneness, creativity, and performance excellence, despite the turbulence of our times
27-Jul-18	Delhi	Alumni meet	35	The chapter organized other alumni meet in Gurgaon, which was also well attended from across the batches. The event saw participation from the alumni from PGPX batches too.
27-Jul-18	Ahmedabad	Philosophy and Practice of Swadeshi	NA	A Talk by Dr. Ashwani Mahajan, National Co-Convenor, Swadeshi Jagran Manch
12-Aug-18	Ahmedabad	AGM	NA	A well attended event with families at Kensville Golf Club with entertainment programme followed by dinner.
12-Aug-18	Chicago	Meeting with Director		The Chicago chapter organized its first event of 2018 by meeting with the IIMA Director – Prof Errol D’Souza at the Gleacher Center, Booth School of Business.

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Date	Chapter	Events	No. Of Alumni Attended	Remarks
15-Aug-18	London	The London Launchpad	50	It is an event showcasing startups by IIM Ahmedabad alumni in the UK, attended by alumni and friends from batches across the years. It was the first event of the chapter aligned with the Entrepreneurial Ecosystem Special Interest Group (“SIG”) that targeted entrepreneurs who could use this platform to showcase their startups, network with other like-minded entrepreneurs and at the same time leverage the IIMA community for prospective clientele, mentorship, communication channels or even fundraising. At the event, IIMA Alumni London announced its partnership with the High Commission of India (represented by Ms Vishakha Yaduvanshi) and FICCI UK (represented by Param Shah, FICCI UK Director) for techXchange 2018. This day marked the official launch of the IIMA Angel Network, a platform that will help provide mentorship, and assist with growing startups by leveraging the skills of the community.
25-Aug-18	Chennai	AGM 2018	NA	Presentation of Term Report, Audited Balance Sheet, passing special resolutions. A new Executive Committee led by Ramamurthy Srinivasan (PGP 99) was elected
Sep-18	Mumbai	AGM	25	After a long time, IIMAAA-Mumbai conducted its first AGM at IMC (helped by Raj Nair PGP71).
04-Sep-18	Ahmedabad	Talk	NA	Mrugank Pranjape PGP 90, MD of Multi Commodity Exchange delivered a talk on “Emerging Issues in Capital and Commodity Markets”
10-Sep-18	Mumbai	Lecture	60+	The Institute, in association with HUL, invited Prof Pradip Chintagunta (PGP86) and Distinguished Prof of Marketing at Booth Business School, Chicago to deliver a lecture on “Doing Good is worth Doing Well: Leveraging Marketing Tools and Insights for Non-Marketing Outcomes”.
22-Sep-18	Mumbai	Prof A K Jain Felicitation	200+	An event that offered glowing tribute to Prof A K Jain for his 47 years long academic inning as faculty.
29-Sep-18	Bangalore	2nd SIG Woman's Alumni meet	NA	It was organized at CoWrks, Ulsoor

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Date	Chapter	Events	No. Of Alumni Attended	Remarks
29-Sep-18	Chennai	IITMAA Sangam	NA	IIT Madras Alumni Association Conclave (29 Sep 2019) – Collaboration with IITMAA
Oct-18	Singapore	Gala Dinner	80+	The High Commissioner of India, Javed Ashraf (PGP '86) and his wife Gazala, graciously opened their beautiful home to host a gala dinner for attendees, alumni and spouses. Dr. Errol D'souza shared his vision for the institution and the various ways alumni can give back. This was followed by a smaller group lunch the next day to focus on fundraising.
Oct-18	Singapore	Life Hacks and Legacies	30	Our second “Evening with Experts” helped alumni connect with experts on wills, global assets, insurance and legacy planning. Mandeep Nalwa (PGP '94), the founder of Taurus Wealth, helped plan the event which helped alumni begin to resolve some of these thorny issues.
Oct-18	Singapore	Lunch with Leaders	22	Gurcharan Das, the renowned author, spoke on “Living a Life v.s. Making a Living” and the balance between one’s duty to family and one’s duty to oneself. We also had a discussion on India’s progress in the last few years. There was a free and frank exchange of views and philosophies, which left the participants refreshed and with new perspectives to consider.
05-Oct-18	Chennai	Quarterly Quarters I	NA	Informal get-together at a pub
05-Oct-18	Delhi	Musical event	50	To bring back campus memories at LKP, the Chapter also organized musical evening at the scenic DLF Golf Course in Gurgaon, with performances from various alumni from across the batches.
08-Oct-18	Bangalore	Monthly Dialogue Series	NA	Monica Sharma, author of Radical Transformational Leadership on Conscious Full Spectrum Response
26-Oct-18	Ahmedabad	Study Circle	NA	“Corporate Governance and PPP Projects, lessons from ILFS”: A Talk by Shri DC Anjaria (IIMA-68)
26-Oct-18	Ahmedabad	Pre Diwali get together	NA	Pre Diwali get together and dinner with families

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Date	Chapter	Events	No. Of Alumni Attended	Remarks
30/31-Oct-18	Bangalore	India IOT Next 2018 Global summit	NA	“Raising the IOT Quotient of India” in partnership with Indian Electronic and Semiconductor Association
Nov-18	Mumbai	2nd SIYLI Workshop	70+	‘Thank You India Research Foundation’ supported by IIMAAA-Mumbai organised the second workshop. SIYLI and IIMA have keen interest to forge strategic tie-up and have expressed interest in progress and leverage mutual strengths in this exciting space.
12-Nov-18	Chennai	Interaction	NA	Functional Governance for a New India: Politics of Economics – Collaboration with MMA
17-Nov-18	Chennai	Startup Focus	NA	Venture Capital Investments in India by Arun Natarajan, Venture Intelligence – Formal Speaker Event
24-Nov--18	Bangalore	Monthly Dialogue Series	NA	B. Muthuraman, former MD and Vice Chairman of Tata Steel in partnership with BCIC
30-Nov-18	Bangalore	SIG Healthcare	NA	It was organized at CoWrks, Koramangala
30-Nov-18	Mumbai	Umeed 1000 Cyclothon	NA	A socially impactful event organised by IIMAAA-Hyderabad was supported by IIMAAA-Mumbai and IIMAAA-Bangalore. “UMEED 1000” is a CSR initiative of RBL Bank, a Cyclothon with a cause – to promote girl child education.
01-Dec-18	Bangalore	SIG Entrepreneurs	NA	It was organized at CoWrks, Koramangala
Dec-18	Mumbai	Women SIG	10	A quick get-together was organized to bring together interested women alumni to form a core group and explore ideas that would interest women alumni.
10-Dec-18	Bangalore	Umeed 2018	NA	The closing ceremony of the cyclothon from Mumbai to Bangalore to raise funds for Udhav School, Hyderabad, jointly with IIMA AA, Hyderabad Chapter
14-Dec-18	Chennai	Quarterly Quarters II	NA	Informal get-together at a pub

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Date	Chapter	Events	No. Of Alumni Attended	Remarks
15-Dec-18	Delhi	Annual Mega Event	220+	This invite-only event has remained the flagship event for the Delhi chapter. Sponsored by IndusInd, and Amplus. It also provided an opportunity to selected start-ups started by IIM A alumni to briefly talk about their work and reach out to the larger alumni body. The gathering paid a poignant tribute to Late Mr R Jayaraman (PGP 70) whose contribution to the alumni body, especially in Delhi, has been unparalleled.
10-Jan-19	Chennai	Book Launch Discussion	NA	“The Made in India Manager” by R Gopalakrishnan, Book Launch Discussion – Collaboration with MMA
11-Jan-19	Pune	IIMinPune	NA	The 16th session of IIMinPune was hosted. This event is hosted on the second Friday of each month from 7-9 pm alternating between two sides of the city, to enable the Alumni from different parts of the city to attend.
12-Jan-19	Mumbai	Fifth Annual Family Get-together	NA	It's the time of the year when we offer our extended alumni family members, an evening full of fun, frolic and entertainment. The planning for the event extends into taking care of the (perceived) expectations of kids and the spouses and the elderly members.
16-Jan-19	Pune	SME Founder's Conclave	NA	They co-hosted the SME Founder's Conclave along with the MCCIA.
18-Jan-19	Delhi	Quarterly meet-up	NA	An informal conversation with presence from across the batches, helped the alums to reconnect with each other, and share their stories. The event concluded with a promise to make it bigger and planning for the next steps for the event.
19-Jan-19	Bangalore	Monthly Dialogue Series	NA	Shekar Viswanathan, Vice Chairman, Toyota India, in partnership with BCIC
19-Jan-19	Mumbai	Healthcare SIG	25	Nearly 25 alumni gathered with an objective to discuss the vision and co-evolve priorities and action-plans for Healthcare SIG. Prof Viswanath Pingali specially visited Mumbai to attend and guide the proceedings.

## CONTD. APPENDIX

Date	Chapter	Events	No. Of Alumni Attended	Remarks
24-Jan-19	Mumbai	Book Launch	120+	A unique Book Launch - 'The Made in India Manager' - event was jointly organized with IMC Chamber of Commerce and Industry and Hachette India. An opportunity to hear the Authors, Mr. R. Gopalakrishnan and Dr Ranjan Banerjee, along with alumni panellists Prakash Iyer (PGP86) and Harish Bhat (PGP87).
05-Feb-19	Chennai	Interaction	NA	National Security Perspectives: The Way Forward – Collaboration with MMA
08-Feb-19	Ahmedabad	Talk	NA	"Indian Demography explorations of some dimensions by religion and caste": a talk delivered by Prof Rakesh Basant
11-Feb-19	Singapore	Annual General Meeting		AGM was on February 11, 2019. All alumni in Singapore were invited.
16-Feb-19	Mumbai	Launch at Campus	NA	Preliminary Meet was followed-up with a formal launch of the Healthcare SIG on campus. Most of the initial participants attended this meeting and ideas suggestions were collected from each one. To widen the reach, Chapter Representatives present on campus (invited for a separate meeting), were also invited to attend group deliberations
22-Feb-19	Chennai	Formal Speaker Event	NA	Lecture Series on Leadership, Career Transitions and Planning by Deepak Jayaraman (PGP)
22-Feb-19	Kolkata	Interactive Session	40	An interactive session with Prof Errol Dsouza, Director IIMA was held on 22 Feb '19. Around 40 alumni participated in the lively discussion.
08-Mar-19	Ahmedabad	Presentation	NA	A presentation was organized on "Big Data, AI and Machine Learning and how technology is reshaping management/ governance".
14-Mar-19	Chennai	Book Launch	NA	Titan Inside India's Most Successful Consumer Brand – Collaboration with MMA
16-Mar-19	Bangalore	Monthly Dialogue Series	NA	Sridhar Venkat, CEO Akshaya Patra Foundation in partnership with BCIC
22-Mar-19	Chennai	Quarterly Quarters III	NA	Informal get-together at a pub

**CONTD. APPENDIX****M3: EXTERNAL ENGAGEMENT AND OUTREACH**

Major activities undertaken during the academic year at SMILE centre are listed below:

**Remedial Education and Mentoring by volunteers**

The objective of this activity is to provide overall improvement in a child's development. It has helped students to take part in many school-level elementary examinations which have proved beneficial to personal development.

**Basic Assessment Test**

A basic assessment test was conducted for SMILE Students to check their basics before moving towards the main syllabus. This helped in paying more attention to students who needed special attention.

**In-Class Mentoring**

Teachers had to undergo in-class mentoring, to provide a live demo of more effective and efficient quality education to be delivered by teachers, In-class mentoring was a performance check of teachers by Pratham experts.

**Extra-Curricular Activities**

Several extra-curricular workshops were organized for the students:

- **Free Thinking Workshop:** Student from the campus came over to meet the children and conducted a free-thinking workshop, where the children had to present their views on a given topic. This helped in building the imaginative power as well as overcoming the fear of speaking.
- **Origami Workshop:** The children were handed over craft papers and were asked to create anything of their choices a bird, boat, drawing, 4x4 games, etc.
- **Dance Workshop:** A group of children tapped to the rhythm of their favourite songs. This helped them in discovering their skill which was a value addition.
- **Drawing Competition by Finesse Group**
- **Music Workshop:** Student volunteers taught the children to play the guitar,
- **Sponge/ Spray Painting**

**Community Engagement Activities**

- **School visits:** School visits are undertaken to understand why students dropping out of schools, core factor affecting a child performance at the school level, and the social structure that proves to be a hindrance to a child's education.
- **Community visits:** The objective is to connect with parents and to make them understand their need for quality education.
- **Parent meetings:** Discussions are held with parents. This also helps to build a bridge between teachers and students.
- **Volunteer engagement:** Several volunteers have contributed by taking regular sessions with different activities and games and thus trying to make learning easier.

Weekly drawing workshops are also organized to enhance the creativity of the children coming to SMILE.



**CONTD. APPENDIX****M****M4: A-LEAGUE ACTIVITIES****Following major activities were undertaken:**

- **Establishment of a Communication Channel:** By visiting individual institutions and regular calls to representatives, AERC ensured that there is no information asymmetry and that the institutes feel connected and know that an effort is being made on the part of the Institute.
- **A-League Hands-On:** Perhaps the most ambitious of all A-League activities undertaken so far, Hands-On is AERC's ongoing initiative to extend social entrepreneurship projects to A-League students. These projects, procured from all over India to help budding entrepreneurs scale up their ideas, attracted a high number of applications and will see a conclusion in The Red Brick Summit, IIMA's annual management fest.
- **Representative Meet-Up:** In order to make the process of ideating and more participative, AERC held a formal meeting of A-League student representatives. It was observed that different institutes had different expectations from the A-League, and hence a one-size-fits-all approach would not be effective. Frequent and proper communication of all the events, with encouragement to participate, is the key to make A-League activities more efficacious.
- **Event Coordination:** Cultural events like Garba night, Diwali celebrations, etc. are to be organized in collaboration with other institutes. Continuing efforts will instill a sense of solidarity.

Term 2 saw increased collaboration by hosting of joint activities: not just the Institute, but other institution also took initiatives to make the events more relevant for the A-League crowd.

- **Dr. Tharoor@IIMA** – Over 150 A-League students showed up for the marquee event of AERC in early November.
- **SPIC MACAY Night** – AERC, in collaboration with the Heritage Club, hosted the A-League students at a scintillating performance by Padma Shri Shovana Narayan.
- **IIMA Masterclass** – For three Masterclass sessions – by Akhilesh Tilotia (ex-BCG, ex-Kotak, Officer on Special Duty for Government of India), Mikal Hallstrup (Co-founder, DesignIt) and Sudhir Sitapati (Executive Director, HUL) – the A-League students showed up in great numbers and contributed to the sessions with pertinent questions.
- **A Day at IIMA** – For the first time in the history of Prayaas, A-League institutes were invited to spend a day at the Institute. Over 90 students were given the experience of an IIMA student along with lectures by three professors.
- **Youth and Truth** – This one-of-a-kind event saw participation of over 250 A-League students and faculty members across one formal and one informal session with Sadhguru Jaggi Vasudev.
- **AERC-Eloquence Event** with Mr Mudit Yadav (TEDx speaker) saw very active participation from the students whose questions complemented the content of the speaker.
- **AERC-Public Policy Club Event** with Feroze Varun Gandhi saw the parliamentarian answer socio-political queries of the A-League students.
- In December, AERC extended an invitation to A-League institutions for events organized by the Equal Opportunities Students' Committee (on International Day for Persons with Disabilities), and IIM Ally (Saksham – Social Conclave; LGBTQ Film Screening).

**Mindfulness India Summit**

The Institute has been developing the concept of having a Neuroscience, EI, Mindfulness Summit in India with participation from leading academics, practitioners, corporates, and other organizations from around the world. It has been conceived as potentially a global annual event with the Institute as the owner/partner.

Over the years, the Institute has taken definite steps on and embraced several issues including setting in-campus centres, policies, initiatives on gender equality, inclusiveness, LGBTQ rights, etc. This measure while providing a holistic offering is more directly linked to the Institute's core areas such as higher-order performance and leadership.

At the same time, the issue is an apt corollary to high-performance measures. While the Institute produces close to six hundred students every year only a few achieve the heights of success. It is now widely accepted that higher-order achievement and success, and exceptional leadership flow not just from knowledge and skills but attributes that transcend these such as the ability to deal with success and failure with equanimity, ability to bounce back, ability to be aware of oneself and one's surroundings, ability to relate to others and take people along, etc.

The summit saw participation from several leading international speakers including Dr. Rich Fernandez (CEO at SIYLI, ex-Google), Dr. Christopher Willard (Neuroscientist and Psychologist, Faculty at Harvard Medical School and author), Dr. Matthew Lippincott (VP of Research and Business Solutions, Daniel Goleman Emotional Intelligence Coaching and Training Programmes), and Dr. Pete Hamill (Strozzi Institute). Following the summit, we have received expressions of interest to collaborate from all of the above speakers.

## **M5: INTERNATIONALISATION**

Several initiatives were taken towards internationalization of Institute's programmes and activities.

### **Canada-India Centre**

The visit of the Canadian Prime Minister presented an opportunity to leverage the momentum generated by the visit. The Institute has initiated a discussion with senior Canadian government officials with respect to setting up a Canada India Centre at the Institutewith the involvement of the government of Canada. It would focus on management, business, economy, and trade-related issues that pertain to the two countries. It will serve as the Knowledge Hub and Leadership Hub that is envisaged to serve as the go-to the centre for innovative solutions and knowledge creation.

Follow up meetings were held with several politicians and Canadian Government officials both at the provincial level and the federal level in Toronto and Ottawa in July. Engagement at both levels was required as education is a provincial subject in Canada (with no counterpart ministry at the Federal level) whereas international collaborations come under the purview of the Federal government. Some of those with whom meetings/discussions were held include:

- Ms. Dipika Damerla, former Minister Ontario Provincial Parliament.
- Mr. Deepak Anand, Member of Ontario Provincial Parliament.
- Ms. Linda Jeffrey, Mayor, City of Brampton.
- Mr. Neeraj Bhalla, Director, Constituency Affairs for Federal Minister Navdeep Bains, Minister of Innovation, Science and Economic Development.
- Mr. Parvinder Sachdeva, Senior Policy Advisor for Federal Minister Navdeep Bains, Minister of Innovation, Science, and Economic Development.
- Mr. Aaron Bailie, Secretary, Spotlight India, Innovation, Science and Economic Development.
- Mr. Scott McLeod, Trade Commissioner – India and Pakistan, South Asia Division, Global Affairs Canada.
- Mr. Frank Le, Deputy Director, Science Technology and Innovation Division, Global Affairs Canada.
- Gary Comerford, Chairperson, Board of Trustees, Brock University.
- Sheldon Levy, CEO, Next Canada.
- Several others from the University of Toronto, Carleton University, MaRS, Canada India Business Council, Indo Canada Chamber of Commerce, Canada India Foundation etc.

**Supernumerary Quota, Faculty Collaboration, Institutional Collaboration: Canada**

The Canada India Foundation (CIF) visited the Institute as part of the delegation of the Canadian Prime Minister. Utilizing the opportunity to leverage the momentum generated by the visit, the external partnership department engaged and negotiated with the CIF to structure an arrangement wherein CIF was required to arrange five sector-specific meetings with Canadian universities and other stakeholders customized in consultations with the Institute to fulfil the requirements.

The CIF structured the engagements according to our requirements and as part of the Higher Education Forum and subsequently arranged meetings Mr. Anurag Choudhury (Head-Alumni & External Partnerships) met university officials from University of Toronto, Carleton University, Ryerson University, Brock University, Sheridan College, George Brown College and others. Meetings with others such as McGill and UBC could not be effected within the available time. It presented us with an opportunity to explore faculty and research collaborations and exchange possibilities for several programmes including PGP, PGPX, and CIIE. Discussions with the University of Toronto, Carleton University, and Brock University are currently underway.

Local newspapers and radio channels were used to reach out to the wider Indian-Canadian community. As part of this, a 10-minute radio broadcast talked about the Institute and the supernumerary quota. A brief write-up on the quota was also included in the I that has a sizable circulation in the region.

**Canada Chapter**

Owing to the huge interest shown by the alumni settled in Canada, the Alumni Office is helping them to set up a chapter. The alumni have shown interest in shouldering the responsibilities of the chapter.

**PGPX – International Immersion Programme**

With an increase in the intake in the PGPX programme, about establishing additional partnerships with foreign universities/institutions has become necessary to offer good international immersion. The Institute has initiated discussions with 12 schools:

- Canada (McGill University, Sauder School of Business, Schulich School of Business, University of British Columbia)
- Australia (Australian Graduate School of Management, University of Melbourne)
- China (Guanghua School of Management, Peking University, School of Management, Fudan University)
- Singapore (Nanyang Business School)
- Europe (Tilburg University Netherlands, EM Normandie France)
- UK (University of Liverpool)

**Ph.D. Programme in Management – International Research Collaborations and Internships**

Creating opportunities for Ph.D. students to avail of and go for international internships at universities and organizations abroad is engaging attention as the current process currently is unstructured with few collaborations and opportunities. Discussions are underway with the University of Liverpool, University of Newcastle, and Hiroshima University.

Hiroshima University has selected two students to support the initiative with full funding to engage in research for a duration of 2 weeks to 6 months.

**Dubai Centre**

The Dean AER office is working with Head- Strategic Growth and Development to prepare a growth plan and reach out to alumni in the region. On behalf of Head-SGD, the office is reaching out to select alumni who may be in a position to provide suitable leads in the government and corporates to explore leadership training related opportunities.

**CONTD. APPENDIX****Collaborations with Foreign Institutions**

The Institute's partnership with Surrey Business School was formalized on March 11, 2019 with the agreement being signed by President and VC Prof GQ Max Lu. The MOU allows to explore collaborations in research, seminars, bidding for research grants and to enhance exchanges/mutual visits of faculty, Ph.D., and master's students.

During the visit of representatives of Michigan State University early May, possible collaborations with respect to executive education programmes were explored.

During the last quarter, discussions with representatives of the NEOMA Business School were held to explore partnerships, particularly in the areas of entrepreneurship.

Currently, discussions are underway with Newcastle University and Liverpool University to explore FPM student mobility.

**M6: CONTRIBUTIONS BY INDIVIDUAL ALUMNI, ALUMNI BATCHES, AND CORPORATE/ ORGANIZATIONS**

Name	Purpose	Amount (₹)
<b>Contributions from Individual Alums in 2018-19</b>		
Peeyush Misra (PGP 1999)	Misra Center for Financial Markets and Economy	7,09,60,000
Arun Duggal (PGP 1974)	Yet to be purposed	3,00,00,000
Sumit Rajpal (PGP 1998)	Yet to be purposed	70,96,363
<b>Contributions from Individual Alums as per past commitment and earlier MoUs</b>		
P P Gupta (PGP 1974)	D-6 P P Gupta Dorm (as per MoU signed on Jun 19, 2017)	2,00,00,000
Sukumar Srinivas (PGP 1983)	D-18 Sukumar Srinivas Dorm (as per MoU signed on Aug 12, 2017)	1,75,00,000
Professors Deepti and Subhash Bhatnagar (PGP 1970 and FPM 1975)	Staff Recreation Club (as per MoU signed on Jan 5, 2018)	20,00,000
Dipak Gupta (PGP 1985)	Merit-cum-Means Scholarship	6,50,000
<b>Contributions through Corporates as per new partnerships in 2018-19</b>		
Viacom 18 Media Pvt. Ltd.	American Consumer Research Conference – Asia Pacific Edition - 2019	10,00,000
Mirae Asset Foundation India	Two FPM scholarships	7,00,000
<b>Contributions through Corporates as per past commitment and earlier MoUs</b>		
TCS Foundation	Vikram Sarabhai Library Restored and Upgraded by TCS Foundation	9,00,00,000
JSW	JSW School of Public Policy	2,50,00,000
Cadila Healthcare Ltd.	D-3 Zydus Dorm (as per MoU signed on Sep 27, 2017)	1,75,00,000
RBL Bank	CR-1 RBL Bank Classroom (as per MoU signed on Jul 5, 2017)	1,25,00,000

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Name	Purpose	Amount (₹)
<b>Batch Contributions</b>		
PGP 2002 Batch	Unencumbered Funding	2,88,40,742
1994 Batch	Contribution towards Faculty Wing 1 and Admissions Office	2,47,97,202
2008 Batch	Counselling Service and FPM Students Conference Participation Support	1,15,79,604
1983 Batch	CR-6 Batch of 1983 Classroom	83,46,720
1998 Batch Corpus	Yet to be purposed	67,93,000
Batch of 1968	FPM Office	51,97,120
1989 Batch	Prof A K Jain Case Award	15,48,716
Alumni	Prof A K Jain Marketing Gold Medal	11,50,000
PGP 1991	Contribution towards Medical Support for Retired Group C&D Employees under CPF	6,45,600
Donations from Alumni	General Purpose	1,05,001
FPM Alumni	FPM Award Corpus	17,000
Grand TOTAL		38,39,27,068

**M7 INDIVIDUAL CONTRIBUTIONS ₹ 5 LAKH AND ABOVE**

Name	Batch	Amount (₹)
Ravi Sarathy	1968	7,09,600
Thekkemadom Narayanan Ramaswamy	1968	6,00,000
David Iyyunny	1968	5,00,000
Rajan Swaroop	1983	25,00,000
Sudip Nandy	1983	25,00,000
Vivek Mundra and Harshvardhan Himatsingka	1983	13,00,000
Chandu Nair	1983	5,00,000
Sukumar Srinivas	1983	5,00,000
Venkat Venkatraman	1987	5,99,612
Ramesh Srinivasan	1994	70,96,362
Amit Kanudia	1994	10,00,000
Mandeep Singh Nalwa	1994	10,00,000
Suvojoy Sengupta	1994	10,00,000

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Name	Batch	Amount (₹)
Vidya Vasania and Homiyar Vasania	1994	10,00,000
Jagresh Rana	1994	7,09,600
Anand Radhakrishnan	1994	6,00,000
Mukesh Kumar Chhaganlal Dave	1994	6,00,000
G Ravindra Reddy	1994	5,00,000
Geeta Jain	1994	5,00,000
G.V. Giri	1994	5,00,000
Hrishikesh Parandekar	1994	5,00,000
Java Singh	1994	5,00,000
K. Sukumar	1994	5,00,000
Krishnamurthy Sriram	1994	5,00,000
Meenakshi Nevatia	1994	5,00,000
Narasimhan Eswar	1994	5,00,000
Navin Visvanath	1994	5,00,000
Nikhil Prasad Ojha	1994	5,00,000
Raja Sekhar Reddy	1994	5,00,000
Roli Goel Jindal	1994	5,00,000
Srikanth Velamakanni	1998	15,00,000
Renny Thomas	1998	10,00,000
Anand Vyas	1998	5,00,000
Sasi Kiran Sunkara	1998	5,00,000
Dhiraj Poddar	2002	25,00,000
Utsav Garg	2002	25,00,000
Kunal Maini/ Melinda Chen	2002	22,97,393
Anuj Bhartiya	2002	22,18,805
Nitin Jindal	2002	17,06,274
Mohit Khurana	2002	15,00,000
Ruchir Lahoty	2002	15,00,000
Tushar Kumar	2002	13,34,769

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<b>Name</b>	<b>Batch</b>	<b>Amount (₹)</b>
Dinesh Goel	2002	10,00,000
Naveen Venkataramani	2002	10,00,000
Sandhya Chandrasekhar	2002	10,00,000
Vikas Gupta and Mukesh Gupta	2002	10,00,000
Pankaj Arora	2002	7,09,600
Sumit Chhabra	2002	6,35,539
Vikram Soni	2002	6,34,568
Shweta Anand Arora	2002	6,00,000
Himanshu Sanwalka	2002	5,00,000
Len Varghese George	2002	5,00,000
Nitin Agarwal	2002	5,00,000
Pankaj Duhan	2002	5,00,000
Arjun Shetty	2008	12,00,000
Akshay Natarajan	2008	10,19,981
Jayant P. Raman	2008	10,00,000
Arun Balakrishnan	2008	7,09,600
Nikita Jain	2008	5,00,000

## PERSONNEL

**N1 NEW APPOINTMENTS****Faculty**

- Swanand Deodhar Information Systems
- Reetika Khera Economics and Public Systems Group
- Sourav Borah Marketing
- Subhadip Roy Marketing
- Aditya Moses Human Resource Management
- Chirantan Chatterjee Business Policy and Economics
- Hari Nagarajan Centre for Management in Agriculture
- Devasmita Chakraverty RJMCEI

**Staff**

- Mr. Sudheesh Nambiath Head-IGPC
- Mr. Ashwin Suhas Joshi Head, Strategic Growth and Business Development, EEP
- Mr. Sanjay Kumar Tripathi Relationship Manager, PGPX
- Ms. Pooja Celly Officer, EEP
- Mr. Saurabh Soni Electrical Engineer
- Mr. Vinay Chauhan Manager, Contracts
- Mr. Shreyas Bhandari Junior Engineer - Civil (Billing)
- Mr. Abhishek R Maurya Programme Coordinator, EEP
- Mr. Sanjay Darshan Programme Coordinator, EEP
- Ms. Namrata Maulik Kansara Programme Coordinator, EEP
- Mr. Hemalkumar Vaja Administrative Assistant, EEP
- Ms. Devina Singh Shekhawat Social Media Coordinator, EEP
- Mr. Dhyanesh Vyas Web Assistant, Alumni Office
- Mr. Vimal Pramodbhai Patel Accounts Assistant, EEP
- Ms. Swathi Gurumoorthy Client Accounts Associate (Relation & MIS), EEP
- Ms. Anjana Suresh Programme Coordinator, EEP
- Mr. Swetangkumar Panchal Marketing Assistant, ePGP
- Ms. Anshu Tewari Programme Coordinator, EEP
- Ms. Shagufta Quraishi Marketing Associate, EEP
- Ms. Kavya Sajwan Programme Coordinator (eLearning), EEP
- Ms. Shailee Patel Project Facilitator, EEP
- Mr. Pratik John Chauhan Programme Coordinator, EEP
- Mr. Jay Alkeshkumar Vora Office Assistant (IT), PGPX



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- Ms. Viddhi P Kotak Secretary to Faculty/Clerical Assistant
- Ms. Aanal Pankajkumar Shah Clerical Assistant, Stores & Purchase office
- Ms. Riddhika Thaker Secretary to Faculty/Clerical Assistant
- Ms. Deval Oza Clerical Assistant, PGP Office/Secretary to Faculty
- Mr. Akshay S Hansrajani Clerical Assistant, HR Office
- Ms. Vaishali Parekh Clerical Assistant, Director's Office
- Ms. Hena Nair Clerical Assistant/Secretary to Faculty
- Mr. Rahul Parsani Clerical Assistant, FPM Office
- Mr. Sandeep Jaydevbhai Patel Clerical Assistant, HKO
- Ms. Nidhi Soman Clerical Assistant, e-PGP Office

**N2 RESIGNATIONS / TERM OVER / TECHNICAL RESIGNATIONS****Faculty**

- Professor Vegard Iversen Resigned on June 30, 2018
- Professor Ashis Jalote Parmar Term over on July 13, 2018
- Professor G. Raghuram Technical resignation on February 21, 2019
- Professor Dheeraj Sharma Deemed resignation on February 28, 2019

**Staff**

- Mr. Deepak Motiramani Resigned on June 29, 2018
- Mr. Baskaran N Resigned on October 01, 2018
- Mr. Chandresh Shah Resigned on October 08, 2018
- Ms. Ruchi Agarwal Resigned on November 12, 2018
- Ms. Sakshi Maheshwari Resigned on February 28, 2019
- Mr. Navinchandra Patel Resigned on March 31, 2019
- Mr. Ranganathan Sourirajan Term over on March 31, 2019

The Institute extends its best wishes to all the above members.

**N3 RETIREMENTS****The following faculty members superannuated during the year:**

- Professor Ravindra Dholakia Retired on April 30, 2018
- Professor N. Ravichandran Retired on September 30, 2018

**The following staff members superannuated during the year:**

- Mr. Sudarsanan M.S. Retired on May 31, 2018
- Mr. Balubhai Badaji Kharadi Retired on May 31, 2018
- Mr. Nathu L. Bhati Retired on May 31, 2018

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- Mr. Dolatbhai Chhamabhai Patel Retired on June 30, 2018
- Mr. Sukhdev D. Kalma Retired on July 31, 2018
- Mr. Kamlesh G. Gandhi Retired on August 31, 2018
- Ms. Harsha Chinubhai Khatri Retired on August 31, 2018
- Mr. Sunil Kalyanbhai Shah Retired on September 30, 2018
- Mr. Hira Puna Solanki Retired on January 31, 2019
- Mr. Mannalil Paily Baby Retired on February 28, 2019
- Mr. Upendrakumar P. Pandya Retired on March 31, 2019
- Mr. Ajay N. Suthar Retired on March 31, 2019
- Mr. Badhabhai R. Rathod Retired on March 31, 2019

The Institute thanks them for their long, devoted and distinguished service.

**N4 VOLUNTARY RETIREMENT****Staff**

- Ms. Lakshmi D Parajia Voluntarily retired on July 16, 2018

**N5 DEATHS****Staff**

- Mr. Dipak Bhojak Expired on March 15, 2019

The Institute deeply condoles his untimely death.

**N6 LEAVE OF ABSENCE****Faculty**

- Professor Vijay Paul Sharma has been granted leave without pay from June 1, 2016 to May 31, 2021.
- Professor G. Raghuram has been granted leave without pay from February 22, 2017 to February 21, 2019.
- Professor Dheeraj Sharma has been granted leave without pay from March 1, 2017 to February 28, 2019.
- Professor Kirti Sharda has been granted leave without pay from July 1, 2017 to June 30, 2018.
- Professor T. Bandyopadhyay has been granted leave without pay from May 14, 2018 to June 29, 2018.
- Professor Abhiman Das has been granted leave without pay from August 19, 2018 to September 30, 2018.
- Professor Chirantan Chatterjee has been granted leave without pay from August 26, 2018 to September 7, 2019.
- Professor Debjit Roy has been granted leave without pay from September 1, 2018 to June 30, 2019.
- Professor Apratim Guha has been granted leave without pay from February 18, 2019 to February 17, 2021.

**Staff**

- Mr. Mallikarjun Dora has been granted leave without pay for one year with effect from September 3, 2018.

**CONTD. APPENDIX****N7 REJOINED**

Following faculty members rejoined the Institute after availing leave without pay:

- Professor Kirti Sharda
- Professor Tathagatha Bandyopadhyay
- Professor Abhiman Das

**N8 PROMOTIONS AND FINANCIAL UPGRADATION****Faculty**

- Professor Sundaravalli Narayanaswami has been promoted as Associate Professor.
- Professor Pritha Dev has been promoted as Associate Professor.
- Professor Ankur Sarin has been promoted as Associate Professor.
- Professor Amit Garg has been placed in Pay level 15.

**Staff (Promotion)**

- |                                |                                      |
|--------------------------------|--------------------------------------|
| • Dr. Mukesh Sharma            | • Mr. Krutagna G. Patel              |
| • Mr. Harish K. Rathod         | • Mr. Kirit Narsinhbhai Gosalia      |
| • Ms. Uma Baskaran             | • Mr. Prakash B. Rathod              |
| • Ms. Sugatha A. Nair          | • Mr. Ashok Vaghela                  |
| • Mr. T. Prasad                | • Mr. Balubhai B. Kharadi            |
| • Mr. Ajay Suthar              | • Mr. Maneesh N. Nair                |
| • Mr. Himanshu Bhatt           | • Mr. Naresh Chaudhary               |
| • Mr. Chandrashekhar Solanki   | • Mr. Sanjaysingh R. Singh           |
| • Mr. Urmil Anjaria            |                                      |
| • Ms. Savithriamma P.          | <b>Staff (Financial Upgradation)</b> |
| • Mr. Anil M. Chaubal          | • Mr. Sudarsanan M.S.                |
| • Mr. Prahlad S. Patani        | • Dr. Upendrakumar P. Pandya         |
| • Ms. Viji Bejoy               | • Ms. Pushpa Hariharan               |
| • Mr. Budhabhai S. Vaghela     | • Mr. Khodabhai Makwana              |
| • Ms. Jaya Dinesh Nair         | • Mr. Laxmansingh Rajput             |
| • Mr. Abhijit Dilipsinh Mahida | • Mr. Kanabhai Devabhai Bhatti       |
| • Mr. Vijaykumar R Mishra      | • Mr. S.K. Babu                      |
| • Mr. Ashok Boricha            | • Mr. Rajkumar Passi                 |
| • Mr. Shaikh Mohammed Akbar G. | • Mr. Hira Puna Solanki              |
| • Ms. Sujatha Jayprakash       | • Mr. Dilip M. Parmar                |

**CONTD. APPENDIX****N9 MANPOWER**

Year	Faculty	Academic Associates	Administrative Staff	Total
2009-10	92	68	329	489
2010-11	88	71	327	486
2011-12	88	66	316	470
2012-13	85	70	291	446
2013-14	90	65	269	424
2014-15	95	72	286	453
2015-16	98	68	289	391
2016-17	94	64	293	451
2017-18	98	75	289	462
<b>2018-19</b>	<b>96</b>	<b>80</b>	<b>303</b>	<b>479</b>

**N10 FACULTY WITH HIGHEST REMUNERATION AND THEIR CONTRIBUTIONS IN VARIOUS ACTIVITIES OF THE INSTITUTE****PROF. SANJAY VERMA**

- 1. Taught in following Long Duration Programmes:**
  - a. MBA (Two year programme) – 3
  - b. Ph. D. – 1
  - c. AFP – 3
- 2. Taught in following Executive Education Programmes:**
  - a. Faculty Chair/Co-chair for OEPs, CEPs, and blended learning programmes – 17
  - b. Faculty Member (No. of OEPs) - 18
  - c. Faculty Member (No. of CEPs) – 31
- 3. Research & Publication:**
  - a. No. of cases registered – 4
- 4. Others:**
  - a. Membership of Corporate or Academic Boards – 3
  - b. Administrative responsibilities at IIMA:
    - Member - EEP Committee
    - Member – FRC Marketing Area
    - Admission interviews - FPM

**CONTD. APPENDIX****PROF. SUNIL MAHESHWARI**

- 1. Taught in the following Long Duration Programmes:**
  - a. MBA (Two year programme) – 5
  - b. MBA (One year programme for Executives) – 4
  - c. ePGP – 1
- 2. Taught in the following Executive Education Programmes:**
  - a. Faculty Chair/Co-chair for OEPs, CEPs, & blended learning programmes – 12
  - b. Faculty Member (No. of OEPs) - 16
  - c. Faculty Member (No. of CEPs) - 24
- 3. Contribution to Ph.D. Programme:**
  - a. Thesis Advisor Committee Member – 1
- 4. Research & Publication:**
  - a. No. of papers published in journals – 2
- 5. Advisory Services: 2**
  - a. Restructuring in Ministry of Water Resources – Central Water Commission
  - b. Mentoring and Developing Systems for NTPC School of Business
- 6. Others:**
  - a. Membership of Corporate or Academic Boards – 3
  - b. Administrative responsibilities at IIMA
    - Member ePGP Exec Committee
    - Chair HRM Area
    - Admission interviews- ePGP, FPM

**PROF. SHAILESH GANDHI**

- 1. Taught in the following Long Duration Programmes:**
  - a. MBA (Two year programme) – 4
  - b. MBA (One year programme for Executives) – 4
  - c. AFP – 1
- 2. Taught in the following Executive Education Programmes:**
  - a. Faculty Chair/Co-chair for OEPs, CEPs, & blended learning programmes – 12
  - b. Faculty Member (No. of OEPs) - 17
  - c. Faculty Member (No. of CEPs) - 30
- 3. Others:**
  - a. Membership of Corporate or Academic Boards – 6
  - b. Administrative responsibilities at IIMA:
    - Dean (Programmes)
    - Admissions interviews: PGP, PGPX
    - ERP Project
    - Ranking – NIRF, FT, QS, others
    - Admission interviews- PGP, PGPX

**CONTD. APPENDIX****PROF. NEHARIKA VOHRA**

- 1. Taught in the following Long Duration Programmes:**
  - a. MBA (Two year programme) – 10
  - b. MBA (One year programme for Executives) – 1
  - c. Ph. D. – 3
  - d. ePGP – 2
  - e. FDP - 1
- 2. Taught in the following Executive Education Programmes:**
  - a. Faculty Chair/Co-chair for OEPs, CEPs, & blended learning programmes – 15
  - b. Faculty Member (No. of OEPs) - 13
  - c. Faculty Member (No. of CEPs) - 35
- 3. Contribution to Ph.D. Programme:**
  - a. Thesis Advisor Committee Member – 2
- 4. Research & Publication:**
  - a. No. of cases registered – 2
  - b. No. of papers published in journals – 2
  - c. Books published – 1 (18th edition of Organizational Behaviour. Co-authored with S Robbins and TA Judge)
- 5. Advisory Services: 4**
  - a. Reviewer for faculty promotion at IIM Indore
  - b. Examined thesis for AIT Bangkok
  - c. Examined thesis for Goa University
  - d. Examined thesis for IIM Kozhikode
- 6. Others:**
  - a. Membership of Corporate or Academic Boards – 10
  - b. Membership of Editorial Boards of journals:
    - Associate editor of Psychological Studies
    - Editorial Advisory board of Evidence based HRM
    - Editorial Advisory board of Journal of Indian Business Research
  - c. Administrative responsibilities at IIMA:
    - Chair – CIIE initiatives
    - Board member – Ciie initiatives
    - Admission interviews: PGP, PGPX, FPM
    - Member Library committee
    - Mentor for SPCDC

**CONTD. APPENDIX****PROF. AMIT KARNA**

- 1. Taught in the following Long Duration Programmes:**
  - a. MBA (Two year programme) – 5
  - b. MBA (One year programme for Executives) – 2
  - c. Ph. D. – 1
- 2. Taught in the following Executive Education Programmes:**
  - a. Faculty Chair/Co-chair for OEPs, CEPs, & blended learning programmes – 18
  - b. Faculty Member (No. of OEPs) - 16
  - c. Faculty Member (No. of CEPs) - 29
- 3. Contribution to Ph.D. Programme:**
  - a. Thesis Advisor Committee Member – 1
- 4. Research & Publication:**
  - a. No. of cases registered – 2
  - b. No. of papers published in journals – 3
- 5. Others:**
  - a. Membership of Corporate or Academic Boards – 1
  - b. Membership of Editorial Boards of journals:
    - Journal of Management (FT50)
    - Journal of World Business
    - Long range Planning
    - Associate editor at Vikalpa – A Journal for Decision Makers
    - Associate editor at Vikalpa - Journal of Asia Business Studies
  - c. Administrative responsibilities at IIMA:
    - Chair BP Area
    - Board member – CIIE Initiatives
    - Admission interviews: PGP, FPM
    - Member PGP Executive Committee
    - Member EEP Committee
    - Chair- Placements Committee
    - Member Vikalpa Executive Committee
    - Member – CAC
    - Member – Committee to suggest parameters for review of Director and faculty

## BOARD OF GOVERNORS

### Chairperson

#### Kumar Mangalam Birla

Chairman, Aditya Birla Group, Mumbai

Members	Members
<p><b>R. Subrahmanyam</b> Secretary Department of Higher Education Ministry of Human Resource Development New Delhi (upto November 12, 2018)</p>	<p><b>Pradeep K. Chintagunta</b> Joseph T. and Bernice S. Lewis Distinguished Service Professor of Marketing University of Chicago Booth School of Business USA</p>
<p><b>Sanjay Kumar Sinha, IFS</b> Joint Secretary, (Management &amp; Language) Ministry of Human Resource Development Government of India, New Delhi</p>	<p><b>Pankaj R. Patel</b> Chairman and Managing Director Cadila Healthcare Limited Ahmedabad</p>
<p><b>Anju Sharma</b> Principal Secretary (Higher and Technical Education) Education Department, Government of Gujarat Gandhinagar</p>	<p><b>Tathagata Bandyopadhyay</b> Professor Indian Institute of Management Ahmedabad</p>
<p><b>Dr. Navinchandra Sheth</b> Vice Chancellor Gujarat Technological University Ahmedabad (up to July 30, 2018)</p>	<p><b>Vijaya Sherry Chand</b> Professor Indian Institute of Management Ahmedabad</p>
<p><b>T. V. Rao</b> Chairman, TVRLS Ahmedabad (Upto December 21, 2018)</p>	<p><b>Kiran Karnik</b> Former President, NASSCOM New Delhi (up to September 27, 2018)</p>
<p><b>Ashank Desai</b> Founder and Past-Chairman Mastek Limited, Mumbai</p>	<p><b>Dr. Srikant M. Datar</b> Arthur Lowes Dickinson Professor of Accounting Harvard University, USA (up to September 27, 2018)</p>
<p><b>Dr. Hasit Joshipura</b> Member-Executive Management Committee and Head – Corporate Centre Larsen &amp; Toubro Limited, Mumbai</p>	<p><b>Sunil Kant Munjal</b> Chairman The Hero Enterprise New Delhi</p>
<p><b>Roopa Kudva</b> Partner and Managing Director Omidyar Network India Advisors Pvt. Ltd. Mumbai</p>	<p><b>Alka Bharucha</b> Partner Bharucha &amp; Partners Mumbai</p>



**CONTD. APPENDIX****0****Members****Kaku Nakhate**

President and Country Head (India)  
Bank of America, N.A.  
Mumbai

**Sanjiv Dangi**

North India President  
Dalit Indian Chamber of Commerce and Industry (DICCI),  
New Delhi

**Members****Errol D'Souza**

Director  
Indian Institute of Management Ahmedabad

**Secretary****Cdr. Manoj Bhatt (Retd.)**

Chief Administrative Officer  
Indian Institute of Management Ahmedabad

## ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

### ADMINISTRATION

#### Director

##### Errol D'Souza

Ph.D. (Jawaharlal Nehru University, New Delhi)

#### Dean (Faculty)

##### Tathagatha Bandyopadhyay

Ph.D. (University of Calcutta)

#### Dean (Programmes)

##### Shailesh Gandhi

Fellow (IIMA)

#### Dean

##### (Alumni and External Relationships)

##### Rakesh Basant

Ph.D. (Gujarat University)

#### Chief Administrative Officer

##### Cdr. Manoj Bhatt (Retd.)

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

#### Librarian

##### Anil Kumar H.

Ph.D. (MS University)  
Member of the Faculty

### FACULTY

#### BUSINESS POLICY

##### Ajeet Narain Mathur

Ph.D. (IIS, Bangalore)

##### Akhileshwar Pathak

Ph.D. (University of Edinburgh)

##### Amit Karna

Fellow (IIMA)

##### Anish Sugathan

Fellow (IIMB)

##### Anurag K. Agarwal

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

##### Ashis Jalote Parmar

Post-Doctoral (Delft University)  
Ph.D. (Delft University)

##### Chirantan Chatterjee

Ph.D. (Carnegie Mellon University)

##### Chitra Singla

Fellow (IIMB)

##### M P Ram Mohan

Ph.D. (IIT Kharagpur)

##### Mukesh Sud

Fellow (IIMB)

##### Sunil Sharma

Fellow (IIMA)

#### CENTRE FOR MANAGEMENT IN AGRICULTURE

##### Hari Nagarajan

Ph.D. (Oklahoma University)

##### Poornima Varma

Ph.D. (Jawaharlal Nehru University, New Delhi)

##### Ranjan Kumer Ghosh

Ph.D. (Humoldt University, Berlin)

##### Sukhpal Singh

Ph.D. (ISEC Bangalore)

##### Vasant P. Gandhi

Ph.D. (Stanford University)

##### Vijay Paul Sharma

Ph.D. (NDRI, Karnal)

### COMMUNICATION

##### Asha Kaul

Ph.D. (IIT, Kanpur)

##### Meenakshi Sharma

Ph.D. (University of Queensland)

##### Vaibhavi Kulkarni

Ph.D. (University of California)

### ECONOMICS

##### Abhiman Das

Post-Doctoral Research Fellow (MIT, USA)  
Ph.D. (IIPS, Mumbai)

##### Anindya Chakrabarti

Ph.D. (Boston University)

##### Chinmay Tumble

Fellow (IIMB)

##### Chirantan Chatterjee

Ph.D. (Carnegie Mellon University)

##### Errol D'Souza

Ph.D. (Jawaharlal Nehru University, New Delhi)

##### Jeevant Rampal

Ph.D. (Ohio State University)

##### Pritha Dev

Ph.D. (New York University)

##### Rakesh Basant

Ph.D. (Gujarat University)

##### Ravindra H. Dholakia

Ph.D. (MS University)

**CONTD. APPENDIX****Reetika Khara**

Ph.D. (University of Delhi)

**Sebastian Morris**

Fellow (IIMC)

**Viswanath Pingali**

Ph.D. (Northwestern University)

**Sanket Mohapatra**

Ph.D. (Columbia University, New York)

**Shruti Sharma**

Ph.D. (University of California)

**Satish Deodhar**

Ph.D. (Ohio State University)

**Vegard Iversen**

Ph.D. (University of Cambridge)

**FINANCE AND ACCOUNTING****Ajay Pandey**

Fellow (IIMA)

**Neerav Nagar**

Fellow (IIMC)

**T.T. Ram Mohan**

Ph.D. (Stern School, New York University)

**Jayanth R. Varma**

Fellow (IIMA)

**Shailesh Gandhi**

Fellow (IIMA)

**Vineet Virmani**

Fellow (IIMA)

**Joshy Jacob**

Fellow (IIML)

**Sidharth Sinha**

Ph.D. (University of California)

**Naman Desai**

Ph.D. (University of Florida)

**Sobhesh Kumar Agarwalla**

Fellow (IIMA)

**HUMAN RESOURCE MANAGEMENT****Aditya Moses**

Fellow (IIMB)

**Miguel Sarrion**

Ph.D. (Strathclyde Business School, UK)

**Sunil Kumar Maheshwari**

Fellow (IIMA)

**Biju Varkkey**

Fellow (NIBM, Pune)

**Promila Aggarwal**

Ph.D. (University of Delhi)

**Manjari Singh**

Fellow (IIMC)

**Rajesh Chandwani**

Fellow (IIMB)

**INFORMATION SYSTEMS****Kavitha Ranganathan**

Ph.D. (University of Chicago)

**Samrat Gupta**

Ph.D. (Fellow, IIML)

**Swanand Deodhar**

Ph.D. (University of Minnesota)

**Manish Aggarwal**

Ph.D. (IIT, Delhi)

**Sanjay Verma**

Fellow (IIMC)

**Rekha Jain**

Ph.D. (IIT, Delhi)

**Srikumar Krishnamoorthy**

Fellow (IIML)

**MARKETING****Akshaya Vijayalakshmi**

Ph.D. (University of Iowa)

**Aruna Divya T.**

Fellow (IIMB)

**Soumya Mukhopadhyay**

Ph.D. (Nanyang Technological University, Singapore)

**Anand Kumar Jaiswal**

Fellow (XLRI)

**Arvind Sahay**

Ph.D. (Texas University, Austin)

**Sourav Borah**

Fellow (IIMB)

**Arindam Banerjee**

Ph.D. (State University of New York)

**Dheeraj Sharma**

Ph.D. (Louisiana Tech University)

**Subhadip Roy**

Ph.D. (ICFAI University, Dehradun)

**CONTD. APPENDIX****ORGANIZATIONAL BEHAVIOUR****Amit Nandkeolyar**

Ph.D. (University of IOWA)

**Kirti Sharda**

Fellow (IIMC)

**Premilla D'Cruz**

Ph.D. (TISS, Mumbai)

**Ernesto Noronha**

Ph.D. (TISS, Mumbai)

**Neharika Vohra**

Ph.D. (University of Manitoba)

**Vishal Gupta**

Fellow (IIML)

**George Kandathil**

Ph.D. (Cornell University)

**Parvinder Gupta**

Ph.D. (IIT, Kanpur)

**K V Gopakumar**

Fellow (IIMB)

**Pradyumana Khokle**

Fellow (IIMA)

**PRODUCTION AND QUANTITATIVE METHODS****A.K. Laha**

Ph.D. (ISI, Calcutta)

**Dhiman Bhadra**

Ph.D. (University of Florida)

**Prahalad Venkateshan**

Ph.D. (Case Western Reserve University)

**Ankur Sinha**

Ph.D. (Aalto University, Finland)

**Diptesh Ghosh**

Fellow (IIMC)

**Sachin Jayaswal**

Ph.D. (University of Waterloo)

**Apratim Guha**

Ph.D. (University of California)

**Goutam Dutta**

Ph.D. (Northwestern University)

**Saral Mukherjee**

Fellow (IIMC)

**Chetan Soman**

Ph.D. (University of Groningen)

**Karthik Sriram**

Fellow (IIMB)

**Tathagata Bandyopadhyay**

Ph.D. (University of Calcutta)

**Debjit Roy**

Ph.D. (University of Wisconsin)

**N. Ravichandran**

Ph.D. (IIT Madras)

**PUBLIC SYSTEMS GROUP****Amit Garg**

Fellow (IIMA)

**Reetika Khera**

Ph.D. (University of Delhi)

**Sandip Chakrabarti**

Ph.D. (University of Southern California)

**Ankur Sarin**

Ph.D. (University of Chicago)

**Navdeep Mathur**

Ph.D. (Rutgers University)

**Sundaravalli Narayanaswami**

Ph.D. (IIT, Bombay)

**G. Raghuram**

Ph.D. (Northwestern University)

**Rama Mohana Turaga**

Ph.D. (Georgia Institute of Technology, Atlanta)

**RAVI MATTHAI CENTRE FOR EDUCATIONAL INNOVATION****Ambrish Dongre**

Ph.D. (University of California)

**Kathan Shukla**

Ph.D. (University of Virginia)

**Devasmita Chakraverty**

Ph.D. (University of Virginia)

**P.G. Vijaya Sherry Chand**

Ph.D. (Gujarat University)

**ADJUNCT FACULTY****A K Jain****K.V. Ramani****Brij Kothari****Lil Mohan****B.H. Jajoo****Mukul Vasavada****Deepti Bhatnagar****Smita Premchander**

## CONTD. APPENDIX

## OFFICERS

**Abhijit Jagam**

B.Tech., Masters in Marketing & HRM  
Manager – ERP

**Ajit Motwani**

B. Tech. (IIT Kanpur), MBA  
Head – Development

**Albert Xavier**

B.Sc./MLM/PGD in IRPM/MBA  
Manager - Development - EEP

**Anshul Mehta**

BE, MBA, LLB  
Officer – HR

**Anurag Choudhury**

BA, Post Grad. Dip. Mgmt., MBA  
Head – Alumni & External Partnerships

**Ashwin Suhas Joshi**

Bachelor of Fine Arts, MBA  
Head, Strategic Growth and Business  
Development, EEP

**Avinash G. Lad**

MBA (Gujarat)  
BE (Electrical) (Saurashtra)  
Manager - Electrical

**Baskaran R**

MA  
Programmes Officer, SAO

**Col. Biswajit Mondal**

B.Tech/ME/Advanced Elec & Mech Engg.  
Head – Engineering & Projects

**Deepak Bhatt**

PGDM, Dip HRM, Dip in Foreign Trade,  
EPHRM, PGDT&D  
Manager – Communications

**Deepak Motiramani**

BE, MBA  
Manager – Case Center

**Dineshkumar D. Joshi**

Dip. in Mechanical Engineering  
Dip. in Business Management  
BA  
House Keeping Officer

**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)  
Chief Manager - Accreditation and  
Ranking

**Jatin M. Nagori**

M.Com., LL.B. (Gujarat)  
Dip. in Export Mktg. Mgmt. (IIE,Baroda)  
Manager - PGPX

**Jayant Bhatt**

M.Sc. (Gujarat)  
Dip. in Computer Science (SPU)  
Manager IT – Web Services

**Kalapi Chetanbhai Shah**

Chartered Accountant  
Officer – Finance

**Kamlesh Gandhi**

BE (Civil) (Gujarat)  
Manager – Projects, Estate & Maintenance

**Kaushik D. Bhatt**

M.Com., Second L.L.B.  
Accounts Officer

**Laxmandev B. Gohil**

B. Com., ACS  
Chief Manager, Accounts

**Mohan Paliwal**

M.Com. (Gujarat)  
PG Dip. Comp. Sc. (Gujarat Vidyapith)  
Manager - IT (Application Services)

**Lt. Cdr. Monica Dutta**

M.Sc. (Physics)  
Manager – Director's Office

**Dr. Mukesh Sharma**

MA (Public Administration) (Rajasthan  
University)  
MA (Hindi) (Osmania)  
M.Phil. (Kurukshetra)  
Ph.D. (Sardar Patel)  
Hindi Officer

**N. Baskaran**

B.Tech., PGD in Mgmt., MBA  
Officer – Executive Education

**Navinchandra Patel**

B.Com., C.A.  
Chief Manager – Finance & Accounts

**Neeraj Jain**

BE (IIT Roorkee)  
Chief Manager – CIIE

**Pankajkumar K. Bhatt**

M.Com.  
Manager Accounts

**Pradosh V Thiya**

BA  
Facilities Officer

**Pranaya Srivastava**

B.Tech. (Civil) (Awadh)  
MBA (Nirma University)  
Chief Manager - Project, Estate and  
Maintenance

**Pravin G. Christian**

M.Com, LL.B. (Second)  
Programmes Officer, PGP-FABM

**Pooja Celly**

BA, PGDBA  
Officer, EEP

**Pushpa Hariharan**

M.A.  
Diploma in HRM/DMS  
Material Reproduction Officer

**Ramachandran K.V.**

B.Com. (Madras University)  
PG Dip. in HRM and Personnel (AIIMS,  
Chennai)  
Diploma in Comp. Applications  
(Ahmedabad)  
Manager - HR

**Ranganathan Sourirajan**

BE, PGDM  
Head – Executive Education

**Ravindranath N. Pandya**

B.Sc. (Physics),  
Diploma in EDP and Computer  
Management  
Diploma in Business Entrepreneurship  
Manager – Stores & Purchase

**CONTD. APPENDIX****Ruchi Agarwal**

BA, PGDRM  
Manager – Gold Policy Center

**S. Bhattacharya**

B.Sc. (University of Calcutta)  
Relationship Manager

**S.N. Rao**

M.Sc. (Statistics)  
Diploma in Advance Computing,  
Head – HR

**Samir Sheth**

Chartered Accountant  
Manager – PGP

**Sanjay Kumar Tripathi**

MA, PGDMM  
Relationship Manager – PGPX

**Santosh Parab**

B.E. (Electrical Engineering)  
Head – IT

**Saurabh Soni**

BE  
Electrical Engineer

**Srinivas Sandhikar**

B.Tech.  
Manager – Estate

**Sudarsanan M.S.**

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

**Sudheesh Nambiath**

BA, PGDBA  
Head-IGPC

**Sunil Kumar Garg**

MBA (IGNOU)  
Chief Manager - IT Services

**Sunil K. Shah**

B.Com.  
Accounts Officer

**U.B. Bhavsar**

M.Com., Inter CA Group-I  
Programmes Officer - EE

**Vadher Harendra J.**

B.E. (Civil) (Sardar Patel University)  
MBA (Gujarat University)  
Chief Manager - Engineering  
Services and Estate

**Victor Pareira**

M.A.  
Manager – Alumni Relations

**Vinay Chauhan**

BE, MBA  
Manager, Contracts  
M.Sc. (Udaipur)

**Library****Hiral T. Patel**

Deputy Librarian  
M.Li.Sc. (Gujarat University)

**Muralidharan K.N.**

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

**Dr. U.P. Pandya**

B.Sc. (Saurashtra University)  
LL.B (Gujarat University)  
DLP (Gujarat University)  
M.Lib.Sc. (IGNOU)  
Ph.D. (North Gujarat University)  
Assistant Librarian

**Permanent Research Staff****Shruti Dave**

Ph.D. (Sardar Patel University)

**Sonal Kureshi**

MBA, LL.B. (Gujarat University)



सत्यमेव जयते

भारतीय लेखा परीक्षा और लेखा 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.

सेवा में,  
भारत सरकार के सचिव,  
मानव संसाधन विकास विभाग मंत्रालय,  
माध्यमिक और उच्चतर शिक्षा विभाग,  
कमरा नंबर 529 शास्त्री भवन, 'सी' विंग,  
नई दिल्ली-110001

संख्या: के.ले.प. (व्यय)/SAR/IIM/A'bad/2018-19/OW-375  
दिनांक: 13/11/2019

**विषय: भारतीय प्रबंधन संस्थान, अहमदाबाद के वर्ष 2018-19 के लेखाओं पर पृथक लेखापरीक्षा प्रतिवेदन**

महोदय,

The Annual account of the Indian Institute of Management, Ahmedabad for the year 2018-19 were audited between 22/07/2019 to 05/08/2019 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 2018-19.
- 2) Certified copy of Annual Accounts of IIM, Ahmedabad for the year 2018-19.

The audit report may please be arranged to be placed in both the Houses of Parliament and date on which it is placed before Lok Sabha & Rajya Sabha 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 the India, New Delhi.

The Report may please be treated as 'Confidential' till it is placed before both the houses of Parliament.

हस्ता/-

उप निदेशक/आ.रा.ले.प.एवं के.ले.प.(व्यय)

संलग्न: उपर्युक्त

प्रतिलिप: निर्देशक, भारतीय प्रबंधन संस्थान, वस्त्रापुर, अहमदाबाद-380 015

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 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.

हस्ता/-

उप निदेशक/आ.रा.ले.प.एवं के.ले.प.(व्यय)

## **Separate Audit Report of the Comptroller and Auditor General of India on the Accounts of Indian Institute of Management (IIM)-Ahmedabad for the year ended 31<sup>st</sup> March 2019.**

We have audited the attached Balance Sheet of Indian Institute of Management, Ahmedabad (IIMA) as of 31 March 2019, Income and Expenditure Account and Receipts and Payments Account for the year ended March 31, 2019 under Section 19(2) of the Comptroller and Auditor General's (Duties, Powers & Conditions of Service) Act, 1971 read with section 23 (3) of the Indian Institutes of Management Act 2017. These financial statements are the responsibility of the IIMA's Management. Our responsibility is to express an opinion on these financial statements based on our audit.

2. This Separate Audit Report (SAR) contains the comments of the Comptroller and Auditor General of India (CAG) on the accounting treatment only with regard to classification, conformity with the best accounting practices, accounting standards and disclosure norms, etc. Audit observations on financial transactions with regard to compliance with the Law, Rules and Regulations (Propriety & Regularity) and efficiency-cum-performance, etc. if any, are reported through inspection reports/ CAG's Audit Reports separately.
3. We had conducted our audit in accordance with auditing standards generally accepted in India. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements. An audit includes examining, on test basis, evidences supporting the amounts and disclosure in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the management, as well as evaluating the overall presentation of financial statements. We believe that our audit provides a reasonable basis for our opinion.
4. Based on our audit, we report that:
  - i. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of our audit.
  - ii. The Balance Sheet, Income & Expenditure Account and Receipt and Payments Account dealt with by this Report have been drawn up in the Format prescribed by the Ministry of Human Resources Development, Government of India.
  - iii. In our opinion, proper books of accounts and other relevant records have been maintained by the Indian Institute of Management-Ahmedabad in so far as it appears for our examination of such books.
  - iv. We further report that.

### **COMMENTS**

#### **A. Balance Sheet: NIL**

#### **B. Income and Expenditure Account**

##### **B.1 Depreciation Expenditure (Schedule 19) ₹2.58 crore**

According to Schedule 23 Significant Accounting Policies of Annual Accounts defined by MHRD "Fixed assets are valued at cost less accumulated depreciation and depreciation on fixed assets is to be provided on Straight Line Method.

However, IIMA did not follow the guidelines of the MHRD and charged depreciation on Written Down Value (WDV) method at the rate specified in Income Tax (IT) Act, 1961 except the building of main campus.

This has resulted in overstatement of Fixed Assets and understatement of Depreciation by ₹1.88 crore. Consequently Surplus was overstated by the same amount.



## B.2 Expenditure

### Academic Expenses (Schedule-15): ₹63.64 Crore

This includes cost of periodicals and database of ₹8.29 crore procured for the library of IIMA for the year 2018-19.

According to Note 4.2, Schedule 23 “Significant Accounting Policies” as per Formats of Financial Statements prescribed by the MHRD for Central Higher Educational Institutions, Electronic Journals (E-Journals) are separated from Library Books in view of the limited benefit that could be derived from the on-line access provided. E-journals are not in a tangible form, but temporarily capitalized and in view of the magnitude of expenditure and the benefit derived in terms of perpetual knowledge acquired by the Academic and Research Staff. Depreciation is provided in respect of E-journals at a higher rate of 40% as against depreciation of 10% provided in respect of Library Books.

However, the expenditure incurred on procurement of periodicals and database (Procured as E-Content) amounting to ₹8.29 crore for year was booked as revenue expenditure instead of booking under capital expenditure. Apart from that the institute has not formulated any accounting policy for the same.

This has resulted in overstatement of Academic Expenses by ₹8.29 crore, understatement of Fixed Assets by ₹4.97 crore (8.29-3.32), understatement of Depreciation/Amortization by ₹3.32 crore and overstatement of Surplus by ₹4.97 crore.

## C General

### C.1. Nonobtaining balance confirmation from Debtors and Creditors.

The institute has not obtained balance confirmation from the debtors and creditors.

## D. Grant in Aid

The unspent Grants in aid balance of previous year was ₹1.93 crore. The grants-in-aid received during 2018-19 were ₹3.90 crore and earned interest of ₹16.17 lakh. The institute could utilize a sum of ₹3.90 crore. The closing balance of grants-in-aid for the year was ₹2.09 crore.

## E. Net Effect of Audit

The net effect of audit is that the Assets are understated by ₹3.09 crore the surplus during the year is overstated by ₹6.85 crore.

- i. Subject to our observations in preceding paragraphs, we report that the Balance Sheet, Income & Expenditure Account and Receipts and Payments Account dealt with by this report are in agreement with the books of accounts.
- ii. In our opinion and to the best of our information and according to the explanations given to us, they 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 gives a true and fair view in conformity with accounting principles generally accepted in India.
  - a. In so far as it relates to the Balance Sheet, of the state of affairs of the Indian Institute of Management, Ahmedabad as at 31 March 2019 and
  - b. In so far as it relates to Income and Expenditure Account of the surplus for the year ended on that date.

**For and on behalf of  
the Comptroller & Auditor General of India**

**Place: Ahmedabad  
Date: 13-11-2019**

**Sd/-  
Principal Director of Audit (Central)**

## Annexure-A to Audit Report

1. **Adequacy of Internal Audit (IA) system:** - IIM does not have any internal audit wing and they have appointed Chartered Accountants as IA during the year 2018-19.
2. **Adequacy of Internal Control System:** - The internal control system is adequate subject to the following:
  - (a) No Internal Audit wing is constituted till date.
3. **System of Physical verification of fixed assets:** Physical verification is being carried out at regular interval.
4. **System of Physical verification of inventory:** Physical verification is being carried out at regular interval.
5. **Regularity in payment of statutory dues:** The Institute is regular in depositing the statutory dues.

Sd/-

**Sr. Audit Officer/CA(E)**

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD  
**BALANCE SHEET AS AT MARCH 31, 2019**

(Amount in Rs.)

	Schedule	As at 31-03-2019	As at 31-03-2018
<b>SOURCES OF FUNDS</b>			
Corpus / Capital Fund	1	1,898,842,594	1,667,473,414
Designated/ Earmarked/ Endowment Funds	2	7,166,894,205	5,739,173,552
Current Liabilities & Provisions	3	4,361,200,803	4,407,353,476
	<b>TOTAL</b>	<b>13,426,937,602</b>	<b>11,814,000,442</b>
<b>APPLICATION OF FUNDS</b>			
Fixed Assets			
Tangible Assets	4	505,879,675	420,924,093
Intangible Assets	4	4,029,012	5,114,621
Capital Work-in-Progress	4	148,332,173	70,071,606
Investments			
Long Term	5	10,722,055,137	8,245,886,317
Current Assets	6	992,196,697	2,058,781,023
Loans, Advances & Deposits	7	1,054,444,909	1,013,222,782
	<b>TOTAL</b>	<b>13,426,937,602</b>	<b>11,814,000,442</b>
Significant Accounting Policies	22		
Notes to Accounts	23		

As per our report of even date

**For T R Chadha & Co LLP**

Firm Registration No.006711N / N500028  
Chartered Accountants

Sd/-

**Errol D'Souza**

Director

Sd/-

**Arvind Modi**

Partner

Membership No.112929

Sd/-

**Manoj Bhatt**

Chief Administrative Officer

Sd/-

**Laxmandev B. Gohil**

Chief Manager - Accounts

Date: 29/06/2019

Place: Ahmedabad

## INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

**INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED MARCH 31, 2019**

(Amount in Rs. )

Particulars	Schedule	2018-19	2017-18
<b>INCOME</b>			
Academic Receipts	8	2,309,929,173	2,095,874,959
Grants / Subsidies	9	32,670,503	25,096,967
Income from Investments	10	48,694,339	48,311,542
Interest Earned	11	19,034,150	16,534,318
Other Income	12	223,303,238	241,321,123
Prior Period Income	13	11,899,223	-
<b>Total (A)</b>		<b>2,645,530,625</b>	<b>2,427,138,909</b>
<b>EXPENDITURE</b>			
Staff Payment & Benefits (Establishment Expenses)	14	957,205,445	765,093,817
Academic Expenses	15	636,355,564	554,263,135
Administrative and General Expenses	16	137,693,638	155,507,550
Transportation Expenses	17	259,805	293,678
Repairs & Maintenance	18	129,203,726	95,010,706
Depreciation/Amortization	19	25,754,217	40,396,003
Other Expenses	20	1,087,250	-
<b>Total (B)</b>		<b>1,887,559,645</b>	<b>1,610,564,889</b>
<b>Balance being (Short)/excess of Income over Expenditure (A-B)</b>		757,970,980	816,574,021
Transfer to Designated Fund	21	750,000,000	710,000,000
<b>Balance Being Surplus/(Deficit) Carried to Capital Fund</b>		<b>7,970,980</b>	<b>106,574,021</b>
Significant Accounting Policies	22		
Notes to Accounts	23		

As per our report of even date

**For T R Chadha & Co LLP**

Firm Registration No.006711N / N500028

Chartered Accountants

Sd/-

**Errol D'Souza**

Director

Sd/-

**Arvind Modi**

Partner

Membership No.112929

Sd/-

**Manoj Bhatt**

Chief Administrative Officer

Sd/-

**Laxmandev B. Gohil**

Chief Manager - Accounts

Date: 29/06/2019

Place: Ahmedabad

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

Sr. No.	Particulars	Balance as At 01-04-2018	Out of Grant (GoI/State Govt.)	Assets Purchased / Donations Received			Interest	Others	(Debited) / Credited during the year	Balance as At 31-03-2019
				Out of Earmarked Funds	Out of Sponsored Projects	Donation / Gift				
1.	Corpus Fund	1,226,286,555	-	-	-	102,640,185	-	50,000,000	(a)	1,378,926,740
2.	Capital Fund	403,982,056	-	75,666,800	1,859,495	84,639,635	-	91,792,920	(b)	469,772,387
								-4,548,468	(c)	
								34,211	(d)	
3.	Income & Expenditure Account	32,195,862	-	-	-	-	4,548,468	7,970,948	(e)	44,715,279
4.	IIMA Society Membership Fund	5,008,940	-	-	-	419,248	-	-		5,428,188
	<b>Total</b>	<b>1,667,473,414</b>	<b>-</b>	<b>75,666,800</b>	<b>1,859,495</b>	<b>84,639,635</b>	<b>103,059,433</b>	<b>91,827,131</b>		<b>1,898,842,594</b>
	Previous Year	1,388,956,658	7,490	31,531,910	2,876,602	43,856,382	96,443,355	1,631	103,802,647	1,667,473,414

- (a) Appropriation from Income & Expenditure Account to Corpus Fund  
(b) Transferred to Income & Expenditure Account to the extent of Depreciation (Current Year)  
(c) Transferred to Income & Expenditure Account to the extent of Depreciation (Pertaining to previous year 2014-15)  
(d) Transfer from Capital Fund against Sale of Assets  
(e) Balance surplus for current year transferred from Income & Expenditure Account

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD  
**SCHEDULE 2 - EARMARKED FUNDS**

Particulars	Balance as at 01-04-2018	Contributions Received	Other Income Earned	Interest Allocation on Investment	Internal Transfer within Funds A/c	Appro. from Income & Expenditure Account	Other Adjustments	Capital Expenditure	Revenue Expenditure/ Projects Sanctioned	Balance as at 31-03-2019
Fund for CMA Programme	53,994,674	-	1,975,024	5,366,513	-	-	6,329,497	-	63,314	67,602,394
Fund for Alumni Activities	62,139,227	6,025,000	413,501	5,317,085	-	-	-	-	2,324,825	71,569,988
Fund for Expense on Computer	317,007,139	-	-	26,005,722	-	50,000,000	-	75,666,800	-	317,346,061
Students' Welfare Fund	39,585,487	11,898,898	1,605,281	3,301,885	-	-	-	-	10,356,008	46,035,543
Campus & Infrastructure Development Fund	2,960,610,038	-	-	247,796,361	-80,043	600,000,000	-	-	-	3,808,326,356
Centre for Innovation & Incubation	11,641,083	-	-	585,691	-	-	-	-	790,608	11,436,166
Research, Publication & Thrust Area Fund	526,571,812	100,349,945	8,902,538	41,220,856	-196,176	50,000,000	2,929,035	-	38,533,947	691,244,063
Fund for Conveyance Advance	7,959,427	-	154,302	672,071	-	-	-	-	-	8,785,800
House Building Advance Fund	70,909,706	-	528,146	5,972,939	-	-	-	-	-	77,410,791
Faculty, Officers & Staff Development & Welfare Fund	324,680,059	45,482,483	-	24,795,291	-	-	-	-	37,784,470	357,173,363
Chair Funds	64,751,825	7,294,304	-	5,495,277	-	-	-55,916	-	6,698,574	70,786,916
Endowment Fund (Schedule 2A)	522,669,176	890,601	-	42,653,761	-920,257	-	-	-	8,902,249	556,391,032
Donation Funds										
-Campus & Infrastructure Development	426,747,108	264,351,842	-	50,175,271	10,671,627	-	-	84,082,582	5,520,147	662,343,119
-Research & Publication	34,211,379	-	-	2,877,985	276,219	-	-	-	450,000	36,915,583
-Students Aid	177,153,696	1,560,480	-	14,303,542	66,378	-	-	-	8,017,131	185,066,965
-Staff Welfare	13,795,365	2,010,000	-	1,515,330	3,060,325	-	-	557,053	2,498,744	17,325,223
-Faculty Award, Fellowship	5,111,125	100,000	-	428,499	-	-	-	-	100,000	5,539,624
-Others	119,635,226	59,334,059	-	11,230,335	-12,878,073	-	-	-	1,726,329	175,595,218
<b>Total</b>	<b>5,739,173,552</b>	<b>499,297,612</b>	<b>13,578,792</b>	<b>489,714,414</b>	<b>-</b>	<b>700,000,000</b>	<b>9,202,616</b>	<b>160,306,435</b>	<b>123,766,346</b>	<b>7,166,894,205</b>
Previous Year	4,468,688,090	313,911,315	54,667,054	405,909,267	-	660,000,000	-378,810	75,388,292	88,235,071	5,739,173,552

Represented by	Balance as at 01-04-2018	Balance as at 31-03-2019
Cash & Bank Balances	-	-
Investments	5,739,173,552	7,166,894,205
Interest accrued but not due	-	-

**Notes for other Adjustments**

- (a) Deficit in CMA Centre of previous year recovered from current year surplus grant  
 (b) Unidentified credit balances lying in "Sundry Credit Balances" account transferred to Research & Publication Fund  
 (c) Excess interest allocated in earlier years is withdrawn from fund

**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD  
SCHEDULE 2A - ENDOWMENT FUNDS**

Chair Funds		(Amount in Rs.)										
		Balance as at 01-04-2018		Received during the year		Total		Expenditure on the object during the year		Balance as at 31-03-2019		
		Endowment	Accumulated Interest	Endowment	Interest	Endowment	Accumulated Interest	Donation	Interest	Endowment	Accumulated Interest	
1	Chair Funds	233,062,112	82,007,638	-	25,471,836	233,062,112	107,479,474	6,151,557	-	233,062,112	101,327,917	334,390,029
<b>Total</b>		<b>233,062,112</b>	<b>82,007,638</b>	<b>-</b>	<b>25,471,836</b>	<b>233,062,112</b>	<b>107,479,474</b>	<b>6,151,557</b>	<b>-</b>	<b>233,062,112</b>	<b>101,327,917</b>	<b>334,390,029</b>
<b>Donation Funds</b>												
Sr. No	Name	Opening		Received during the year		Expenses during the year		Transfer		Closing		Total
		Donation	Interest	Donation	Interest	Donation	From Interest	Donation	Interest	Donation	Interest	
1	Donations - Raghunandan & Aprameya's CR-2 IMDC	50,000,000	7,842,181	-	4,841,391	-	-	-	-	50,000,000	12,683,572	62,683,572
2	Endw PGP 1992 batch-Classroom-Heritage Campus CR-4	25,719,326	3,194,068	100,001	2,284,915	-	-	819,327	100,930	25,000,000	5,378,053	30,378,053
3	Donation For D-1 Prof. kamilia Chowdhury Dorm (Refer Note Below)	34,989,512	7,213,242	-	3,533,111	-	(3,947)	-	-	34,989,512	10,750,300	45,739,812
4	Limavericks Corpus - IIMA For Supporting Enterpren	44,114,764	8,407,479	-	4,330,720	-	1,562,536	-	-	44,114,764	11,175,663	55,290,427
5	Donation For IIMA & SRK Lecture Series	14,386,652	3,192,637	-	1,454,936	-	630,907	-	-	14,386,652	4,016,666	18,403,318
6	Donation For SRK Distinguished PGPX FAC Award	2,800,000	429,987	-	268,955	-	200,000	-	-	2,800,000	498,942	3,298,942
7	Endw Fund-PGP 1991- Med. support. Retired C&D - CPF	3,125,266	292,849	790,600	310,279	-	261,196	-	-	3,915,866	341,932	4,257,798
8	Endw-Madan Mohanka Res. & Pub. Award - Faculty & FPM	1,700,000	191,463	-	157,618	-	100,000	-	-	1,700,000	249,081	1,949,081
<b>Total</b>		<b>176,835,520</b>	<b>30,763,906</b>	<b>890,601</b>	<b>17,181,925</b>	<b>-</b>	<b>2,750,692</b>	<b>819,327</b>	<b>100,930</b>	<b>176,906,794</b>	<b>45,094,209</b>	<b>222,001,003</b>
<b>Grand Total</b>		<b>409,897,632</b>	<b>112,771,544</b>	<b>890,601</b>	<b>42,653,761</b>	<b>6,151,557</b>	<b>2,750,692</b>	<b>819,327</b>	<b>100,930</b>	<b>409,968,906</b>	<b>146,422,126</b>	<b>556,391,032</b>

**Note:** "Expenses during the year" include current year expenses of Rs. 6,541/- reversal of expenses of Rs. 10,488/- pertaining to prior years.

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD  
**SCHEDULE 3 - CURRENT LIABILITIES & PROVISIONS**

(Amount in Rs.)

Particulars	As at 31-03-2019	As ar 31-03-2018
<b>A. CURRENT LIABILITIES</b>		
1 Deposits from Staff	88,000	200,000
2 Deposits from Students	20,645,972	19,804,614
3 Deposit-Others (including EMD, Security Deposit)	41,153,619	36,983,124
4 Sundry Creditors		
For Goods & Services	108,086,668	124,852,727
Others (For capital works)	88,897,183	51,438,200
5 Fee Received in Advance	364,808,386	397,978,477
6 Statutory Liabilities		
Overdue	-	-
Others	58,903,487	81,686,342
7 Other Current Liabilities		
Salaries	32,188,176	26,748,993
Pension	16,363,338	9,301,311
Receipts against Sponsored Projects / Programmes (Schedule - 3a)	367,244,141	323,256,921
Receipts against Sponsored Fellowships & Scholarships (Schedule - 3b)	1,745,500	9,293,440
Unutilised Grant (Schedule 9)	20,931,229	19,314,597
Service Tax/GST Refundable to Students (PGP-X)	96,050,422	93,620,422
Students Account	33,069,355	10,507,791
Students Events	29,190,746	29,551,331
Other Liabilities	52,186,561	58,522,459
<b>Total A</b>	<b>1,331,552,784</b>	<b>1,293,060,749</b>
<b>B PROVISIONS</b>		
1 Superannuation Pension	2,490,110,371	2,424,643,000
2 Accumulated Leave Encashment	216,543,067	220,548,000
3 Gratuity	182,503,748	208,828,000
4 7th Central Pay Commission Arrear	16,343,089	145,986,392
5 Others	124,147,745	114,287,336
<b>Total B</b>	<b>3,029,648,020</b>	<b>3,114,292,728</b>
<b>Total (A+B)</b>	<b>4,361,200,803</b>	<b>4,407,353,476</b>



## INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

**SCHEDULE 3A - SPONSORED PROJECTS / PROGRAMMES**

(Amount in Rs.)

Sr. No.	Particulars	Balance as at 01-04-2018		Credits during the Year	Debits during the Year	Balance as at 31-03-2019	
		Credit	Debit			Credit	Debit
1	Open Enrollment Programme	68,676,200	1,648,188	465,410,536	414,548,873	121,881,825	3,992,150
2	Customised Executive Education Programme	62,648,984	494,786	633,766,298	595,688,194	101,008,461	776,159
3	Consultancy Projects	147,450,511	3,988,659	110,761,155	170,010,590	93,525,311	9,312,894
4	Research Projects	31,968,871	2,762,655	49,870,516	38,627,820	41,763,582	1,314,671
5	Workshop, Seminar, Conferences	8,757,850	450,685	36,605,437	39,381,460	8,056,946	2,180,882
6	Others Projects / Programme	4,925,553	1,192,326	4,472,821	5,441,798	2,419,328	-
	<b>Total</b>	<b>324,427,968</b>	<b>10,537,299</b>	<b>1,300,886,764</b>	<b>1,263,698,735</b>	<b>368,655,452</b>	<b>17,576,756</b>
	Less: GST collected on advance receipts for which invoices are not yet raised	1,171,047	-	-	-	1,411,311	-
	<b>Net Total</b>	<b>323,256,921</b>	<b>10,537,299</b>	<b>1,300,886,764</b>	<b>1,263,698,735</b>	<b>367,244,141</b>	<b>17,576,756</b>

**SCHEDULE 3B - SPONSORED FELLOWSHIPS AND SCHOLARSHIPS**

(Amount in Rs.)

Sr. No.	Name of Sponsor	Balance as at 01-04-2018		Transactions during the year		Balance as at 31-03-2019	
		Credit	Debit	Credit	Debit	Credit	Debit
1	IIM Scholarship	803,500	-	1,772,000	1,772,000	803,500	-
2	Central Government	8,489,940	-	942,000	8,489,940	942,000	-
3	Scholarship from Industries	-	-	-	-	-	-
	<b>Total</b>	<b>9,293,440</b>	<b>-</b>	<b>2,714,000</b>	<b>10,261,940</b>	<b>1,745,500</b>	<b>-</b>

## INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

## SCHEDULE 4 - FIXED ASSETS

Sr. No.	Assets Heads	Gross Block				Depreciation			Net Block		
		As at 01-04-2018	Additions	Deductions	As at 31-03-2019	As at 01-04-2018	For the Year	Deductions	As at 31-03-2019	As at 31-03-2018	
1	Freehold Land	10,700,489	-	-	10,700,489	-	-	-	-	10,700,489	10,700,489
2	Buildings	1,301,552,633	35,628,772	-	1,337,181,405	1,077,834,656	55,918,751	-	1,133,753,407	203,427,998	223,717,977
3	Electrical Installation and Equipment	89,704,156	21,076,590	-	110,780,746	62,541,398	4,094,024	-	66,635,422	44,145,324	27,162,758
4	Plant & Machinery	1,497,834	-	-	1,497,834	541,667	143,426	-	685,093	812,741	956,167
5	Office Equipment	184,177,566	23,753,100	935,307	206,995,359	141,733,838	8,466,307	722,698	149,477,447	57,517,912	42,443,728
6	Audio Visual Equipment	11,688,801	764,879	-	12,453,680	2,629,373	1,444,132	-	4,073,505	8,380,175	9,059,428
7	Computers & Peripherals	187,117,232	77,274,602	14,363,335	250,028,499	165,174,214	30,174,429	14,361,123	180,987,520	69,040,979	21,943,018
8	Furniture, Fixtures & Fittings	220,568,490	37,449,785	231,654	257,786,621	141,430,422	12,002,240	122,689	153,309,973	104,476,648	79,138,068
9	Vehicles	4,943,453	115,108	-	5,058,561	2,320,779	413,892	-	2,734,671	2,323,890	2,622,674
10	Library Books	147,294,887	4,234,678	3,526	151,526,038	144,115,101	2,359,477	2,059	146,472,519	5,053,519	3,179,785.91
	<b>Total (A)</b>	<b>2,159,245,539</b>	<b>200,297,514</b>	<b>15,533,822</b>	<b>2,344,009,231</b>	<b>1,738,321,446</b>	<b>115,016,678</b>	<b>15,208,569</b>	<b>1,838,129,556</b>	<b>505,879,675</b>	<b>420,924,093</b>
	Previous Year	2,056,362,313	109,773,425	6,890,199	2,159,245,539	1,654,326,119	90,165,078	6,169,751	1,738,321,446	420,924,093	402,036,193
11	Capital Work in Progress (B)	70,071,606	198,811,055	120,550,488	148,332,173	-	-	-	-	148,332,173	70,071,606
	Previous Year	32,635,516	102,700,546	65,264,456	70,071,606	-	-	-	-	70,071,606	32,635,516
Sr. No.	Intangible Assets	Gross Block				Amortization			Net Block		
		As at 01-04-2018	Additions	Deductions	As at 31-03-2019	As at 01-04-2018	For the Year	Deductions	As at 31-03-2019	As at 31-03-2018	
12	Computer Software	12,076,404	1,444,850	-	13,521,254	6,961,783	2,530,459	-	9,492,242	4,029,012	5,114,621
	<b>Total (C)</b>	<b>12,076,404</b>	<b>1,444,850</b>	<b>-</b>	<b>13,521,254</b>	<b>6,961,783</b>	<b>2,530,459</b>	<b>-</b>	<b>9,492,242</b>	<b>4,029,012</b>	<b>5,114,621</b>
	Previous Year	8,743,655	3,332,749	-	12,076,404	3,959,484	3,002,299	-	6,961,783	5,114,621	4,784,171
	<b>Grand Total (A+B+C)</b>	<b>2,241,393,549</b>	<b>400,553,419</b>	<b>136,084,310</b>	<b>2,505,862,657</b>	<b>1,745,283,229</b>	<b>117,547,137</b>	<b>15,208,569</b>	<b>1,847,621,798</b>	<b>658,240,859</b>	<b>496,110,319</b>
	Previous Year	2,097,741,484	215,806,720	72,154,655	2,241,393,549	1,658,285,603	93,167,377	6,169,751	1,745,283,229	496,110,319	439,455,880

(Amount in Rs.)

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

**SCHEDULE 4A - FIXED ASSETS - PLAN**

(Amount in Rs.)

Sr. No.	Assets Heads	Gross Block			Depreciation			Net Block			
		As at 01-04-2018	Additions	Deductions	As at 31-03-2019	As at 01-04-2018	For the Year	Deductions	As at 31-03-2019	As at 31-03-2018	
1	Buildings	278,961,053	-	-	278,961,053	197,297,668	26,085,572	-	223,383,239	55,577,814	81,663,386
2	Electrical Installation and Equipment	27,544,040	-	-	27,544,040	14,884,129	1,265,991	-	16,150,120	11,393,920	12,659,911
3	Office Equipment	36,275,328	-	140,986	36,134,342	31,642,281	689,711	106,015	32,225,977	3,908,365	4,633,047
4	Computers & Peripherals	15,502,029	-	97,860	15,404,169	15,444,816	22,885	97,860	15,369,841	34,328	57,213
5	Furniture, Fixtures & Fittings	54,695,093	-	-	54,695,093	33,524,378	2,117,071	-	35,641,449	19,053,644	21,170,715
6	Library Books	58,283,316	-	-	58,283,316	58,283,316	-	-	58,283,317	-	-
<b>Total</b>		<b>471,260,859</b>	-	<b>238,846</b>	<b>471,022,013</b>	<b>351,076,587</b>	<b>30,181,230</b>	<b>203,875</b>	<b>381,053,942</b>	<b>89,968,071</b>	<b>120,184,271</b>
Previous Year		471,702,391	7,490	449,022	471,260,859	320,699,926	30,770,650	393,989	351,076,587	120,184,272	151,002,465



## INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

**SCHEDULE 5 - INVESTMENTS FROM EARMARKED / ENDOWMENT FUNDS**

(Amount in Rs.)

Sr. No.	Particulars	As at 31-03-2019	As at 31-03-2018
	<b>Long Term</b>		
1	In Central Government Securities	5,812,988,000	5,812,988,000
2	In State Government Securities	1,570,855,880	177,904,000
3	Bonds	2,008,535,250	1,290,373,000
4	Term Deposits with banks & NBFC's	1,322,442,496	964,621,317
		<b>10,714,821,626</b>	<b>8,245,886,317</b>
	Premium paid on acquisition of investments (to be written off over the maturity period)	7,233,511	-
	<b>Total</b>	<b>10,722,055,137</b>	<b>8,245,886,317</b>

**SCHEDULE 6 - CURRENT ASSETS**

(Amount in Rs.)

Sr. No.	Particulars	As at 31-03-2019	As at 31-03-2018
1	<b>Stock</b>		
	a) Electrical Material	1,424,028	1,283,190
	b) Stationery	3,017,431	2,371,973
	c) Others	1,328,938	655,156
		<b>5,770,397</b>	<b>4,310,319</b>
2	<b>Cash and Bank Balances</b>		
	a) With Scheduled Banks:		
	In Current Accounts		
	Rupee Account	65,904,199	290,888,115
	FC Account	2,282,257	1,229,231
	In term deposit Accounts	601,281,878	1,192,598,541
	In Savings Accounts	316,696,522	569,531,594
		<b>986,164,856</b>	<b>2,054,247,481</b>
	b) Cash on hand	10,000	15,941
	c) Stamps on hand	251,444	207,282
	<b>TOTAL</b>	<b>992,196,697</b>	<b>2,058,781,023</b>

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD  
**SCHEDULE 7 - LOANS, ADVANCES & DEPOSITS**

(Amount in Rs.)

Sr. No.	Particulars	As at 31-03-2019		As at 31-03-2018	
<b>1</b>	<b>Advances to Employees: (Non-interest bearing)</b>				
	a) Festival	-		143,100	
	b) Other	3,746,208	3,746,208	2,833,325	2,976,425
<b>2</b>	<b>Advances and Other Amounts Recoverable in Cash or in Kind or for Value to be Received</b>				
	a) Advances to Others	23,751,208		13,314,375	
	b) Students	1,191,763		801,417	
	c) IIM Nagpur	-		25,385	
	d) Pension Recovery	-		3,055,149	
	e) GST/Service Tax Input Credit Receivable	38,308,235		8,083,381	
	f) Service Tax/GST Paid under Protest (PGP-X)	96,050,422		93,620,422	
	g) TDS Receivable under Income Tax & GST Laws	248,696,597		190,510,142	
	h) Service Tax Paid against demand orders (For earlier years)	41,330,816	449,329,041	40,259,025	349,669,296
<b>3</b>	<b>Prepaid Expenses</b>				
	a) Insurance	714,012		1,094,463	
	b) Other expenses	15,902,937	16,616,949	17,245,915	18,340,378
<b>4</b>	<b>Deposits</b>				
	a) Telephone	20,528		20,528	
	b) Electricity	6,548,551		6,548,551	
	c) Gas Deposit	2,338,250		2,288,250	
	d) Other Security Deposits	383,461	9,290,790	318,733	9,176,062
<b>5</b>	<b>Income Accrued</b>				
	a) On Investments	365,054,281		387,889,130	
	b) Others (includes income due unrealized)	192,830,884	557,885,165	234,634,192	622,523,322
<b>6</b>	<b>Other Current Assets receivable from Grant/Sponsored Projects</b>				
	a) Debit balances in Sponsored Projects	17,576,756		10,537,299	
	b) Grants Receivable	-	17,576,756	-	10,537,299
	<b>Total</b>		<b>1,054,444,909</b>		<b>1,013,222,782</b>

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD  
**SCHEDULE 8 - ACADEMIC RECEIPTS**

(Amount in Rs. )

Particulars	2018-19	2017-18
<b>FEES FROM STUDENTS</b>		
<b>Academic</b>		
1. Tuition Fee	987,383,020	882,368,919
2. Admission Fee	11,279,897	9,284,991
3. Enrolment Fee	394,733	643,456
4. Academic Support	271,963,928	240,639,193
5. International Immersion Programme	24,106,326	19,980,795
<b>Total (A)</b>	<b>1,295,127,904</b>	<b>1,152,917,354</b>
<b>Examinations</b>		
1. Admission Test Fee - CAT (Net)	21,727,948	35,724,413
2. Mark Sheet, Certificate Fee	2,713,222	3,086,582
<b>Total (B)</b>	<b>24,441,170</b>	<b>38,810,995</b>
<b>Other Fees</b>		
1. Fine / Miscellaneous fee	6,565,920	2,180,517
2. Medical fee	2,552,470	2,526,671
3. Hostel fee	93,663,164	88,432,434
4. Mess Charges	11,376,000	8,428,500
<b>Total (C)</b>	<b>114,157,554</b>	<b>101,568,122</b>
<b>Other Academic Receipts</b>		
<b>(a) Executive Education Programmes</b>		
1. Registration fee for workshops, programmes	379,791,346	355,655,753
2. Registration fee for Customised Executive Education Programme	489,695,606	442,324,045
	869,486,952	797,979,798
<b>(b) Registration fees (Academic Staff)</b>	6,715,593	4,598,690
<b>Total (D)</b>	<b>876,202,545</b>	<b>802,578,488</b>
<b>GRAND TOTAL (A+B+C+D)</b>	<b>2,309,929,173</b>	<b>2,095,874,959</b>

## INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

**SCHEDULE 9 - GRANTS / SUBSIDIES (IRREVOCABLE GRANTS RECEIVED)**

(Amount in Rs. )

Particulars	Government of India		Total 2018-2019	Government of India		Total 2017-2018
	FPM	CMA		FPM	CMA	
Balance Brought forward	19,314,597	-	19,314,597	17,737,715	5,096,967	22,834,683
Add: Grants received/receivable during the year	-	39,000,000	39,000,000	-	20,000,000	20,000,000
Add: Interest received during the year	1,616,632	-	1,616,632	1,576,882	-	1,576,882
<b>Total</b>	<b>20,931,229</b>	<b>39,000,000</b>	<b>59,931,229</b>	<b>19,314,597</b>	<b>25,096,967</b>	<b>44,411,565</b>
Less: Refund	-	-	-	-	-	-
<b>Balance</b>	<b>20,931,229</b>	<b>39,000,000</b>	<b>59,931,229</b>	<b>19,314,597</b>	<b>25,096,967</b>	<b>44,411,565</b>
Less: Utilised for Capital expenditure	-	-	-	-	-	-
<b>Balance</b>	<b>20,931,229</b>	<b>39,000,000</b>	<b>59,931,229</b>	<b>19,314,597</b>	<b>25,096,967</b>	<b>44,411,565</b>
Less: Utilized for Revenue Expenditure (A)	-	32,670,503	32,670,503	-	25,096,967	25,096,967
Less: Utilized for Revenue Expenditure Deficit for 17-18	-	6,329,497	6,329,497	-	-	-
<b>Balance Carried forward (B)</b>	<b>20,931,229</b>	<b>-</b>	<b>20,931,229</b>	<b>19,314,597</b>	<b>-</b>	<b>19,314,597</b>

A- Appears as Grant Income in the Income &amp; Expenditure Account.

B- Appears under Current Liabilities in the Balance Sheet in Schedule 3.

**SCHEDULE 10 - INCOME FROM INVESTMENTS**

(Amount in Rs. )

Particulars	2018-19	2017-18
1. Interest		
a. On Government Securities	543,596,300	449,642,957
b. Other Bonds	165,165,587	109,142,757
2. Interest on Term Deposits	174,169,776	230,583,116
<b>Total</b>	<b>882,931,663</b>	<b>789,368,830</b>
Less:		
1. Transferred to Earmarked/Endowment Funds	489,714,414	405,909,267
2. Transferred to Project Account	1,183,609	1,399,642
3. Transferred to Grant Account	1,616,632	1,576,882
4. Transferred to Corpus Fund	103,059,433	96,443,355
5. Transferred to Provision for Retirement Benefit Account	238,663,237	235,728,142
<b>Total</b>	<b>834,237,325</b>	<b>741,057,288</b>
<b>Total</b>	<b>48,694,339</b>	<b>48,311,542</b>

**SCHEDULE 11: INTEREST EARNED**

(Amount in Rs. )

Particulars	2018-19	2017-18
1. On Savings Accounts with Scheduled Banks	19,034,150	16,534,318
<b>Total</b>	<b>19,034,150</b>	<b>16,534,318</b>



**SCHEDULE 12- OTHER INCOME**

(Amount in Rs. )

<b>Particulars</b>	<b>2018-19</b>	<b>2017-18</b>
<b>A. Income from Land &amp; Buildings</b>		
1. Hostel Room Rent	6,086,857	4,165,923
2. License fee	2,446,174	2,288,871
3. Hire Charges of Auditorium/Play ground/Convention Centre, etc	11,148,625	12,082,959
4. Facilities (MDC/ IMDC/New Campus etc.)	20,292,548	20,992,800
<b>Total A</b>	<b>39,974,204</b>	<b>39,530,553</b>
<b>B. Sale of Institute's publications</b>	-	-
<b>Total B</b>	-	-
<b>C. Others</b>		
1. Income from Consultancy	93,550,745	77,181,327
2. Consultancy Project Balances Written Back	-	-
3. Income from Research Projects	23,111,947	25,867,424
4. Placement Fee	48,346,925	45,029,260
5. Scholarships	-	-
6. RTI Fees	210	308
7. Income from Royalty	-	-
8. Brokerage on Investments	-	13,802,800
9. Profit on Sale/Disposal of Assets - Own Assets	364,254	-
10. Misc. Receipts (Sale of tender form, waste paper, penalty recovered etc.)	11,695,613	21,228,243
11. Depreciation Fund Written Back to extent of Sale of Assets	-	-
12. Sale of Stencil Material	6,259,340	5,748,224
13. Interest on TDS Refund	-	12,932,985
<b>Total C</b>	<b>183,329,034</b>	<b>201,790,571</b>
<b>Total (A+B+C)</b>	<b>223,303,238</b>	<b>241,321,123</b>

**SCHEDULE 13- PRIOR PERIOD INCOME**

(Amount in Rs. )

<b>Particulars</b>	<b>2018-19</b>	<b>2017-18</b>
1. Academic Receipts (Project/Programmes)	11,899,223	-
2. Income from Investments	-	-
3. Interest earned	-	-
4. Other Income	-	-
<b>Total</b>	<b>11,899,223</b>	-

## INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

**SCHEDULE 14- STAFF PAYMENTS & BENEFITS (ESTABLISHMENT EXPENSES)**

(Amount in Rs. )

Particulars	Teaching	Non-Teaching	Unallocable	2018-19	2017-18
<b>Non Plan</b>					
a) Salaries and Wages	279,213,064	212,856,853	-	492,069,917	394,483,917
b) Allowances and Bonus	-	984,971	-	984,971	1,111,730
c) Contribution to Provident Fund	4,476,437	3,412,592	-	7,889,029	5,967,845
d) Staff Welfare Expenses	-	-	10,557,743	10,557,743	8,354,739
e) Retirement and Terminal Benefits (Refer Schedule 14A)	16,744,720	12,765,264	-	29,509,984	13,637,878
f) LTC Facility	2,743,425	3,388,072	-	6,131,497	3,612,340
g) Medical Facility	1,805,000	6,110,706	-	7,915,706	8,241,424
h) Children Education Allowance	958,050	3,476,957	-	4,435,007	2,298,078
i) 7th Central Pay Commission Arrear	-	-	-	-	719,092
<b>Total A</b>	<b>305,940,696</b>	<b>242,995,415</b>	<b>10,557,743</b>	<b>559,493,854</b>	<b>438,427,043</b>
<b>Other Establishment Expenses</b>					
a) CMA Project	15,724,400	11,276,233	-	27,000,633	22,431,300
b) Consultancy Projects	52,261,412	8,427,005	-	60,688,417	51,461,686
c) Research Projects	1,681,796	9,311,214	-	10,993,010	11,665,061
d) Centre Activities	-	1,325,649	-	1,325,649	619,687
e) Customised Executive Education Programme	172,265,343	14,436,277	-	186,701,620	155,692,897
f) Open Enrollment Programme	97,700,254	13,302,008	-	111,002,262	84,796,143
<b>Total B</b>	<b>339,633,205</b>	<b>58,078,386</b>	<b>-</b>	<b>397,711,591</b>	<b>326,666,774</b>
<b>TOTAL</b>	<b>645,573,901</b>	<b>301,073,801</b>	<b>10,557,743</b>	<b>957,205,445</b>	<b>765,093,817</b>

**SCHEDULE 14 A - EMPLOYEES RETIREMENT AND TERMINAL BENEFITS**

(Amount in Rs. )

Particulars	Pension	Gratuity	Leave Encashment	2018-19	2017-18
Opening Balance as on 1.4.2018	2,424,643,000	208,828,000	220,548,000	2,854,019,000	2,816,880,238
Addition: Interest credited to Fund	202,757,286	17,462,941	18,443,010	238,663,237	235,728,142
<b>Total (a)</b>	<b>2,627,400,286</b>	<b>226,290,941</b>	<b>238,991,010</b>	<b>3,092,682,237</b>	<b>3,052,608,380</b>
Less: Actual Payment during the Year (b)	192,562,493	12,964,781	8,968,696	214,495,970	195,546,080
Balance Available on 31.03.2019 c (a-b)	2,434,837,793	213,326,160	230,022,314	2,878,186,267	2,857,062,300
<b>Provision required on 31.03.2019 as per Actuarial Valuation (d)</b>	<b>2,483,714,866</b>	<b>182,503,748</b>	<b>216,543,067</b>	<b>2,882,761,681</b>	<b>2,854,019,000</b>
<b>Provision required on 31.03.2019 as per internal estimate (e) *</b>	<b>-</b>	<b>3,481,760</b>	<b>2,913,744</b>	<b>6,395,504</b>	<b>-</b>
<b>Total Provision required on 31.03.2019 (f)</b>	<b>2,483,714,866</b>	<b>185,985,508</b>	<b>219,456,811</b>	<b>2,889,157,185</b>	<b>2,854,019,000</b>
<b>A. Provision to be made in the Current year (f-c)</b>	<b>48,877,073</b>	<b>(27,340,652)</b>	<b>(10,565,503)</b>	<b>10,970,918</b>	<b>(3,043,300)</b>
B. Contribution to New Pension Scheme				18,084,454	16,326,811
C. Travel to Hometown on Retirement				454,612	354,367
<b>Total (A+B+C)</b>				<b>29,509,984</b>	<b>13,637,878</b>

\*Note: Provision for ex-employees who have ceased to be employees of the institute as on 31st March 2019 and amount is payable to them as on that date

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD  
**SCHEDULE 15 - ACADEMIC EXPENSES**

(Amount in Rs.)

Particulars	2018-19	2017-18
<b>Non Plan</b>		
<b>A - Academic Expenses</b>		
a) Field work/Participation in Conferences	4,445,122	2,839,032
b) Payment to Visiting Faculty	26,865,773	31,778,442
c) Admission Expenses	12,434,899	13,257,042
d) Convocation Expenses	3,276,105	4,238,607
e) Stipend/Means-cum-Merit Scholarship	133,425,631	112,254,054
f) Books & Case Materials	44,776,776	32,799,389
g) Electricity - Students	13,245,899	9,131,975
h) Medical expenses	2,818,944	2,865,735
i) Misc. Expenses	16,601,809	16,161,238
j) Placement Expenses	13,083,319	8,768,575
k) Student's Exchange Programme	428,868	270,991
l) International Immersion	11,257,195	10,139,963
m) Library Expenses	83,863,005	71,173,297
n) Marketing, Promotion Development Exps	679,431	2,646,422
<b>Total A</b>	<b>367,202,776</b>	<b>318,324,762</b>
<b>B - Projects / Programmes Expenses</b>		
a) Open Enrollment Programme	71,057,246	61,799,208
b) Workshops, Conferences etc.	4,103,419	13,541,964
c) Customised Executive Education Programme	51,051,325	47,550,532
d) Consultancy Projects	10,543,353	7,893,653
e) Faculty Development Programme	3,106,248	2,272,249
f) Research Projects	9,390,634	7,964,448
g) CMA Other Expenses	5,669,870	2,665,667
h) Centre Activities	474,978	617,401
i) Faculty & Professional Development Expenses	9,938,494	5,572,684
<b>Total B</b>	<b>165,335,566</b>	<b>149,877,806</b>
<b>C - Common Expenses - Facilities Used</b>		
a) House Keeping Charges	37,971,688	37,198,245
b) Mess Charges	49,508,541	35,046,120
c) Electricity Charges	11,616,324	9,691,704
d) Repair & Maintenance (related to building, furniture & equipments)	1,237,499	1,889,826
e) Miscellaneous Expenses	3,483,171	2,234,672
<b>Total C</b>	<b>103,817,223</b>	<b>86,060,567</b>
<b>Total (A+B+C)</b>	<b>636,355,564</b>	<b>554,263,135</b>

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD  
**SCHEDULE 16 - ADMINISTRATIVE AND GENERAL EXPENSES**

(Amount in Rs.)

Particulars	2018-19	2017-18
<b>Non Plan</b>		
<b>A Infrastructure</b>		
a) Electricity and Power	19,001,648	15,924,633
b) Water Charges	3,935,283	8,284,255
c) Insurance	1,210,026	1,157,105
d) Rent, Rates and Taxes (including Property Tax)	6,862,420	5,934,594
<b>Total A</b>	<b>31,009,377</b>	<b>31,300,587</b>
<b>B Communication</b>		
a) Postage and Stationery	128,595	135,529
b) Telephone, Fax and Internet Charges	6,042,916	6,610,923
<b>Total B</b>	<b>6,171,511</b>	<b>6,746,452</b>
<b>C Others</b>		
a) Printing and Stationery	5,094,536	2,165,761
b) Travelling and Conveyance Expenses	21,759,279	18,938,666
c) Hospitality	5,089,949	4,871,544
d) Auditors Remuneration	700,000	653,000
e) Professional / Legal Charges	6,834,551	4,738,756
f) Advertisement and Publicity	1,402,652	2,692,532
g) Security Charges	24,868,766	22,793,456
h) GST borne by the Institute	19,807,099	37,748,368
i) Staff Mess Expenses	2,103,737	2,003,240
j) Misc. Expenses	9,580,879	20,114,245
k) Loss on Sale of Assets	-	363,445
l) Bank Commission	572,798	377,498
m) Alumni Expenses	2,698,503	-
<b>Total C</b>	<b>100,512,750</b>	<b>117,460,510</b>
<b>TOTAL (A+B+C)</b>	<b>137,693,638</b>	<b>155,507,550</b>

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD  
**SCHEDULE 17-TRANSPORTATION EXPENSES**

(Amount in Rs. )

Particulars	2018-19	2017-18
<b>Non Plan</b>		
1 Vehicles (owned by Institution)		
a) Running expenses	173,944	182,808
b) Repairs & maintenance	39,674	56,718
c) Insurance expenses	46,187	54,152
<b>Total</b>	<b>259,805</b>	<b>293,678</b>

**SCHEDULE 18 - REPAIRS & MAINTENANCE**

(Amount in Rs. )

Particulars	2018-19	2017-18
<b>Non Plan</b>		
a) Buildings	42,164,835	17,548,685
b) Furniture & Fixtures	989,945	1,231,255
c) Office Equipments	8,193,001	6,278,926
d) Computers	8,908,975	10,395,542
e) Estate Maintenance	68,946,970	59,556,298
f) Library	-	-
<b>Total</b>	<b>129,203,726</b>	<b>95,010,706</b>

**SCHEDULE 19 - DEPRECIATION/AMORTIZATION**

(Amount in Rs. )

Particulars	2018-19	2017-18
Depreciation on Tangible Assets	115,016,678	90,165,078
Amortization of Intangible Assets	2,530,459	3,002,299
	117,547,137	93,167,377
Less : Transferred from Capital Funds	91,792,920	52,771,374
<b>Total</b>	<b>25,754,217</b>	<b>40,396,003</b>

**SCHEDULE 20 - OTHER EXPENSES**

(Amount in Rs. )

Particulars	2018-19	2017-18
<b>Non Plan</b>		
a) Irrecoverable Balances Written off	1,087,250	-
<b>Total</b>	<b>1,087,250</b>	<b>-</b>

**SCHEDULE 21 - TRANSFER TO DESIGNATED FUND**

(Amount in Rs. )

Particulars	2018-19	2017-18
a) IIMA Corpus Fund	50,000,000	50,000,000
b) Campus & Infrastructure Development Fund	600,000,000	150,000,000
c) Fund for Group Mediclaim and Term Insurance	-	210,000,000
d) Research, Publication & Thrust Area Fund	50,000,000	100,000,000
e) Fund for Computer Expenses	50,000,000	200,000,000
<b>Total</b>	<b>750,000,000</b>	<b>710,000,000</b>

## INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

**SCHEDULE 22: SIGNIFICANT ACCOUNTING POLICIES****1. ACCOUNTING CONVENTION**

The financial statements are prepared in accordance with the Indian Generally Accepted Accounting Principles (I-GAAP) under the historical cost convention on the accrual basis of accounting except for subscription to Journals & Periodicals and development allowance to staff and Accounting Standards as Notified by the Institute of Chartered Accountants of India.

The financial statements are broadly prepared on the basis of format prescribed by the Ministry of HRD for Central Higher Educational Institutions.

**2. USE OF ESTIMATES**

The preparation of Financial Statements in conformity with Indian GAAP requires the management to make estimates and assumptions in the reported amounts of assets and liabilities (including contingent liabilities) as of the date of the financial statements and the reported income and expenses during the reporting period.

Management believes that the estimates used in preparation of the financial statements are prudent and reasonable. Accounting estimates could change from period to period. Actual results could differ from those estimates. Appropriate changes in estimates are made as the Management becomes aware of changes in circumstances surrounding the estimates. Changes in estimates are reflected in the financial statements in the period in which changes are made and, if material, their effects are disclosed in the notes to the financial statements.

**3. INVENTORY VALUATION**

Inventories comprise of Stores, Stationery and Consumables and are valued at lower of cost or net realisable value. The cost includes cost of purchase and related direct costs. The cost of inventory is arrived at using the weighted average method.

**4. FIXED ASSETS****Tangible Assets**

Tangible Fixed Assets are stated at cost less accumulated depreciation and impairments, if any. Cost of acquisition of fixed assets is inclusive of freight, duties and taxes and other incidental and direct expenses related to acquisition of the asset & bringing the assets to its working condition for the intended use.

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 Gift \ Donation are capitalized at values stated, by corresponding credit to Capital Fund.

Assets created out of Earmarked Funds and funds of Sponsored Projects, where the ownership of such asset's vests in the institution, are set up by credit to Capital Fund and merged with the Fixed Assets of the Institute.

**Intangible Assets**

Intangible assets are stated at their cost of acquisition, less accumulated amortization and impairment losses. An intangible asset is recognized, where it is probable that the future economic benefits attributable to the asset will flow to the enterprise and where its value / cost can be reliably measured.

The Institute capitalizes software and related implementation costs where it is reasonably estimated that the software has an enduring useful life.

## **5. DEPRECIATION/AMORTIZATION**

### **Depreciation on Tangible Assets**

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.

Depreciation on assets where actual cost of individual item is equal to or less than Rs. 5,000/- are treated as small value assets and is provided at the rate of 100%.

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. Also **Refer Note 7 of Other Notes to Accounts.**

### **Amortization of Intangible Assets**

Computer Software is amortized at the rate of 40% (Previous Year 40%)

## **6. INVESTMENTS**

Investments classified as “Long term investments” are carried at cost. Provision for Decline, other than temporary, is made in carrying cost of such investments.

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

## **7. EARMARKED / ENDOWMENT FUNDS**

### **Earmarked**

Long Term Funds are earmarked for specific purpose and the same has been invested in Government Securities, Bonds and Term Deposits with Banks. The income from Investments is credited to respective funds based on average rate of interest earned on investments as the Institute has a pool of investments. The expenditure and advances are debited to the fund. The assets created out of Earmarked Funds where the ownership vests in the Institution, are merged with the assets of the Institute by crediting an equal amount of the Capital Fund. The balance in the respective funds is carried forward and is represented on the asset side by the Investments and Accrued Interest.

### **Endowment**

Endowment are fund received from various individual donors, Trusts and other organizations, for establishing Chairs and for Medals & Prize, as specified by the Donors. The same has been invested in Government Securities, Bond and Term Deposits with Banks.

The income from Investments are credited to respective funds based on average rate of interest earned on average monthly investments as the Institute has a pool of investments and the same has been allocated in the ratio of the average monthly closing balances in each fund. The expenditure on Medals & Prizes is met from the interest earned on investment of the respective Endowment Funds and the balance is carried forward.

In respect of Chairs, Corpus of the Endowment can be used in case of shortfall of interest income. The balances are represented by Investments and Accrued Interest.

## **8. REVENUE RECOGNITION**

Fees from Students are recognized on accrual basis except for Enrollment fees for “PGP for Executive Course” which is accounted on receipt basis and for “Deferment fees” which is accounted on the basis of confirmation from students regarding non-joining.

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

Income from Land and Building, Placement Fees, Other misc. receipts and Interest on Investments is accounted on Accrual basis.

Income from ongoing Research, Consultancy, CEE & OEP projects on year end is recognized in Income & Expenditure A/c to the extent of expenditure incurred during the year under the respective project as Institute’s Share & Faculty Share of income from the project is not certain till closure of the project.

Donations, Insurance Claim receipts & Contribution from CAT Fees are accounted on Receipt basis.

## **9. INTEREST ON INVESTMENT**

Interest on Investments out of Earmarked, Endowment and other Funds are allocated to respective Fund Account based on average rate of interest earned on average monthly investment during the year after adjusting 1% of total interest earned during the year towards administration of fund. Such amount is recognized in Income & Expenditure account as Interest Income.

Any surplus interest after allocation to respective Earmarked, Endowment, Corpus and other Funds is recognized in Income and Expenditure Account as “Interest Income”.

## **10. FOREIGN CURRENCY TRANSACTIONS**

Transactions denominated in foreign currency are accounted at the exchange rate prevailing at the date of the transaction. Net exchange gain or loss resulting in respect of foreign exchange transactions settled during the period is recognized in the Income and Expenditure account.

## **11. 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.

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.

Government grants for meeting Revenue Expenditure (on accrual basis) are treated, to the extent utilized, as income of the year in which they are realized.

Unutilized grants are carried forward and exhibited as a liability in the Balance sheet.



## 12. SPONSORED PROJECTS

In respect of ongoing Sponsored Projects, the amounts received from the sponsors are credited to the head Receipts against ongoing sponsored projects under head Other Liabilities – Current Liabilities. As and when expenditure is incurred / advances are paid against such projects, the concerned project account is debited.

## 13. RETIREMENT BENEFITS

All eligible employees received benefits from Provident fund, a defined contribution plan and gratuity & superannuation pension under defined benefits plan. The employees are also entitled to compensate absences in the form of leave encashment.

Regular contributions are made to provident fund at the prescribed rates. Provision towards gratuity, superannuation pension and accumulated leave for employees is made on the basis of the actuarial valuation using Projected Benefit Obligation Method (PBO Method).

Expenditure on Retirement & Terminal benefits as shown in the Income & Expenditure account is net of Interest earned on specific investment for Retirement Benefits.

## 14. INCOME TAX

The income of the Institution is exempt from Income Tax under section 10(23C)(vi) of the Income Tax Act, hence no provision for Tax is therefore made in the accounts.

Income Tax Recoverable relates to tax deducted from interest on Investment, Professional Fees and Placement Income.

## 15. PROVISIONS, CONTINGENT LIABILITIES AND CONTINGENT ASSETS

Provisions involving a substantial degree of estimation in measurement are recognized when there is a present obligation as a result of past events and it is probable that there will be an outflow of resources. Provisions required to settle are reviewed regularly and are adjusted where necessary to reflect the current best estimates of the obligation.

Where no reliable estimate can be made, a disclosure is made as contingent liability. Where there is a possible obligation or a present obligation in respect to which the likelihood of outflow of resources is remote, no provision or disclosure is made. Contingent liabilities are not recognized but are disclosed in the accounts by way of a note. Contingent assets are neither recognized nor disclosed in the financial statements.

## INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

**SCHEDULE 23: OTHER NOTES TO ACCOUNTS****1. CONTINGENT LIABILITIES**

- (a) Service Tax demands in dispute

Rs. 11,325.63 Lakhs (Previous year Rs. 11,305.73 Lakhs).

- (b) Claims against the Institute not acknowledged as debts

Rs. Nil (Previous year Rs. Nil)

- (c) Electricity Duty

Rs. 34.69 Lakhs (Previous Year Rs. 34.69 Lakhs)

- (d) Cases Pending at Labour Court & High Court relating to employees

Name of Court	No. of Cases	Brief details of cases	Amount
Labour Court	5	Applicant demanding reinstatement with continuity of service with full back wages, Applicant demanding salary & DA for a particular period and Employee of Contractor demanding permanency in the Institute.	Unascertainable
High Court	6	Petitioner challenging the labour court order demanding reinstatement with continuity of service with full back wages, challenging termination of services demanding for reinstatement etc.	Unascertainable

**2. UNEXECUTED CAPITAL CONTRACT**

Unexecuted Capital Contract (Net of Advances) is Rs. 28,090.20 Lakhs (Previous year Rs. 675.12 Lakhs), which shall be utilized from Campus & Infrastructure Development Fund.

**3. 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. The balances in current assets, current liabilities, loans & advances are subject to confirmation.

**4. 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.

The Institute is recognized as wholly charitable society and granted registration under section 12A(a) of Income Tax Act, 1961.

**5. EXPENDITURE IN FOREIGN CURRENCY**

(Rs. in Lakhs)

Particulars	2018 – 2019 Rs.	2017 – 2018 Rs.
a) Foreign Travel	164.27	59.13
b) Books and Case Materials	810.20	317.42
c) Others	110.71	185.24

**6. EARNING IN FOREIGN CURRENCY**

(Rs. in Lakhs)

Particulars	2018 – 2019 Rs.	2017 – 2018 Rs.
a) Project, Program, Donations & Fees Income	869.83	932.15
b) Placement Income	26.11	23.02

7. Depreciation on Building has been provided on straight line method while depreciation on other assets has been provided on written down value method as per the rates of depreciation specified in the Income Tax Act, 1961. This is not in line with the depreciation rates prescribed by MHRD. Impact of the said practice cannot be quantified as the assets in the block are very old and details regarding their date of capitalization, etc. is not available.
8. Institute had constructed capital assets using grants received from Government of India & Government of Gujarat in earlier years. Though these assets were depreciated over the years, the grant amount was not transferred to Income & expenditure account (in proportion to the depreciation) due to non-linking of the grant against any particular asset. During current year, Finance Committee has decided to amortize these grants in Income & Expenditure Account over a period of 10 years in phased manner. Accordingly, depreciation expense for current year is lower by **Rs. 161.97 Lakhs** due to this impact.
9. Institute has deposited **Rs. 24.31 Lakhs** (PY Rs. 208.60 Lakhs) under protest with the service tax \ GST department against service tax \ GST collected from the students for PGP-X course. Total payment of **Rs. 960.50 Lakhs** outstanding as on March 31, 2019 has been disclosed in Schedule 7 as Service Tax \ GST Paid under Protest (PGP-X) and correspondingly in Schedule 3 as Service Tax \ GST Refundable to Students (PGP-X). The same will be adjusted \ refunded as & when the dispute is resolved.
10. Corresponding figures for the previous year have been regrouped / rearranged wherever necessary to confirm current year's presentation based on accounting and presentation norms given by MHRD.

As per our report of even date

**For T R Chadha & Co LLP**  
Firm Registration No.006711N / N500028  
Chartered Accountants

Sd/-  
**Errol D'Souza**  
Director

Sd/-  
**Arvind Modi**  
Partner  
Membership No.112929

Sd/-  
**Manoj Bhatt**  
Chief Administrative Officer

Sd/-  
**Laxmandev B. Gohil**  
Chief Manager - Accounts

**Date: 29/06/2019**  
**Place: Ahmedabad**

**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**  
**Receipts and Payments Account For the Year Ended 31st March 2019**

RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
I. Opening Balances			I. Expenses		
a) Cash Balances	15,941	25,000	a) Establishment Expenses	876,690,798	664,378,956
b) Bank Balances			b) Academic Expenses	367,593,121	326,553,467
i. In Rupee accounts	290,888,115	47,962,667	c) Administrative Expenses	146,787,493	157,681,401
ii. In Deposit accounts	1,192,598,541	974,369,398	d) Transportation Expenses	259,805	293,678
iii. Savings accounts	569,531,594	170,588,128	e) Repairs & Maintenance	128,823,275	95,407,702
iv. In FC accounts	1,229,231	13,158	f) Prior Period Expenses	-	-
c) Stamps on Hand	207,282	472,429			
II. Grants Received			II. Payments against Earmarked/ Endowment Funds	123,766,346	88,228,969
a) From Government of India	39,000,000	20,000,000			
b) From State Government	-	-	III. Payments against Sponsored Projects/Schemes	655,559,526	543,533,361
c) From Other sources	-	-	IV. Payments against Sponsored Fellowships and Scholarships	10,261,940	7,985,200
III. Academic Receipts	1,412,455,759	1,391,293,803	V. Investments and Deposits made		
IV. Receipts against Earmarked/ Endowment Funds	512,876,404	368,578,368	a) Out of Earmarked/Endowment Funds	4,064,360,436	2,632,192,087
V. Receipts against Sponsored Projects/Schemes	1,069,345,450	923,883,132	b) Out of own Funds( Investment Others)	-	-
VI. Receipts against Sponsored Fellowships and Scholarships	2,714,000	9,356,800	VI. Term Deposits with Scheduled Banks	-	-
VII. Income on Investments from			VII. Expenditure on Fixed assets and Capital Works-in-Progress		
a) Earmarked/Endowment Funds	784,811,257	582,696,491	a) Fixed Assets	81,191,876	47,841,718
b) Other Investments	-	-	b) Capital Works-in-Progress (Including Capital Advances)	198,811,055	102,700,546
VIII. Interest received on			VIII. Other Payments including Statutory Payments		
a) Bank Deposits	120,899,339	177,312,679	a) Deposits Given	1,071,791	40,259,025
b) Loans and Advances	-	-	b) Deposits Repaid	112,000	170,000
c) Saving Bank Accounts	19,034,150	16,534,318	c) Increase/Decrease in Statutory Liabilities	53,007,709	(61,098,537)
IX. Investments Encashed	1,588,191,616	1,730,710,951	IX. Refund of Grants	-	-
X. Term Deposits with Scheduled Banks			X. Deposits and Advances		

RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
XI. Other Income			a) Security Deposits	114,728	1,218,535
a) Income from Land & Buildings	39,974,204	45,383,884	XI. Other Payments	-	-
b) Other	66,302,088	98,741,799	a) Sundry Debtors and Loans and Advances	769,783	232,661
			b) Advances to Employee (Net)	1,460,078	(1,237,760)
			c) Changes in Stock	58,186,456	(8,257,260)
			c) Increase/Decrease in TDS Receivable		
XII. Deposits and Advances			XII. Any Other payments		
a) Caution money Deposits Received	5,011,853	6,711,741	a) Increase in Sundry creditors and Other Liabilities	(39,512,394)	(127,562,706)
b) Security Deposits	-	-			
c) Loan to Employees	-	-	XIII. Closing Balances		
XIII. Miscellaneous Receipts (Statutory Receipts)			a) Cash Balances	10,000	15,941
XIV. Any Other Receipts			b) Bank Balances		
a) Changes in Provisions	-	-	i. In Rupee accounts	65,904,199	290,888,115
b) Sundry creditors and Other Liabilities	-	-	ii. In Deposit accounts	601,281,878	1,192,598,541
c) Sale of Assets	655,296	357,003	iii. Savings accounts	316,696,522	569,531,594
			iv. In FC accounts	2,282,257	1,229,231
			c) Stamps on Hand	251,444	207,282
<b>TOTAL</b>	<b>7,715,742,121</b>	<b>6,564,991,747</b>	<b>TOTAL</b>	<b>7,715,742,121</b>	<b>6,564,991,747</b>

**For T R Chadha & Co LLP**  
 Firm Registration No.006711N / N500028  
 Chartered Accountants

Sd/-  
**Arvind Modi**  
 Partner  
 Membership No.112929

Sd/-  
**Manoj Bhatt**  
 Chief Administrative Officer

Sd/-  
**Laxmandev B. Gohil**  
 Chief Manager - Accounts

Date: 29/06/2019

Place: Ahmedabad



# GOLD MEDALISTS 1966-2019

## 1966

- Diwan Arun Nanda
- CK. Prahalad
- 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

- Venbakam S. Krishnan
- S. Ramakrishnan
- S. Umopathy
- 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
- Shashi 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. Ramganesh
- 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 Tataavarty
- James Beeson (GPX)

## 2008

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

## 2009

- Gagandeep Singh
- Abhishhek Verma
- Ishant Goyal
- Sauri Gudlavalleti (GPX)
- Rakesh Ranjan (PMP)

## 2010

- Samrat Ashok Lal
- Rohan Choudhary
- Himanshu Sharma
- Vinod Kumar Ramachandran (GPX)
- Sanjeet Kumar Pandey (PGP-PMP)

## 2011

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

## 2012

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

## 2013

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

## 2014

- Hemant Omprakash Mundra
- Sanchit Bansal
- Prashant Sarkar
- Aditya Kiran Paranjpe (GPX)

## 2015

- Agrawal Rahul Satish
- Rakshit U. Agarwal
- Abhinav Gupta
- Sidharth Aggarwal (PGP-ABM)
- Anshul Srivastav (GPX)

## 2016

- Ayush Agarwal
- Shah Ashay Subhash
- Anurag Agarwal
- Prasanna Venkatesan Srinivasan Iyengar (GPX)

## 2017

- Ashish Khullar
- Akash Gupta
- Samyak Daga
- Mihir Parekh (GPX)

## 2018

- Prakhar Balasubramanian
- Anurag Poddar
- Soumyo Madhab Mitra
- Srihari Sumaitangi Janakiram (GPX)

## 2019

- Shubham Goyal
- Advani Manish Suresh
- Kshitij Jain
- Moksha (PGP-FABM)
- Ronit Bhattacharyya (GPX)



### Chief Guests at Convocations

1966 Mr. M.C. Chagla	1984 Mr. P.L. Tandon	2002 Mr. Azim Premji
1967 Dr. Vikram Sarabhai	1985 Mr. K. C. Pant	2003 Dr. A.P.J. Abdul Kalam
1968 Mrs. Indira Gandhi	1986 Mr. Hiten Bhaya	2004 Dr. Bimal Jalan
1969 Dr. Karan Singh	1987 Dr. Raja Ramanna	2005 Mr. Raghuram Rajan
1970 Mr. L. K. Jha	1988 Mr. V. Kurien	2006 Mr. M.S. Banga
1971 Mr. Dharma Vir	1989 Mr. A.S. Ganguly	2007 Mr. P. Chidambaram
1972 Mr. C. Subramaniam	1990 Mr. Russi Mody	2008 Mr. Montek Singh Ahluwalia
1973 Mr. D.P. Dhar	1991 Mr. Sarup Singh	2009 Shri Deepak Parekh
1974 Professor Nurul Hasan	1992 Mr. Rajmohan Gandhi	2010 Dr. C. Rangarajan
1975 Mr. T. A. Pai	1993 Mr. P.V. Narasimha Rao	2011 Dr. Manmohan Singh
1976 Dr. V.M. Dandekar	1994 Dr. Manmohan Singh	2012 Shri K. V. Kamath
1977 Mr. M.S. Swaminathan	1995 Mr. Sam Pitroda	2013 Shri L. N. Mittal
1978 Mr. H. M. Patel	1996 Mr. A.M. Ahmadi	2014 Mr. Anand Mahindra
1979 Mr. V. G. Rajadhyaksha	1997 Mr. Adi Godrej	2015 Mr. Ajay Banga
1980 Justice Mr. M. Hidaytullah	1998 Mr. Vikram Lal	2016 Smt. Arundhati Bhattacharya
1981 Mr. Keshub Mahindra	1999 Mr. K.B. Dadisheth	2017 Smt. Shikha Sharma
1982 Mrs. Sharda Mukherjee	2000 Mr. R.K. Laxman	2018 Dr. Janmejaya Sinha
1983 Mr. Nani Palkhiwalla	2001 Dr. Desh Deshpande	2019 Prof. Kaushik Basu

