



भारतीय प्रबंध संस्थान अहमदाबाद
INDIAN INSTITUTE OF MANAGEMENT
AHMEDABAD

48 वार्षिक प्रतिवेदन ANNUAL REPORT 2009-10



48th ANNUAL REPORT 2009-10



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THE YEAR IN RETROSPECT

The year that has gone by was one of pull back from the financial and economic mess of 2008. In line with the upturn in the global economic performance, the performance of the Institute also showed significant recovery in the second half of the year in the segments of activities that are directly impacted by corporate performance. Barring unexpected developments, we would do much better in these segments in 2011.

Two-year Post-Graduate Programmes

The Institute's flagship programme, the two-year Post-Graduate Programme in Management (PGP), continued its dominant position as the most coveted post-graduate programme in management in the country. The year witnessed full implementation of the revamped curriculum for the PGP. Based on the experience, we would make the changes needed to ensure that the programme is further finetuned to reflect the emerging needs of the larger society. The year also witnessed the implementation of the second phase of expansion related to the OBC quota. We have already put in place measures to deal with the full implementation of the quota in 2010-11. Dealing with the rapid expansion was a challenge; it has been met through support from all concerned. Maintaining the quality of delivery and the output of the programme will be a challenge going forward.

With galloping food prices, the agriculture sector has taken centre stage. The Institute's academic programme in the sector, the two-year Post-Graduate Programme in Agri-Business Management (PGP-ABM), was transformed several years ago to focus on agri-business management. It continues to do reasonably well; yet, there is a need to revisit the programme design with a view to integrating it better with the emerging issues related to livelihood and sustainable development of the rural sector.

Fellow Programme in Management

The doctoral programme of the Institute, the Fellow Programme in Management (FPM), continued on an even keel. The institute has received proposals from foreign academic institutions for cross-border collaboration with their doctoral programmes. This possibility will be explored going forward. There is also a need to explore the feasibility of opening the programme to external candidates from the practising world. Such innovations are needed to enrich and expand the programme.

One Year Post-Graduate Programmes

The post-experience one-year Post-Graduate Programme in Management for Executives (PGPX) again attracted quality applications. The average GMAT score of the



cohort selected by the Institute for the fifth batch of the programme continues to be comparable, if not better, than those for cohorts from the best business schools globally. Placement of individuals with considerable prior experience is always a challenge, particularly when such experience is to be suitably rewarded in terms of compensation and nature of job offered. Having completed four cycles of the programme, the Institute has decided to review the programme design and delivery with a view to strengthening the programme.

The Institute completed the third offering of the one-year post-experience Post-Graduate Programme in Public Management and Policy (PGP-PMP). With this, the commitment that had been made to the government has been fulfilled. While there is clearly a need for improving public policy making and management of public institutions and the government itself, the demand for such a programme as well as the demand for graduates from such a programme, appears to be limited. This has not only been the experience of IIMA but also of a few other institutes that have similar programmes in India. The institute has therefore decided to take a break from offering this programme; the experience of the last three years is being reviewed. After the review, the institute will frame an appropriate response to deal with the need to make an impact through training and education in public management and policy.

Faculty Development Programme

The Institute continued to offer the four-month Faculty Development Programme (FDP) to enhance teaching and research skills of management teachers. Over the last two and a half decades, the Institute has made significant contribution to teaching in management schools in the country. The programme design needs a review to increase its efficacy even further. The Institute is also examining the possibility of attracting participants from other countries to this programme.

Management Development Programmes

The Institute conducted about 130 management education programmes, training over 3500 participants from a diverse set of organizations. The Institute is attempting to expand its global footprint through offering executive education programmes outside India.

Research, Publication, Seminars, and Engagement with Practice

As regards research, the faculty continued to be as productive as it has been over the last several years. The year also witnessed the usual number of seminars, lectures, and addresses by eminent speakers from academic institutions and other organizations. Conferences provide an opportunity for exchange of ideas as well as to create network of individuals working in specific areas. A major thrust is under way to hold a number of conferences at the institute on a regular basis.

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

The Institute pioneered the case method of learning in India. Over the years, however, the fervour for case writing and case based research has declined. With heightened global interest about India, there is clearly an opportunity for the Institute to seize the initiative to provide meaningful cases and related teaching materials on India for use by business schools all over the world. Steps are being taken by the Institute to give the necessary impetus to writing and dissemination of cases.

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

Leadership in Academics

Over the last five decades, IIMA has become an institution in management education in India. As the lead institution it has never shied away from the responsibility it must assume to innovate and bring about changes to improve the functioning of management institutes. The year that has gone by saw IIMA undertake several new initiatives; of these, I would like to mention two in some detail.

In 2003, the Common Admission Test (CAT) had to be conducted twice, since there was an allegation that the confidentiality of the test had been compromised in at least one of the several hundred test centres. Similar allegations were again made in 2004. In a paper and pencil test, since the same paper is administered simultaneously to all candidates, a breach of this nature requires that the test be conducted again for all candidates. With burgeoning number of applicants, IIMs realized that a way had to be found to deal with this high risk of having to repeat the test for all in the case of breach even in one centre. Computerization of the test and tests at multiple times in a year was clearly the answer. The much needed initiative towards computerized CAT was spearheaded by a faculty member from IIMA. The key individuals who participated in the academic process underlying the change were largely from IIMA. The process did get into trouble due to a variety of reasons beyond our control, and the proof of the concept did get established.

The second major initiative at process change pertains to the final placement of students. All IIMs and several other leading business schools in the country followed a process that resulted in 'spot offers' being made to students. The process is exceptionally stressful for the students since they get no time to think about the offers made – they have to decide on the spot. IIMA took the initiative this year to organize a recruiters' conference to discuss what came to be called a cohort based system that would give more time to students to consider the offers made before deciding. In addition to reducing the stress on the students, the process would result in much better fit between the student and the organization he/she chooses to join. The other IIMs were invited to adopt the new process; they refrained from coming on board. Following the success of the new process at IIMA, however, other IIMs and several other B-schools are examining their placement process for similar improvements.

Leadership in the Practising World

The curriculum, the pedagogy and the ambience combine magically at IIMA to produce leaders and entrepreneurs of tomorrow. IIMA has contributed by far the largest number of professional CEOs to Indian organizations among all business schools in the country. It has also produced perhaps the largest number of professional entrepreneurs

in the country. Over the years, about 10 per cent of the graduates from the PGP have become entrepreneurs. They have contributed significantly to development of the country through setting up of innovative organizations that make a significant difference to the lives of millions of underprivileged.

Leadership for Social Transformation

Over the years, innovation, the spirit of enterprise, and the desire for relevance of existence to the larger society have been the hallmark of the initiatives taken by the Institute. Ravi Mathai, the first full-time director of the Institute, was firmly of the view that principles of management must be applied to larger economic and social issues to make a difference to the disadvantaged groups in the nation. He was also of the view that it is not enough for theory to have practice orientation, but that practice must result in actions that changed the world for the better. After stepping down from directorship of the institute, Ravi devoted his attention almost full time to achieving these two goals. He set up his own real life experiment at Jawaja, one of the most underdeveloped regions in the country, where he created the concept of what he called the 'Rural University'.

The Jawaja experiment, an action research project, is designed to transform the lives of the deprived community in one of the most backward districts of Rajasthan. The goal was to empower the weavers and the leather workers of Jawaja by making them self-reliant. The experiment is an audacious attempt at social transformation through self-belief and self-help. It is a demonstration of leadership at the grassroots, on a scale and scope that is beyond the confines of a single organization. Unfortunately, Ravi passed away before full realization of his dream. I am proud to report that in the last one year, we have gone back to Jawaja to revive the intervention at social transformation that was started over three decades ago.

Societal Obligations

IIMA has always been conscious of its obligation to the larger society. As a responsible public Institution, it has to preserve the excellence of its academic programmes while making its education accessible to the economically weakest sections of society. In 2008-09, IIMA perhaps became the first business school in the world that educated 23 students absolutely free. In 2009-10, another 18 students were educated at no cost by the Institute. We are planning to continue this initiative next year too.

Global Aspirations

IIMA aspires to become a globally acknowledged management school that functions in a manner that is consistent with the needs of a developing society. It has demonstrated its commitment over the last five decades to this mission. It is time for the government and the larger society to set it free from all government controls so that it can compete without its hands being tied against the foreign business schools that are being allowed entry into India. The need for full autonomy to decide its destiny is urgent. If the autonomy is withheld, future generations will hold us responsible for sowing the seeds of demise of some of the excellent public institutions of higher learning we have in the country today.

The Institute will complete fifty years in December 2011. It has clearly more than fulfilled the promise of professionalizing management of organizations that the founding fathers made to the nation in 1961. I would urge all the stakeholders of the Institute to actively contribute to showcasing the achievements of IIMA during the golden jubilee year.

Samir K Barua
Director





ACADEMIC PROGRAMMES

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

1. POST-GRADUATE PROGRAMME IN MANAGEMENT (PGP)

The forty-sixth session of the Post-Graduate Programme in Management commenced on June 22, 2009, with 314 students. At the end of the year, 310 students were promoted to the second year.

The second year of the programme commenced on June 11, 2009, with 290 students. At the end of the second year, 283 students, after having satisfactorily completed the academic requirements, graduated from the Institute.

There were 61 SC/ST, 38 OBC, and 8 physically challenged students in the first year. Fifty-one SC/ST students, 17 OBC students, and 4 physically challenged students graduated from the Institute.

Details are given in Appendix A1.

Preparatory Programme

The preparatory programme is meant for students who are found relatively underprepared in communication and mathematical skills. The programme is conducted before the start of the regular session. Forty-one students attended the preparatory programme from June 1 to 20, 2009.

Orientation Programme

The orientation programme for newly joined students was held from June 21 to 24, 2009. In addition to addresses by the Director and the PGP Chairperson, a dialogue with the PGP Executive Committee, and briefing on the computer and library facilities formed part of the programme. An extended session on case preparation and case method was held to familiarize the students with case method teaching.

Tutorials

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

Curriculum

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

In the second year, students had to complete a minimum of 17 credits of courses but were allowed to take up to 20 credits of courses.

In the second year, 78 elective courses and 29 project courses were offered (including 12 non-credit independent projects), in addition to a compulsory course. The compulsory course was taught in four sections. On account of heavy registration, one elective course was taught in six sections, and eight in two sections. Of the 86 electives offered, students took 84.

New Courses

Twelve new elective courses were offered in the second year (see Appendix A2).

Double Degree Programme

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

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

Three students from the University of Bocconi took courses in the second year during the academic year 2009-10 under this programme. Eight second year students went to institutions abroad under this programme during 2009-10.

Exchange Programme

In line with the internationalization of PGP and with a view to providing international exposure to students, the Institute collaborated with several business schools abroad for exchange of students during the academic year 2009-10.

While 88 students from the Institute spent a term and took courses at 32 institutions abroad, 66 students from abroad spent a term at the Institute and took courses. Details are provided in Appendices A3 and A4.

Lecture Series

The following distinguished persons addressed students during 2009-10:

- **Dr. B. Sahu**, CEO and President, Innovassynth Technologies (I) Ltd.
- **S.B. Dangayach**, Managing Director, Sintex Industries Limited
- **Praveen Tripathi**, President (M&SS), Pidilite (I) Ltd.

Scholarships

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

• Industry Scholarships

Twenty-six students from the batch of 2008-10 were awarded industry scholarships.

- **Aditya Birla Group Scholarships**

Six first year students and two second year students of PGP were given these scholarships.

- **Ratan Tata Scholarships**

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

- **T. Thomas Scholarship**

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

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

Two students were selected as the O.P. Jindal Engineering and Management Scholars. The O.P. Jindal Group has instituted these scholarships.

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

- **IIMA Need-Based Scholarships**

The Institute disbursed ₹ 5,70,000 as need-based scholarships to 14 students (PGP and PGP-ABM) under the Need Based Scholarship Scheme. The amount ranged from ₹ 25,000 to ₹ 75,000.

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

Twelve applications were sent to the Ministry of Human Resource Development for these scholarships. Scholarship amount is yet to be received.

- **Fee Waiver Scheme**

Under the newly instituted fee waiver scheme, fee waivers amounting to a total of ₹ 8,31,09,500 were awarded which included full fee waiver to 40 students (PGP and PGP-ABM).

Other Awards

- **Kollengode V. Srinivas Award for the Best PGP Allrounder**

The Kollengode V. Srinivas Award has been instituted by the parents of the late Kollengode V. Srinivas to recognize the all-round performance of an outstanding student and to honour the memory of Srinivas' association with the Institute. The award was given to Amit Kumar Bhageria this year.

- **S. Umopathy Prize**

This prize has been instituted by the brother of the late S. Umopathy to recognize the academic excellence of a student and to honour the memory of Umopathy's association with the Institute. The first year PGP topper is eligible to receive the prize. The prize was awarded to Samrat Ashok Lal this year.

- **Shri S.K. Seth Memorial Award**

The award has been instituted by Mrs. Shanti Seth in memory of her husband, the late Shri S.K. Seth, the first Librarian of the Institute. The student who obtains the highest grade points in the first year of the programme is given this award. The award was given to Samrat Ashok Lal this year.

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

This award has been instituted by the Kamdhenu Foundation in memory of the late Dr. Rajendra Prasad, the first President of India. It is given to a student who obtains the highest grade points in both years of the programme. The award was given to Samrat Ashok Lal this year.

- **PGP Woman All Rounder Excellence Award Instituted by Ms. Rita Duggal**

The award has been instituted by Ms. Rita Duggal, wife of Mr. Arun Duggal, alumnus of the Institute, to recognize the all-round performance of an outstanding woman student. The award was given to Srividhya Subramanian this year.

- **PGP All Rounder Excellence Award Instituted by Quetzal Foundation**

The award has been instituted by Quetzal Foundation of the alumni to recognize the all-round performance of an outstanding woman student. The award was given to Srividhya Subramanian this year.

Admissions

The programme commencing June 2010 attracted 209853 applications, including several from overseas applicants.

The Common Admission Test 2009 was conducted as a computer-based test for the first time and was well received.

Details of applications received, students admitted, etc. are given in Appendices A6 and A7.

2. POST-GRADUATE PROGRAMME IN AGRIBUSINESS MANAGEMENT

The Post-Graduate Programme in Agri-Business Management (PGP-ABM) is designed to transform dynamic and determined individuals into excellent managers to meet the challenges posed by the food and agri-business sector. The objectives of the programme are to improve managerial efficiency in sectors like procurement, supply chain management, production, retailing, food processing, dairying, and financial and consultancy services.

PGP-ABM prepares students for the arduous task of leading change in a dynamic industry and managing the process of those changes. It prepares students for the agri-business value chain while specifically attempting to:

- equip students with conceptual and interpersonal skills along with a sense of social purpose for managerial decision making and implementation in the unique context of agri-business
- encourage agri-preneurship among students to transform them into successful professionals in the agri-business sector
- develop leadership capabilities to adapt to change and motivate organizations students work in
- widen students' vision and instill in them professionalism, integrity, ethics, and social commitment.

The programme commenced on May 25, 2009. Thirty-five students registered for the programme. For the second year of the programme, 19 students registered.

	Male	Female	Total
General	173	34	207
NC-OBC	35	3	38
SC	38	8	46
ST	10	1	11
Disabled	7	1	8
Total	263	47	310

Break-up of students who joined in June 2009

Preparatory Programme

In order to strengthen mathematical, communication, and computer skills, all newly-admitted students were asked to attend the preparatory programme which was held from May 25 to June 19, 2009.

Orientation Programme

An orientation programme for newly admitted students was held during June 22-24, 2009. There was an interaction with the PGP-ABM Executive Committee and a briefing on the computer and library facilities and their usage. A session on case preparation and case discussion was held to introduce students to case method teaching.

Curriculum

PGP-ABM students registered for 25.50 credits in the first year. Second year students were required to register for a minimum of 17 credits but were allowed to take up to 20 credits. Apart from four sector specific compulsory courses, students were offered elective courses with a view to deepening the understanding of specific areas of management and building decision making skills within the specific context of rural and agri-business sectors. Second year students were allowed to register for one elective course of PGP (General) in every combined slot.

List of courses offered during the academic year 2009-10 can be seen in Appendix B1.

Rural Immersion Module

The first phase of the Rural Immersion Module was organized from April 2 to 12, 2009. Students were divided into four groups and two groups were placed in Warnanagar in Maharashtra and two groups in Chittoor in Andhra Pradesh. They carried out a project study as part of the second phase from December 7 to 18, 2009.

Admission

PGP-ABM has been well received by the student community. This year 45998 applications were received as against 30298 last year. A comparison is given in Appendix B2.

After a rigorous selection process, which included the Common Admission Test, group discussion, and interview, 35 students were admitted to the programme.

Awards of Academic Merit

Two awards have been instituted for PGP-ABM students, one by an alumnus and another, instituted by the wife of an alumnus, to be given to a best woman all-rounder of the batch. The former award carries a certificate of merit and cash award of ₹ 25,000 while the latter award carries a certificate and cash award of ₹ 10,000. Two students were given these awards based on academic performance.

3. POST-GRADUATE PROGRAMME FOR EXECUTIVES (PGPX)

The fourth batch of 80 PGPX (2009-10) students had an average profile of a GMAT of 721.5 compared to 699.13, 695.42, and 728.33 GMAT for the previous batches. They had an average international experience of 57 months and an average age of 33 years.

On the International Immersion front, 4 students went to the Chinese University of Hong Kong and 16 went to the Columbia Business School. Owing to the swine flu scare, students preferred to do project work in India. Amsterdam Business School, Amsterdam, sent 36 students of their executive MBA programme this year.

On the academic front, the batch was offered 70 courses in Building Blocks, Preparing for Top Management, and Elective modules. In terms III and V, 41 electives were offered out of which students enrolled in 21.

The incoming batch of PGPX V (2010-11) that starts on April 12, 2010, too has a good profile of an average of 712 GMAT, international experience of 52 months, and an average age of 33 years.

4. POST-GRADUATE PROGRAMME IN PUBLIC MANAGEMENT AND POLICY

The one-year Post-Graduate Programme in Public Management and Policy (PGP-PMP) is specially designed for middle level civil servants, mid-career managers of public and private enterprises, and professionals of NGOs to prepare them to assume leadership roles in government, NGOs, public enterprises, and private and cooperative organizations with substantial public management thrust.

The third batch of PGP-PMP had 30 participants. They were chosen after a rigorous selection process. There were 19 DoPT-sponsored and 11 non-sponsored participants. One DoPT-sponsored participant was granted permission to avail a British Council scholarship to pursue M.Sc. in Social Policy and Development at the London School of Economics.

Module	Sessions	Credits
Inauguration/Induction	4 days	
Core Management (CM)	223	8.92
Core Public Management and Policy (CPMP)	160	6.40
International Exchange/Attachment	90	3.60
Electives and Seminars	180	7.20
Total	653	26.12

Curriculum

The programme is offered in five modules: an induction module; a core management module; a core public management and policy module; an international exchange module; and an elective and seminar course module.

International Attachment Module or Independent Project Module

In August 2009, based on the travel advisory from the Ministry of Health and Family Welfare in the wake of the H1N1 threat, sponsored participants were not allowed to travel abroad for the

International Immersion module. Non-sponsored participants were also given a choice for opting out of international travel in view of the perceived H1N1 threat. Out of 11 non-sponsored participants, one participant opted out. The remaining went to the Lyndon Johnson School of Public Affairs, University of Texas at Austin, and Georgetown Public Policy Institute, Washington.

Participants who stayed back were required to undertake independent project work funded by DoPT under the guidance of the faculty. They submitted project reports to the Institute and to DoPT (see below). The sponsored participants were subsequently permitted by DoPT to attend a three-week special module from March 6 to 29, 2010, at Georgetown Public Policy Institute, Washington, as part of the International Attachment module.

Projects done by Sponsored Participants

Role of Investment Banking Services for PSUs in India
Livelihood Intervention: Impact of Local Realities: Lessons Learnt from North East Region Community Resource Management Project
Privatization of Container Train Operations in India: Policy Evaluation, Problems, and Opportunities
Growth of Air Travel vis-à-vis Indian Railways: A Myth or Reality
Strategic Plan for National Rail Museum at New Delhi
Information Security: A Study of Global Policy Framework vis-à-vis Indian Adoption
SEZ Policy and Its Impact on Indian Exports
Mundra Port and Special Economic Zone (SEZ): An Infrastructure Case Study
Spectrum Management
Marketing of Sweet Lime in Andhra Pradesh
Spectrum Management and Monitoring in India
Comparative Study of Telecom Regulators of India, USA, and UK
WiMAX Rollout in BSNL Ahmedabad: A Study with Future Perspective for WiMAX in India
Economics and Prospects of Bio-Diesel
Promoting Bamboo Resource Development in Tripura for Climate Change Mitigation and Generating Carbon Revenues under CDM
A Study of Impact of Liberalization of Container Transport Policy on Concor and an Analysis of its Future Business Growth Prospects
Impact of Universal Service Obligation (USO) Fund on Telecom Services in Remote and Rural Areas
3G Rollout in BSNL : A Study with Future Perspective for 3G Rollout in India
Regulatory Challenges for Next Generation Networks (NGN) in India

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

Elective Module

The programme offered several electives leading to a concentration package. Participants were allowed to credit only two of the three concentration packages.

Electives offered during 2009-10 were as follows:

Business French (Pass / Fail)
Carbon Finance
Contract Management
Country Environments and Multinational Strategy
Developments in the Electricity Sector
Environment Management and Policy
Investment and Portfolio Management
Leadership and Managerial Effectiveness through 360° Feedback (Pass/Fail)
Legal and Regulatory Issues in Infrastructure
Management Communication I (Pass / Fail)
Managing IT Infrastructure
Managing Negotiations
Media and Society: The Economics, Politics, Ethics and Technologies of Mass Communication
Mergers, Acquisition, and Restructuring
Policy, Regulatory, and Financing Issues in Infrastructure
Project Management

Public Enterprise Management
 Real Estate
 Securities Regulation
 Seminar Course on Globalizing a Resurgent India through Innovative Transformation
 Supply Chain and Logistics Management
 Transportation Infrastructure
 Urban Planning and Management

Seminar Module

A number of seminars were organized in order to bring the perspectives of practitioners, policy makers, and other academics of repute from within and outside the Institute for participants' benefit.

Seminars held during the year 2009-10 were as follows:

Topic	Speaker
Managing TRAI and Its Lessons for other Institutions	Nripendra Mishra, IAS Former Chairperson, TRAI, New Delhi
Driving Growth in Harmony with Environment Public-Private Partnership: Pune Model	Pradeep Bhargava Managing Director Cummins Generator Technologies India Ltd.
An Overview of India's Energy Scenario and the Relevant Policy Implications	Surya Sethi Principal Advisor (Energy) Planning Commission, Government of India
Right to Information Act	Shailesh Gandhi RTI Commissioner, Central Information Commission
From Wall Street to Main Street: The Financial Crisis in the US	Dr. Douglas Young Professor of Economics Montana University
Creative Business Design: Exploring Enterprises that Aspire for Social Impact	Anand Shah Co-Founder and Former Executive Director of Indicorps
India Rising: Making Infrastructure Happen	Srivatsa Krishna, IAS Vice President Strategy, Finance, and Risk Management World Bank, Bangalore
Three Dimensions of Public Finance	Professor V.L. Mote Retired Professor, IIMA Professor Anand Gupta Director, Economic Management Institute Professor Jayanth Varma IIMA
Public-Private Partnerships in Infrastructure sector	Adil Zaidi Associate Director IRG-Transaction Advisory Services Ernst & Young Pvt. Ltd.
Public-Private Partnership in India: The Road Sector Experience	Vishwas Udgirkar Executive Director and Partner PricewaterhouseCoopers Pvt Ltd.
ADB's Strategy to Support Infrastructure Development in India	Rajat Nag Managing Director General Asian Development Bank
Governance and Accountability	Dr. Bishnu N. Mohapatra Programme Officer, Local-Global Governance Ford Foundation
Planning for Urban Transport in India	O.P Agarwal Ex. MD, IL& FS Infrastructure Development Corporation
Business Strategies and Role of Regulation under Monopoly Linkages	Sanjay Varkey CEO, Shell MRPL Aviation Fuels and Services

Guest Lectures

Several speakers were invited to address as part of various courses:

Professor Anjan Ghosh, Faculty, Centre for Studies in Social Sciences, Kolkata

Course: Social and Political Development (Professor Sebastian Morris, Professor Anurag K. Agarwal and Professor Ajay Pandey)

Professor G. Ramesh, IIM, Bangalore

Course: Public Enterprise Management (Professor Sebastian Morris)

Dr. A.P.J. Abdul Kalam, Former President, Govt of India

Course: Seminar Course on Globalizing and Resurgent India through Innovative Transformation
(Professor Anil Gupta)

Ajay Tomar, IG, ATS, Gujarat

Course: Issues in Ethics and Leadership (Professor S. Manikutty)

Neeraj Swaroop, CEO, Standard Chartered Bank

Course: Competitive Strategies (Professor Atanu Ghosh)

Neeraj Tomar, Senior Vice President, Strategic Consulting and Land Agency, Jones Lang LaSalle Meghraj, Gurgaon

Course: Real Estate (Professor Sebastian Morris and Professor Ajay Pandey)

Rikesh Shah, Deputy Manager, KLG Systel Ltd, Mumbai

Course: Project Management (Professor Goutam Dutta)

J.S. Kochar and Manish Naik, N-Code Solutions

Course: Managing IT Infrastructure (Professor Sanjay Verma)

Rajendra Dhole, Computer Associates

Course: Managing IT Infrastructure (Professor Sanjay Verma)

Panel Discussion

As part of the core course on Human Resource Management for Organizations, a panel discussion on the topic "HR Issues" was organized. The panelists included Mr. Dileep Rajnekar, CEO, Azim Premji Foundation, Bangalore; Mr. Hasmukh Adhia, IAS, Principal Secretary, Department of Education, Government of Gujarat; Dr. Prashant Nair, President and Head - Human Resources, Thomas Cook (India) Ltd, Mumbai; and Dr. Nirja Sharma, Vice President, HR, Motif India Infotech Pvt. Ltd, Ahmedabad.

Placement

The placement status of the batch is as follows:

Total batch size	29
Participants opted for placement	11
Participants placed	6
Yet to be placed	2
Joined the parent organization	21

Vigorous efforts are on to place all.

5. FELLOW PROGRAMME IN MANAGEMENT

Since the beginning of the programme, 244 students have successfully completed the programme and have received the title of “Fellow of the Indian Institute of Management, Ahmedabad”. With the addition of the 17 students who graduated this year, the number of successful students comes to 261. There are 32 students in thesis phase and 30 students are doing course work.

Details of graduating students are given in Appendix C.

Student strength in PGP, PGP-ABM and FPM are given in Appendix D.

Thesis Proposal Awards

Awards for best thesis proposals were given as follows:

Award	Name of the Student	Title of Thesis Proposal
IFCI Award	Astha Agarwalla (PSG)	Infrastructure Investments, Urbanization, and Regional Growth in India
	P. Venkatesh (Marketing)	Language Adaptation and Advertising Effectiveness: A Study in a Multi-Cultural Advertising Context
	Prasoon Agarwal (PSG)	Infrastructure for a Low-Carbon Economy: Future Scenarios and Policies for India
Chaudhary-Padmanabhan-Pant Award for the Best Thesis Proposal	Astha Agarwalla (PSG)	Infrastructure Investments, Urbanization, and Regional Growth in India
Sahir Memorial Award		

Third IIMA Doctoral Colloquium

The third IIMA Doctoral Colloquium was organized on January 8-9, 2010. This annual event hosts presentations by doctoral students in management from across the country and abroad. The aim is to provide a platform for young management researchers to chisel their research ideas and skills from the symbiotic pool of budding researchers and experts. The event also aims to build a strong network for young management researchers. The two-day colloquium brought together 55 students and 10 faculty members from the University of Cambridge, NUS Business School, Singapore, IIM-Bangalore, IIM-Calcutta, IIM-Lucknow, MDI, XLRI, IISc-Bangalore, IIFT, IRMA, IIT-Kanpur, IIT- Kharagpur, IIT- Mumbai, Jawahar Lal Nehru University, BITS, IGIDR, and TISS among others.

The colloquium included a panel discussion on “Career Choices: Opportunities and Challenges” where FPM alumni shared their experiences and provided guidance to budding researchers. The discussion focused on exploring career opportunities available to management researchers in industry and academia.

Besides discussion on research work of doctoral participants, workshops focusing on theory building, research methodology, and publishing were facilitated by experts.

Papers/Conference Presentations/Publications

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



6. PLACEMENT

Despite a recessionary year, a larger batch, and a new, untested placement process, all students were placed in firms of their choice. A total of 110 firms participated in the laterals and final placement process excluding firms that only extended pre-placement offers (PPOs). Five students preferred to become entrepreneurs.

Cohort-based Placement Process

This year the Institute introduced a cohort-based placement process for PGP and PGP-ABM placement in place of day-based process. The proposal was discussed at length by the Placement Committee, faculty, and students, and had the mandate of recruiters before it was put into place. The process reaped rich results with a far relaxed process that reduced stress on students and ensured better match making for both students and recruiters. Feedback received from all concerned parties has been positive.



Final placement interviews were conducted on weekends starting from February 13 to March 9, 2010. Weekdays were used by students for academic commitments, interview preparation, and researching recruiters and roles. Each weekend, comprising two days, formed one cohort and 25-30 companies from across industry sectors participated in each cohort. The advantage of the cohort system made more time available for firms to interview a large number of candidates and for students to thoroughly prepare themselves.

Final Placement - PGP

In all 339 job offers were made to 279 students who participated in placement.

As many as 62 companies held pre-placement presentations on campus prior to campus recruitment. Five companies held video conferences for various placement activities including interviews. Teleconferencing was also used for interviews.

Strengthening Old Relationships and Forging New Ones

Not only did existing recruiters maintain their relationship with IIMA through recruiting large numbers but many new companies also recruited. Thirty-four companies came for the first time.

Highlights

Major consultancy companies such as McKinsey & Company, BCG, Bain & Co., and A. T. Kearney continued their association with the Institute as did global investment banks such as Deutsche, Morgan Stanley, HSBC, and Citigroup. Approximately half the foreign offers were based in London and US. Gaja Capital and Nomura were new additions in cluster one this year.

There were eight acceptances of overseas offers. Domestic placements accounted for the remaining 271 students.

Greater Job Diversity

Greater choice was available to students in terms of both jobs offered in different sectors and greater diversity within a sector.

A conscious attempt was made to broaden the base of recruiters. Offers were made in various sectors, reflecting the all-round strength of the Institute's curriculum. Top recruiters included BCG, Deloitte Consulting, McKinsey & Company, Bain & Company, Yes Bank, ICICI Bank, and TAS.

There were eight overseas offers and all were accepted. Five students opted out of placement. Average compensation for domestic and overseas offers was ₹ 14.94 lakh and \$ 110,750.

Based on the performance of students in summer internships, 38 pre-placement offers were made and 34 offers were accepted.

Lateral Placement

The thrust on lateral placement ensured that students could leverage their experience. Firms like Deloitte Consulting, A&M, Yes Bank, TSMG, Cognizant, Aditya Birla Group, Amazon, and Philips were some of the major recruiters in lateral placement.

Entrepreneurship

In recent years a growing preference seen among students to reject lucrative job offers in favour of entrepreneurship. Five students opted out of placement to start their own enterprise.

Students who opt out of placement for taking up entrepreneurship will be eligible for taking placement assistance from the Institute during next two years.

Administrative Support

Services like catering, housekeeping, communication, and computer systems were arranged by the Institute. The whole process was carried out by a team consisting of students, event management team, and the Placement Office. Both summer and final placement programmes were conducted smoothly under one roof of IMDC.

Placements under One Roof

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

Summer Placement

Summer internship of eight to ten weeks provides students an opportunity to work with top level Indian and foreign companies. It exposes students to real life, unstructured situations and provides them with frameworks, skills, and analytical tools to address such situations. Students work on projects which are diverse, challenging, and provide intense learning experiences in new product launches, global brand extensions, market research, financial and risk valuation and analysis, etc.

Summer placement interviews were scheduled in two slots. The entire batch was placed at the end of Slot 1. In Slot 0, 170 offers were made and 168 offers were accepted. In Slot 1, 146 offers were made and 141 offers were accepted. Students were placed in sectors like finance, consultancy, marketing, IT and systems, and general management.

PGP-ABM Final Placement

Final placement for PGP-ABM students saw prominent players in the agri-business sector offer a variety of challenging roles. Nineteen companies participated in the recruitment process and made 25 offers. There was a substantial number of students with work experience which resulted in a multitude of senior roles being offered. Prominent recruiters included Harrison Malayalam Limited (RPG group), ITC Ltd, Britannia, and Amazan Agri. Recruiters like Godrej Agrovet reinforced their commitment towards the programme with pre-placement offers. New recruiters included IFMR Capital, Microlabs, and Technopak.

The average compensation package stood at around ₹ 9,65,000 per year, a 14 per cent increase over the previous year.

PGPX and PGP-PMP Placement

Both PGPX and PGP-PMP follow a “rolling” placement, unlike PGP and PGP-ABM. This year, too, diverse recruiters came for placement. They included IBM, McKinsey, Google, Deloitte, Nokia-Siemens Networks, Amazon, Hero Honda, Polaris, Welspun, NISG, RPG, Marg Infrastructure, VBHC, L&T, and IL&FS. Five PGPX participants opted out of placement to become entrepreneurs.

PGP-PMP Placement

The third batch of PGP-PMP attracted 29 professionals from diverse backgrounds with substantial work experience.

Companies which have considered PGP-PMP participants for senior and middle management positions include Welspun Gujarat, Tech Mahindra, IBM Banking vertical, Ramky, RPG, PwC, NISG, IFMR Trust, ICICI Foundation, IL&FS, Azim Premji Foundation, UNDP, and Jindal Group. Eleven participants who had opted for placement have been shortlisted and interviewed by 17 companies and final offers have been made to five candidates. Two students are engaged in final discussion.

FPM Placement

Eight FPM students expressed interest in corporate placement. They were looking for research-oriented and consulting profiles. With most of the recruiters this was an exploratory stage. Six FPM students have taken up corporate and academic jobs through their contacts.

7. CONVOCATION

The forty-fifth convocation of the Institute was held on March 27, 2010. Dr. C. Rangarajan, Chairman, Economic Advisory Council to the Prime Minister, delivered the convocation address. At the convocation, 17 FPM students were awarded the title of Fellow of the Indian Institute of Management, Ahmedabad, 283 students were awarded the Post-Graduate Diploma in Management, 19 students were awarded the Post-Graduate Diploma in Agri-Business Management, 80 students were awarded the one-year Post-Graduate Diploma in Management for Executives, and 25 students were awarded the one-year Post-Graduate Diploma in Public Policy and Management.



Dr. C. Rangarajan at the Forty-Fifth Convocation of the Institute



Samrat Ashok Lal



Himanshu Sharma



Rohan Choudhary



Vinod Kumar Ramachandran



Sanjeet Kumar Pandey



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

- **Samrat Ashok Lal**
- **Rohan Choudhary**
- **Himanshu Sharma**
- **Vinod Kumar Ramachandran** of the one-year Post-Graduate Programme for Executives received the Indian Institute of Management Ahmedabad Medal for Scholastic Performance.
- **Sanjeet Kumar Pandey** of the one-year Post Graduate Diploma in Public Policy and Management received the Indian Institute of Management Ahmedabad Medal for Scholastic Performance.

7. FACULTY DEVELOPMENT PROGRAMME IN MANAGEMENT

The 31st Faculty Development Programme (FDP) was offered from June 15 to October 3, 2009. This was the ninth time that this professional development programme for management teachers and researchers was offered as an intensive, four-month programme. Out of 51 shortlisted applicants, 32 management teachers from Indian institutions and one from Nepal were selected. Thirteen had doctorates in disciplines related to management while 11 of the 33 were women.

The curriculum included the following courses: Organizational Behaviour, Business Policy, and Foundations of Management, which were aimed at developing competence in general management education; Information Technology for Management, Communication for Management Teachers, and writing for publishing which were designed to help improve teaching skills; and a course on Research Methods that focused on developing management research skills. In addition, functional management courses on Economic Environment and Policy, Financial Management, Management Accounting, Human Resource Management, Marketing, and Operations Management were offered. Visiting faculty delivered lectures on topics like International Management and Human Resource Economics.

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



RESEARCH AND PUBLICATIONS

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

During the year, five small research projects, one seed money project, and five case development projects were initiated. One large research project, four small research projects, two seed money projects, and one case development projects were completed. Three research projects were dropped while three research projects were terminated. Four summer internship projects were also completed.

During the year, the academic community wrote 20 books, 9 monographs, and 95 articles in journals. They contributed 55 chapters in books, presented 141 papers in conference, and wrote 40 working papers.

Details are given in Appendices F, G and H.

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

Vikalpa: The Journal for Decision Makers

Vikalpa: The Journal for Decision Makers is a quarterly publication of the Institute. Currently in 35th year of publication, ***Vikalpa*** has emerged as a premier management journal in India and has acquired a respectable position among similar publications abroad. The journal disseminates modern concepts of professional management to academicians and managers, contributing to a better understanding of the context, resources, structures, systems, processes, and performance of organizations. The focus is on applied research and reflections that are relevant to practising managers and that meet the standards of academic rigour.

Every issue of ***Vikalpa*** has the following regular features: ***Perspectives*** which presents emerging issues and ideas that call for action or rethinking by managers, administrators, and policy makers in organizations; ***Research*** that has articles focused on the analysis and resolution of managerial and academic issues based on analytical or case-based research; ***Interfaces*** presenting articles which are of practical utility to managers and which would help them in updating their managerial skills; ***Notes and Commentaries*** covering preliminary research, review of literature, and comments on published





papers or any relevant subject. *Colloquium* includes debate on a contemporary topic by eminent panelists. *Management Case* describes a real-life situation faced, a decision or action taken by an individual manager or by an organization at the strategic, functional, or operational levels. *Diagnoses* features analyses of the Case by academicians and practitioners. Since the last two years, *Vikalpa* has started carrying the Case and its Diagnoses in the same issue against the previous practice of publishing the Diagnoses in the subsequent issues. Apart from these, *Vikalpa* also features *Book Reviews*, *Abstracts*, and a *Bibliography* of articles pertaining to relevant management topics. However, it has been decided to discontinue the Abstracts feature from this year. Each article carries an *Executive Summary* for a quick comprehension of the context.



Vikalpa is a peer-reviewed journal. All contributions received for publication are blind reviewed by two or more referees and accepted contributions are edited suitably to meet the high standards required by the journal. Approximately, 110 reviewers (including both internal and external) were involved in reviewing the papers during the year.

Three *Colloquia* on contemporary themes were published: (a) Primary Education in India: Current Status and Future Challenges; (b) Gender and Workplace Experience; and (c) The Globalizing State, Public Services and the New Governance of Urban Local Communities in India.



On the occasion of Professor Peter Drucker's birth centenary, *Vikalpa* published a Perspectives article on "Relevance of Peter Drucker's Work: Celebrating Drucker's 100th Birthday." The July-September issue was converted into a Special Issue on "Financial Crises and Economic Slowdown: Impact on India," which included contributions from academics and corporate practitioners.

Vikalpa's website – www.vikalpa.com – includes archives (in pdf format) of all articles published so far. It is listed in the EBSCO database.





MANAGEMENT DEVELOPMENT PROGRAMMES

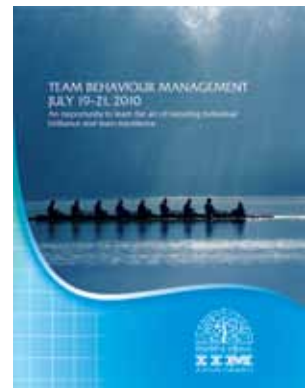
The latter half of 2009-10 saw a gradual recovery from the severe global recession. Despite difficulties, the MDP system not only reached its own targets but was also able to get back to pre-recession performance. This was possible due to some proactive steps taken to counter the recession and by making investments to emerge stronger once the recession was over. One of the initiatives this year was to engage Dun & Bradstreet, the leading database firm, to manage brochure printing, mailing, and marketing so as to target right persons in organizations for each programme. The MDP office also reviewed its own internal mailing lists thoroughly to bring them up to date.

Offerings

The Institute offered 52 MDPs compared to 34 the previous year. This year, 1,536 executives from public and private sector organizations including government departments participated in the MDPs accounting for 11,267 participant days (compared to 1,032 participants and 8,156 participant days in 2008-09).

Fourteen programmes were new. The flagship general management programme – 3TP Middle Management Programme – was offered twice with the second programme attracting 80 participants.

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





INTERDISCIPLINARY CENTRES AND GROUPS

1. CENTRE FOR INFRASTRUCTURE POLICY AND REGULATION

The Centre for Infrastructure Policy and Regulation (CIPR) promotes training, consultancy, research and publication, and education in various infrastructure sectors. CIPR leverages the considerable experience that the faculty has in analysing policies and regulations in these sectors.

Management Development Programmes

- Aviation Management
- Infrastructure Development and Financing
- Legal and Regulatory Issues in Infrastructure

Training Programmes

- Training Programme in Public Private Partnerships for the probationary IAS officers conducted for the Department of Personnel and Training (DoPT) at Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, April 13-17, 2009.
- SAFIR Course on Infrastructure Regulation and Reforms conducted for the South Asian Forum of Infrastructure Regulators (SAFIR), April 20-24, 2009.
- Orientation Programme for the Electricity Regulators for the Forum of Regulators (FOR), IIMA and London, May 29-June 6, 2009.
- One-day workshop for Electricity Regulators of North India for the Northern Electricity Council, Manali, on October 12, 2009.
- Case Writing Workshop for NTPC, Power Management Institute, October 22 -24, 2009.
- Development of Power Markets for Power Exchange India Ltd, February 1-3, 2010

Research Based Consultancy Projects

- “Study on Electricity Reforms and Regulations: A Critical Review of last 10 years experience with focus on constraints and gaps between the vision and achievements,” Forum of Regulators, 2009 (Professors Ajay Pandey and Sebastian Morris).
- “Study of Existing Electricity Pricing and Future Alternatives,” NTPC, 2009 (Professors Ajay Pandey and Sebastian Morris).
- “A study of the Fiscal Regime for the Petroleum Sector,” Petrofed India, 2009 (Professors Sebastian Morris, Jayanth Varma, and Samir Barua).
- “Revision of SOPC (Schedule of Port Charges) for Gujarat Maritime Board” for IL&FS Infrastructure Development Corporation Ltd., 2009 (Professor G. Raghuram).

- “Preparation of Development Plan for Pithampur-Dhar-Mhow Investment Region of Madhya Pradesh Sub-Region of Delhi-Mumbai Industrial Corridor” for LEA Associates South Asia Pvt. Ltd., 2009 (Professor G. Raghuram).

National Conferences

(organized in collaboration with India Infrastructure Publishing)

- 3rd Annual Conference on Developing Container Infrastructure: Progress, Issues, and the Way Forward, New Delhi, May 27-28, 2009.
- Bulk Cargo in India: Trends, Developments, Requirements and Solutions, New Delhi, May 29, 2009.
- 3rd Annual Conference on Special Economic Zones: Trends, Issues, and Solutions, New Delhi, August 24-25, 2009.
- 3rd Annual Conference on Expansion and Upgradation of the Railways: Plans and New Initiatives, Issues and Opportunities, New Delhi, December 1-2, 2009.
- ICT in Railways: Requirements and Solutions, Technologies and Applications, New Delhi, December 3, 2009.
- 7th Annual Conference on Ports in India: Trends and Outlook, Issues and Opportunities, New Delhi, January 21-22, 2010.

2. CENTRE FOR INNOVATION, INCUBATION, AND ENTREPRENEURSHIP

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

Renewable Energy Search Programme

The Renewable Energy Search programme was launched in March 2009 in collaboration with the Ministry of New and Renewable Energy to promote innovation and incubation activities in the clean energy sector.

Under the programme, CIIE scouted for the following:

- **Entrepreneurs in Residence(EIR):** These are aspiring entrepreneurs wanting to set up enterprises in the cleantech sector. Out of around 125 applications for the EIR programme, 19 were selected for undergoing a three-month internship/grooming programme during which they were exposed to various technologies being developed across the country. EIRs developed viable business models after analysing the opportunities in the cleantech market.
- **Innovators:** CIIE evaluated various technologies being developed across research labs. The patent gazette was utilized for identifying viable technologies. EIRs travelled across the country to get exposed to available technologies. Over 100 technologies were evaluated as part of this process.

Start-ups: Early stage start-ups developing interesting technologies and business models in the renewable energy sector. Over 50 start-ups applied for this category.

iAccelerator Programme

iAccelerator is an endeavour by CIIE, Nokia, and Upstart.in to identify, encourage, and incubate innovative technologies in the IT and mobile domain. It is a four-month start-up camp, aimed at providing intensive support to start-up teams. Teams with IT and mobile product ideas were selected and provided help to develop a prototype. During

this period the teams interacted with entrepreneurs, technologists, industry specialists, and others.

Mentor Network

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

Several rounds of mentoring clinics have been organized to provide guidance to budding entrepreneurs.

Courses

- Projects on CIIE Incubatees: Students took up incubatee projects for business analysis, funding, market analysis, and developing business models.
- CIIE Fund Management: Three seed funds focused on information technology, renewable energy, and science and technology were managed through project courses.

Research Projects

Nokia Project

- CIIE in association with the Nokia Research Centre and the National Institute of Design has completed a research project on increasing the penetration of mobile phones in India especially in the rural market and low-income category. The project broadly aimed at the following:
 - Market Research – Identify key features, price points, and penetration strategy for rural market
 - Identify unique applications for the product to target the underserved market
 - Product Designing – develop prototypes for various applications.

Mobile Innovation Lab

- As an extension of the Nokia project, CIIE is setting up a mobile innovation lab in association with Nokia to facilitate research in IT and mobile domain and conduct workshops.
- Study for the Technology Development Board suggesting possible approaches for structuring repayments (royalty, etc.) for organizations getting funds from the Department of Science and Technology. Final report has been submitted.

Lectures/Seminars

CIIE organized several lectures and seminars during the year.

- Talk by Doreen Lorenzo, President, Frog Design, on February 12, 2010, on how innovative firms are transforming the market place with meaningful products, services, and experiences
- Centre of Innovation, Incubation and Entrepreneurship (CIIE), Beta – The Finance Club of IIM, Ahmedabad, and Leverage – The Private Equity and Venture Capital Club together organized the IIMA Finance Conclave 2010 on January 8-9, 2010. The conclave brought together finance professionals from the private equity/venture capital industry, investment banks, business houses, students, alumni, and academicians to discuss recent trends and emerging issues in industry, challenges and

opportunities, and way ahead. It will also act as a forum for budding entrepreneurs to interact with investors and preeminent business leaders. The central theme of this year's conclave was "Challenging the New Normal."

- Talk by Raman Roy on September 4, 2009, on "Indian BPO Industry and its Future Prospects." Raman Roy is often called the father of the BPO industry.
- Dr. Paul Kim, Chief Technology Officer for the Stanford University School of Education, gave a seminar on August 21, 2009, on "Ventures in Education for 21st Century."
- Discussion on "Art and Craft of Film Making". The discussion was led by Gopal Anam, a young and budding film and documentary maker.
- Discussion on "Bridging Cultures: Living Together". A mural was created on this theme. Open Space Ahmedabad did an interesting experiment where a canvas was shared by six young artists to express their views.

Awards and Recognition

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

- NASSCOM Emerge 50 2009 Award given to Vmukti Solutions – one of the 50 emerging companies of India.
- NASSCOM Top 12 Product Showcase – Vmukti Solutions was selected as one of the 12 products to be showcased at Product Conclave 2009.
- Global Health Grand Prize given to Biosense Technologies at the Global Social Entrepreneurship Competition 2010, University of Washington, Seattle.
- Sankalp 2009 Emerging Award for Healthcare given to Biosense Technologies
- Pulkit Gaur, founder of Gridbots, has been selected as a TED Fellow.

Other Activities

- Inauguration of the Sunil Mehta Conference Hall in CIIE premises in memory of Sunil Mehta (PGP 1988). Sunil Mehta was an alumnus of the Institute and was passionate about innovation and entrepreneurship. Therefore, his batchmates decided to honour his memory by giving donation to the Institute and contributing resources to CIIE.
- Documentation of innovation search and effective incubation processes and case studies on innovation based start-ups and incubation experiences have been undertaken.
- Involving students in various live projects for incubatees. Students of PGP and PGPX programmes at the Institute have shown keen interest in CIIE activities. A few were offered internship at the centre.



3. CENTRE FOR MANAGEMENT IN AGRICULTURE

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

Courses

CMA offered 35 courses in various post-graduate programmes of the Institute and six courses in the Fellow Programme in Management (Agriculture).

Management Development Programmes

CMA offered four programmes during the year:

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

Research

Completed

Following research projects were completed during the year:

- Economics of Bt Cotton vis-à-vis Non-Bt Cotton in India: A Study across Four Major Cotton Growing States
- Economic Policy Reforms and the Indian Fertilizer Industry
- Management of Agri-Business Contracts and Organizations
- Fresh Food Retail Chains in India: Impacts on Small Primary Vegetable Producers and Traditional F&V Retailers
- Organic Input Production and Marketing in India: Efficiency, Issues, and Policies

Abstracts of these projects can be found in Appendix K.

In Progress

- South Asia Region Case Studies in Agri-Business
- Assessing Policy Interventions in Agri-Business and Allied Sector Credit versus Credit Plus Approach for Livelihood Promotion (Ministry of Agriculture)
- Capacity Building for Improving Trade Competitiveness and Price Realization of Indian Agriculture (Ministry of Agriculture)
- A Study into Economic and Management Aspects of Crop Insurance in India.

During the year, six monographs and one workshop proceedings were brought out.

Details of these publications can be found in the Research and Publication Committee's annual report published separately.

4. CENTRE FOR MANAGEMENT OF HEALTH SERVICES

The Centre for Management of Health Services was set up in 2004 in recognition of the Institute's contribution to the health sector and the felt-need to strengthen management of health services. The objectives of CMHS are to address managerial challenges in the delivery of health services to the needs of different segments of the population efficiently and effectively, build institutions of excellence in the health sector, and influence health policies. CMHS is collaborating with a number of funding agencies, universities, and governments in projects on health.

Research

Completed

- Health Policy Making in Vietnam, India and, China: Key Determinants and their Inter-relationships
- Developing Inter-Institutional Collaboration between Institutions in India and Sweden for Improving Midwifery and EmOC Services in India
- Infection Control as Entry Point for Improving the Quality of Delivery Care and Strengthening Health Systems
- Study of Potential of PPP in Maternal Health.

In Progress

- Managing Child Health Care in collaboration with Norway India Partnership Initiative, Norway, supported by UNOPS
- Study of Chiranjeevi Programme and Janani Suraksha Yojana, supported by MacArthur Foundation
- Study to examine human resources issue with regard to the Immunization Programme, supported by the Ministry of Health and Family Welfare
- Case development in health management, supported by Johnson & Johnson.

Workshops/MDPs/Seminars

CMHS conducted following programmes/workshops during the year:

- Hospital Management
- Programme for State Block Officers from Orissa, Madhya Pradesh, and Rajasthan under the Norway-India Partnership Initiative Project
- Workshop on Infection Control in Maternal Health Facilities in Gujarat
- Seminar on Emerging Epidemic of Swine Flu and its Impact on Educational Institutes
- Management and Leadership Workshop for Nursing and Midwifery Leaders
- National Dissemination Workshop of the Swedish Midwifery Project

5. CENTRE FOR RETAILING

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

Research

Ongoing

Two research projects are in progress.

Management Development Programmes

During 2009-10 the centre offered two programmes:

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

6. COMPUTER AND INFORMATION SYSTEMS GROUP

In addition to compulsory courses, CISG offered 7 PGP and 3 FPM elective courses and 3 new MDPs during this academic year.

The CISG faculty added 11 cases to the case repository and developed several computer exercises to support CISG courses.

The CISG faculty gave invited talks/keynote speeches in several conferences.

7. PUBLIC SYSTEMS GROUP

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

Courses

PGP

- Carbon Finance*
- Contemporary Film Industry: A Business Perspective
- Environment Management
- Hospital and Healthcare Management
- Infrastructure Development and Financing
- Legal and Regulatory Issues in Infrastructure Services Management
- Social Entrepreneurship

*also offered for PGP-ABM.

FPM

- Electric Power Economics and Policy
- Energy and Environment Policy
- Health Policy and Planning
- Public Finance
- Public Management
- Public Policy

PGP-PMP

- Carbon Finance
- Environment Management
- Hospital and Healthcare Management
- Legal and Regulatory Issues in Infrastructure
- Public Finance
- Urban Planning and management

Management Development Programmes

The group offered four programmes during the year:

- Aviation Management
- Hospital Management*
- Infrastructure Development and Financing
- Management and Leadership Workshop for Nursing and Midwifery Leaders

* offered jointly by CMHS and PSG faculty

Workshop

A workshop on Swine Flu was organized in August 2009.

Research Projects

MacArthur Foundation has sponsored a research project on Mortality Impact Evaluation of the Chiranjeevi Programme of Government of Gujarat and on a study of Public Private Partnership for Emergency Obstetric Care under the Janani Suraksha Yojana in a district in Gujarat.

8. RAVI J. MATTHAI CENTRE FOR EDUCATIONAL INNOVATION

Courses

The elective course titled Enterprise and Innovations in Education was offered to PGP second year students for the sixth time. Specifically, the course provided an opportunity to students to develop insights so that they can further the cause of education while being in a job in individual capacity or by networking with other agencies, engage as a manager, leader in an educational institution, become an initiator of an endeavour in education, or become a provider of educational support services.

Management Development Programmes

RJMCEI offered following programmes:

- Innovating for Excellence: Programme for Leaders in Management Education (new)
- Strategic Leadership for Schools in a Changing Environment

Publications

The Centre brought out a monograph titled *Learning from Innovative Teachers: A Casebook for Teacher Development* during 2009-10. It contains case studies of 26 outstanding primary school teachers who have achieved their educational goals of enrolment, retention, and achievement in severe socio-economic constraints through innovative solutions. The book is meant for use by teacher trainers and in-service training professionals.

9. GENDER RESOURCE CENTRE

Management Development Programmes

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

- Gain knowledge of interaction patterns
- Refine and hone communication skills
- Develop a new attitude

Projects

- Case with Broadridge on Gender Inclusivity
- Benchmarking study with Catalyst, New York

Seminars

The GEDI (Gender Equity, Diversity, and Inclusivity) Dialogue was an attempt to bring together corporates, governmental and non-governmental organizations, and academics to interact on gender issues and propose an action plan, which will enhance work and personal relationships across all sectors.

The seminar was distinct in nature and flavour as it was based on real-life experiences and attempts to posit issues and propose processes for handling the same. While Diversity and Inclusivity cells are being introduced by companies to manage the talent pool and resource crunch there still exists a need to explore the following questions:

- What is the success rate of the introduction of gender-friendly policies?
- Has the academia through research, interventions and policy audits made significant contributions?
- What is the government doing to address gender concerns?
- How have civil bodies addressed gender issues?
- What is the way forward?

International Case Writing Competition

The international case writing competition on gender diversity and inclusivity was organized by the Centre on November 14-15, 2009.

The competition was based on real-life experiences and attempts were made to share best practices to enlarge the shrinking pipeline.

10. CENTRE FOR ELECTRONIC GOVERNANCE

Research Projects

CEG was appointed by the Department of Information Technology as its knowledge partner for assessing the National E-Governance Plan. In this role, CEG is guiding MIT as well as market research agencies in the design and evaluation of national level and state level e-Governance projects.

Knowledge Dissemination

- A book titled *Unlocking E-Government Potential: Concepts, Cases and Practical Insights* by Professor S.C. Bhatnagar was published by Sage Publications India Ltd.
- The paper authored jointly by Professor Subhash Bhatnagar and Nupur Singh titled "Results from a Study of Impact of e-Government Projects in India" was selected as the best paper at ICTD 2009 held in Doha during April 17-19, 2009. Professor Bhatnagar was provided the unique distinction of presenting and discussing the paper with Bill Gates on one-to-one basis.
- *IFIP WG 9.4 Newsletter* is published regularly on the web. The readership of the newsletter has increased significantly.



DISCIPLINARY AREAS

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

1. BUSINESS POLICY

Courses

PGP

The area offered compulsory courses in Strategic Management, Legal Aspects of Business and Business Taxation in the first year of PGP and FPM. In addition, it offered several elective courses:

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

PGPX

- Capstone Simulation
- Competitive Strategy
- International Business
- Law Strategy and Business
- Leadership Values and Ethics
- Learning What is Not Taught
- Mergers and Acquisitions
- Role of General Manager
- Strategies for Corporate Growth
- Value Creation and Corporate Restructuring

FPM

- Advanced Seminar on Action Research Methodologies
- International Strategic Management
- Knowledge Management
- Strategic Management I
- Strategic Management II
- Strategy and Innovation

As in the past the area offered courses on Strategy Formulation and Implementation, Legal Environment, and International Business.

Management Development Programmes

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

Research

The faculty developed cases on organizations in various sectors of industry. Research interests of the members included cross-cultural learning, strategic issues relating to intellectual property rights, and capability development. They also presented several papers in leading international conferences.

2. COMMUNICATIONS

Courses

The Communications area offered two compulsory courses, Written Analysis and Communication I during slots 1 and 2 and Written Analysis and Communication II during slots 5 and 6 of the first year of PGP, PGP-ABM, and FPM. Another compulsory course, Spoken Business Communication, was offered to PGP and PGP-ABM students during slots 3 and 4 of the first year.

Managerial Communication, an elective course, was offered to second year PGP students in slots 8,10, and 11 and to a combined group of PGP and PGP-ABM students in slots 9 and 10. The elective Organizational Communication was offered in slots 9 and 10 to PGP students. Foreign language electives – Business French, Business Chinese, and Business German – were offered in the second year.

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

The area offered a communication module in the PGP-PMP induction programme and followed it up with the elective, Management Communication, spread across terms 1 and 2.

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

Management Development Programmes

The area offered two programmes during the year:

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

3. ECONOMICS

The Economics area offered following compulsory courses in various programmes:

PGP I

- Economic Environment and Policy
- Macroeconomics and Policy
- Microeconomics

PGPX

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

PGP-PMP

- Firms and Markets
- Open Economy Macroeconomics

FPM

- Advanced Macroeconomics
- Advanced Microeconomics
- Econometric Analysis

FDP

- Economics Module

The area also offered following elective courses:

PGP II

- Economics of Organization
- Game Theory and Applications
- International Trade and Investment
- Labour Markets in Developing Countries
- Strategic Management of Intellectual Property Rights

FPM

- Economic Development and Growth
- Game Theory and Strategic Behaviour

4. FINANCE AND ACCOUNTING

Courses

The courses were comprehensively reviewed following the recommendations of the PGP Review Committee. In the first year of PGP, following courses were offered:

- Corporate Finance
- Costing and Control System
- Financial Markets
- Financial Reporting and Analysis
- Seminar Course on Corporate Finance
- Strategic Financial Management
- Venture Capital and Private Equity

In the second year of PGP, the area offered following courses:

- Computational Finance
- Corporate Finance Reporting and Earnings Management
- Fixed Income Securities
- Futures, Options, and Risk Management
- Management of Financial Institutions
- Managing Insurance Business
- Mergers, Acquisition, and Corporate Restructuring
- Modern Investment and Portfolio Management
- Management Control Systems
- Mathematical Finance
- Seminar course on Accounting Research
- Seminar Course on Corporate Finance
- Theory of Finance I
- Theory of Finance II

For PGPX, the area offered following courses:

- Accounting Policy Choices and Financial Statements
- Computational Finance (elective)

- Corporate Finance
- Effective Management of Finance Function (elective)
- Financial Markets
- Financial Reporting and Analysis
- Management Control Systems (elective)
- Mergers, Acquisition, and Corporate Restructuring
- Strategic Cost Management
- Venture Capital and Private Equity (elective)

For PGP-PMP, the area offered following courses:

- Costing and Management Control Systems
- Financial Markets I
- Financial Markets II
- Financial Reporting and Analysis
- Mergers, Acquisition, and Corporate Restructuring
- Valuation of Securities and Investment and Portfolio Management

The area also offered courses in FDP.

5. MARKETING

Like previous years, during 2009-10 the area made significant contribution towards teaching, research, consultancy activities, and academic administration. Area courses and programmes were augmented through sharing of experiences by leading practitioners. The faculty provided consulting help and offered customized MDPs to more than 35 organizations.

Courses

The area offered compulsory and elective courses to participants of FPM, PGP, and GGPX. The area also offered a course in FDP.

Management Development Programmes

The area offered six management development programmes:

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

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

Research

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

The case method continues to be an important learning methodology in marketing. During the year, six cases were published in journals/ books. Eighteen case studies and teaching and technical notes covering a wide spectrum of product-market situations and organizations were completed and several were initiated during the year.

6. ORGANIZATIONAL BEHAVIOUR

Courses

PGP

The area offered following elective courses:

- Developing an Entrepreneurial Personality (new)
- Developing the Creative Self
- Explorations in Role and Identity
- Laboratory in Entrepreneurial Motivation
- Talent Management

FDP

- Understanding Organizational Behaviour

Research

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

7. PERSONNEL AND INDUSTRIAL RELATIONS

Courses

In addition the first year course, Personnel Competence and Capability Building Systems for PGP/PGP-ABM/FPM/FDP, the following elective courses were offered:

- Managing Negotiations (PGP)
- Analysing and Building Competencies (PGP-ABM)

Two courses titled Strategic Human Resource Management and Managing Negotiations were offered to PGPX participants and Human Resource Management for Public Organizations and Managing Negotiations to PGP-PMP participants were also offered during the year.

The faculty were involved in teaching courses offered by the Business Policy Area and Public Systems Group.

Management Development Programmes

The following programmes were offered by the area during the year:

- Advanced Human Resource Management
- Negotiations and Skills Clinic

PGPX

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

PGP-PMP

- Leadership in Organizations
- Managing Workplace Diversity
- Organization Behaviour

Research

The faculty contributed to case writing, teaching material development and research in their areas in interest. They are also involved in inter-disciplinary research, collaborating with researchers at the Institute and outside. Few cases were registered at the Institute during this year. Papers authored or co-authored by members were presented in national and international conferences. Research findings were published as Institute working papers and in peer-reviewed journals.

8. PRODUCTION AND QUANTITATIVE METHODS

Courses

PGP I

- Decision Making
- Operations Management
- Probability and Statistics

PGP II

Advanced Methods of Data Analysis

- Logistics Management
- Modelling for Management Decision Making

PGPX

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

Research

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

PGP-PMP

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

FPM

- Applied Multivariate Analysis (elective)

Management Development Programmes

The area offered following programmes during the year:

- Delivering Logistics Solutions
- Project Management
- Quantitative Data Analytics and Its Applications in Business
- Revenue Management and Dynamic Pricing
- Supply Chain Management



ALUMNI CENTRE ACTIVITIES

Alumni are one of the major assets of the Institute. With an active membership of around 27000, the Institute has one of the largest networks of alumni. The role of the Alumni Centre is to keep the network active by informing members about events and activities at the Institute and about the achievements, news, and events of the alumni and IIMA community. The centre maintains an exclusive website for alumni: iimaalumni.org. It organizes the annual reunion of the silver jubilee batch – the batch that graduated 25 years ago. Besides, encouraging the chapters in their activities, it promotes souvenir items and is now involved in activities related to fund raising for the Institute.

New Membership

Every year, participants of the Post-Graduate Programme in Management (PGP), Post-Graduate Programme in Agri-Business Management (PGP-ABM), Fellow Programme in Management (FPM), Post-Graduate Programme in Management for Executives (PGPX), Post-Graduate Programme in Public Management and Policy (PGP-PMP), Student Exchange Programme, Faculty Development Programme (FDP), Management Development Programmes (MDPs), and Armed Forces Programme (AFP) for the Defense Personnel become members of the association. During 2009-10 membership subscription increased by about 15.15 per cent compared to last year (Rs.26.47 lakh during 2008-9 and Rs.30.48 lakh during 2009-10).

Alumnus Magazine

The *IIMA Alumnus* is a major medium to keep in touch with alumni members. Every year, three issues are published in February, June, and October. The magazine publishes articles from alumni based on their experiences. Revenue is generated through job advertisements placed on the alumni website. During 2009-10, advertisement revenue through the *Alumnus* registered an increase of 23.48 per cent (Rs.5.92 lakh during 2008-9 and Rs.7.31 lakh during 2009-10).

Silver Jubilee Reunion

One of the major activities of the centre is to organize the silver jubilee reunion of alumni which takes place during December every year. The silver jubilee reunion for the graduating batch of 1985 (1983-1985) was held during December 25-27, 2009. Around 86 alumni with their family took part in the gathering. It was a get-together full of fun, entertainment, and renewal of friendship. During this reunion, 22 faculty members who taught the 1985 batch were honoured.

Apart from the silver jubilee reunion, reunions of different batches – 1967-1969 (40 years), 1988-1990 (20 years), and for the first time, a reunion of three successive batches of PGPX, viz. 2007, 2008, and 2009, were organized during January 8-10, 2010.

Fund Raising Activities

The Institute aims to raise Rs.250 crore in time for the golden jubilee of the Institute to support its growth and goals. Towards this end, the centre is active in raising funds from alumni and others. Among the more significant contributions were commitments of Rs.3 crore from the PGP84 batch, Rs.2.3 crore from the PGP89 batch, Rs.75 lakh from the PGP87 batch, Rs.80 lakh by Kanaka Sirpal for the Sajeew Sirpal Scholarship, Rs.2 crore from the PGP90 batch, and Rs.50 lakh from Ramesh Mangaleshwaran (PGP93 batch). An annual gift giving programme was launched in March where alumni can give contributions from Rs.5000 to any amount of their choice on an annual basis through a payment gateway on the Institute website. Contributions will be broadly under the heads of student support, faculty support, and infrastructure support.

Souvenir Items

The centre markets souvenir items like T-shirts, silk ties, wall hangings, brass plates, coffee mugs, etc. Participants of various programmes and alumni members carry memories of the Institute through these items. During 2009-10, the centre sold souvenir items worth Rs.4.27 lakh.

Chapter Activities

A new alumni chapter in Nepal has been formed. Chapters located in Chennai, Bangalore, Delhi, Pan IIM Meet at Dubai, London, Mumbai, New York, Singapore, Hyderabad, etc. organized various activities during the year.



STUDENT ACTIVITIES

Annual Events

T-Nite

T-Nite is the first and biggest cultural festival for PGP-Is where every enthusiast will get a chance to showcase his/her skills. It is a competition amongst all sections of PGP-I. Recent years have seen PGPX also participating along with PGP-Is. It spans over three to four days featuring competitions in dance, music, dramatics, fashion, etc. The campus comes together during T-Nite with PGP-Is engaged in performing and PGP-IIs guiding their sections and encouraging them.

It is the first step towards building bond within every section. Generally by the end of T-Nite everybody is acquainted within a section. It is considered very prestigious for a section to win T-Nite. The very first question which comes into any IIMA grad about a new batch is "Which section won T-Nite this time?"

The T-Nite 2009 trophy was won by Section B (Barood as they called themselves) after putting up a spectacular performance. Section B tasted success after a staggering 20 years.

Insight

Insight is IIMA's oldest fest. Since 1986, it has grown into a full-fledged marketing convention where companies and students come together to understand consumer behaviour.

The event provides an innovative platform for students to design and conduct on-the-ground market research. Several leading firms give projects to students which includes concept testing, buyer behaviour, price elasticity, and effectiveness of communication campaigns. Students from top B-schools of the country analyse responses from the audience and make recommendations to companies based on their findings.

The new form of Insight since 2009 has added several events which involves interaction of students with esteemed corporates.





Amaethon

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

Amaethon 2010, with its theme “Breaking Barriers: Avant-Garde Perspectives for a Greener World”, was the sixth lap of the effort to celebrate the increasing recognition of agri-business sector and sensitize tomorrow’s leaders about new avenues, associated activities, hurdles and suitable reforms required for facilitation and enablement of the sector. This year eminent dignitaries like Mr. S. Sridhar, CMD of Central Bank of India; Mr. B.S. Yadav, CEO of Godrej Agrovet; Mr. P.S.R. Raju, Senior Vice-President of Yes Bank, Mr. Sanjeev Asthana, Head of Reliance Agri-Business; Mr. Rahul Kumar, MD of Amul; Ms. D. Thara, IAS, MD of GAIC; Dr. Vandana Shiva, Environmentalist; Mr. Mark Kahn, EVP of Godrej Agrovet, Mr. S. Siddesh CGM of NABARD, Ms. Ela Bhatt, Founder of SEWA, and many more sensitized all on the significance of this effervescent sector

Amaethon 2010 also included tantalizing bidding games, quizzes, management games, and case analysis contests. Besides adding fervour to the event, these have been able to impart new skills.

Confluence

Confluence, the annual business school event, is the largest event of its kind in the Asia-Pacific region. “Confluence 2009: Survive. Sustain. Succeed” made a sincere attempt of learning from the past and ensuring a better future for businesses. It provided a platform for participants to understand the constantly evolving growth parameters of surviving, sustaining, and succeeding in the backdrop of the financial crisis of 2008 and its aftermath.



Mr. C.B. Bhavé (Chairman, SEBI) and Dr. Shyamala Gopinath (Deputy Governor, RBI) enlightened the audience about the need for stricter regulations in the formation of a robust financial system. The session with Mr. Deepak Satwelekar (former MD, HDFC Life Insurance), Dr. Ajit Ranade (Chief Economist, Aditya Birla Group) and Mr. Paranjay Guha Thakurta (Journalist and Educator) revealed the secrets of surviving a crisis and bouncing back stronger and wiser. Mr. Gurcharan Das (former CEO, P&G India), and Mr. Pradip Shah (Founder, IndAsia Fund Advisors) shared their views about the role of corporate governance and strong work ethics in creating healthy businesses. Mr. Kartikeya Sarabhai (Director, Centre for Environment Education) emphasized the need for initiatives to be taken by corporate houses for creating a sustainable environment and minimizing their ecological footprint. Mr. Sushil Ramola (CEO, B-Able) and Mr. Tirupataiah Kota (former Commissioner - AP) along with other speakers, delved into the role of entrepreneurship and green businesses in creating sustainable economic opportunities. Mr. Arvind Mahajan of KPMG, Ms. Meenu Handa of Microsoft, and Mr. Ramkumar of Tube Investments talked about their experiences. Dr. Preetha Reddy of Apollo Hospitals and Mr. Shailesh Rao of Google India stressed upon the need for a conducive business environment and shared their vision for the future of Indian industry. The event ended with the much awaited talk by the former President of India, Dr. A.P.J. Abdul Kalam, on the significance of innovation and entrepreneurship, and the need to extend the benefits of development to the bottom of the pyramid.

Over 4000 students from over 100 institutions participated in the events, and got an opportunity to test out their ideas and skills at various competitions and workshops.

Chaos

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

The excitement peaked with the Bollywood Nite featuring Sonu Niigaam, who took the stage by storm and proved why he is the most popular singer in Bollywood today. The Nite opened with a brilliant performance by Sufi singer Kavita Seth, who has recently gained fame with the "Iktaara" song in *Wake Up Sid*.





Sangharsh

The annual inter-IIM sports competition, Sangharsh, is an extremely cherished trophy on campus.

Characterized by sportsmanship and good competitive spirit, Sangharsh has rightfully been given the status of one of the most important events. Sangharsh is a great way to showcase that the Institute is multifaceted with both brains and brawn. Moreover, an event like this helps students of IIMs to know each other and facilitates networking.

This year, several new sports such as hockey and swimming were added and the girls' teams competed against each other in table tennis and badminton.

Traditionally held between IIM-A and IIM-B, efforts have been made to include other IIMs in this competition. Since the last two years, IIM-L has been part of Sangharsh.

Garba

In September 2009, the Cultural Committee took the celebrations of garba to a new level. Many local colleges were invited and outside crowd was given a chance to participate in the celebrations. This novel effort was a huge success. The traditional garba was performed during the celebrations.

Special Interest Clubs

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

Abacus, the quant club, aims to generate interest amongst the student community about mathematics and its applications in the field of business. It also conducts puzzle competitions and organizes workshops to stimulate interest in the subject.

Beta is the finance and investments club. The core ideology is to cultivate interest in finance as an academic discipline as well as promote it as a career option within the student community. Beta serves as a platform for increased visibility of the Institute within the financial services profession through increased student-industry interaction. The club's activities cover a broad range of verticals within finance such as investment banking, securities, private equity, venture capital, retail banking, wealth management, insurance, and microfinance.

In terms of specific activities, Beta provides continuous guidance and counseling to the students regarding careers in finance and assists the student community in preparing for their recruitment interviews, summer internships, and final job placements. Beta also conducts workshops and speaker sessions wherein students are provided with an opportunity to interact with reputed names from industry.

Beta publishes finance-related newsletters, magazines, guidebooks and journals. Beta is also involved in organizing finance-related competitions and events, both on the national and international scale.

Consult Club serves as a hub of all consulting related activities on campus. It organizes various events like strategy games, B-plan contests, industry workshops, and alumni interaction sessions. It maintains a comprehensive repository of sector and industry reports. It has brought out the Institute's own casebook, containing cases used in placement interviews on campus. The club mentors PGP-I in placement preparation.

Equipoise, the economics club, facilitates discussions on economic issues, theories, and debates. It also conducts remedial sessions to help students better understand the subject and its implications on various aspects of business.

The Entre Club was started in 2001 with the objective of promoting entrepreneurship among. The club's various activities reflect its vision and mission to provide students with resources to implement their entrepreneurial ideas. These resources include innovative ideas, motivating entrepreneurship articles, and discussions with eminent speakers.

Apart from various individual events, the club organized the "Dream Big India Entrepreneurship Summit" for the first time in January 2010, showcasing speaker sessions featuring eminent personalities, workshops, and Aarohan, the B-Plan Contest. The winning team of Aarohan was provided venture funding by CIIE, the on-campus incubator.

The Exchange Council coordinates the exchange student programme of the Institute. The council manages the university allocation for students interested in going on exchange and assists them with their forex, insurance, and other travel related activities. Last year, more than 85 students went for exchange to reputed B-schools abroad. Part from assisting outgoing students, the council also takes care of incoming students from different partner institutes.

Footloose, the dance club, is proactive in promoting a dance culture on campus. Apart from organizing performances for the community, it choreographs its own pieces and represents the Institute in competitive events, too. Also, it collaborates with city-based dance academies to conduct workshops for budding dancers.

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

GeneSys, the technology and systems club, aims at providing participants exposure to the emerging trends of technology. A communication platform between future managers and the industry, GeneSys acquaints participants with various career options in technology: from IT consulting to technology marketing, to project management and business development. The ultimate goal of the club is to make future managers aware of the opportunities available, allowing them to make informed career decisions.

In the previous year, GeneSys conducted refresher sessions on the use of spreadsheets to help participants for their summer internships. Remedial sessions along similar lines were also conducted with the intention of aiding those from non-engineering backgrounds. Newsletters capturing the latest happenings in technology and their impacts on business were also circulated. Sessions providing information to participants about the roles in technology expected for internships were also held.

IIM Ahmedabad Cultural and Theatrical Society or IIMACTS aims at providing a platform for students to display their talents and skills in the areas of acting, direction, production, and screen play writing.

In 2009-10, apart from a couple of stage plays and street plays, IIMACTS staged "Badi Buaji – Baap Re Baap" by Badal Sarkar at the Natrani Theatre, Ahmedabad.

Leverage is the private equity and venture capital club. Its mission is to provide students with opportunities to learn about the private equity and venture capital industry and to interact with entrepreneurs.

MAD (Movies All Day) Club is responsible for fulfilling the entertainment needs. It organizes movie screenings and provides a forum for all movie-lovers to share their passion.

The Media Cell is the students' official mouthpiece, through which students interact with the external media. If there's an eminent speaker on campus, a group of students working on some interesting projects, students taking the uncharted entrepreneurial path or sincere social endeavours attempted by students, the media cell ensures that the activities are sufficiently covered so that there's ample support for the initiatives.

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

Niche, the marketing club, continues on its mission to help students carve their own niche through a variety of activities ranging from brand quizzes to remedial sessions. Interesting newsletters open up hitherto unexplored avenues of information, and discussion sessions provide a forum for interesting debates on marketing topics.

Perspectives, the photography club, organized activities like photography workshops, competitions, photography booth during Chaos, walks, and photography trips. The core team was involved in developing the batch's interest in photography and helping students learn and practise better photography and in turn capture precious moments on campus and outside it.

Prakriti, the nature club, is a forum for generating solutions to keep our surroundings clean and green. It does so by creating awareness and conducting activities that are interesting and engaging and stimulate interest in the intricacies and beauty of nature. Activities of the club included nature walks and bird watching expeditions on the campus and a day trip to Thol lake near Ahmedabad, nature photography along with the photography club, plantation drive on the campus, inter-dorm energy saving competition, International Vulture Day celebration, volunteering in Help The Bird campaign during Uttarayan, and taking initiatives to reduce mess food wastage. Prakriti tries to sensitize future managers about the environmental issues. In this sense Prakriti is working for a greater cause. It is helping to build a nation where decisions are taken by people who have a holistic understanding of each and every action they take.

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

Stargazers is the astronomy club. The club aims to provide an avenue for astro lovers to discuss celestial happenings and watch the night sky and other astronomical events with the club's telescope. Last year, Stargazers organized special observation sessions during Confluence and Amatheon where participants viewed Jupiter, Mars, and Moon. The club also arranged solar filters to view the total solar eclipse.

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





INFRASTRUCTURE DEVELOPMENT

New Campus

On the new campus the Institute plans to construct a 320 room hostel complex. The Institute appointed STUP Consultants as the architect for the project. Tender for civil work has been floated and work is expected to start in May 2010.

Work on the power substation on the new campus is on. When completed the Institute will have nearly uninterrupted power supply.

Old Campus

The seating capacity of the RJMCEI auditorium has been increased from 376 to 570.

Renovation of the kitchen and dining complex is in progress and is expected to be completed by July 2010.



GRANT-IN-AID

During 2009-10 the Institute did not receive grant-in-aid under Non-Plan (Regular) and Plan (Regular) from the Ministry of Human Resource Development.

During 2009-10, no grant was received from MHRD for OBC Expansion.





PERSONNEL

During 2009-10, six faculty members and fifteen staff members joined the Institute. Four faculty members and four staff members resigned and one faculty member left on completion of his term from the services of the Institute. Nine staff members retired after attaining the age of superannuation, while one faculty member opted for voluntary retirement.

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

Appendix L9 provides data on manpower strength.

Officers and Staff Development Activity

Based on the staff development and training policy, a two-day workshop/interactive training programme was conducted on February 10 and 11, 2010, and more than 30 employees from various departments participated. Employees were acquainted with various topics like effective communication, positive mental attitude, goal setting and goal getting, efficiency vs excellence, time management, power of mind, effective team work, good manners, and etiquette.

A two-day training programme on quality of life was offered for Group D employees and their spouses on March 3 and 4, 2010. They were acquainted with topics like quality of life, seven good habits for becoming effective, self-motivation, personal health and hygiene, family budget, importance of savings, positive mental attitude, and responsible parenthood.

During the year, several officers and staff members were sponsored to attend programmes conducted by Ahmedabad Management Association as well as other training institutes in skill upgradation and in general supervisory and managerial functions.

Official Language Implementation

Hindi Fortnight was celebrated at the Institute from September 1 to 15, 2009, with Hindi Essay, Hindi Poem Recitation, Word Knowledge, Debate, and Calligraphy competitions, which were attended by more than 80 Hindi speaking and non-Hindi speaking staff members. An exhibition of Hindi books on various subjects available in the Vikram Sarabhai Library was organized for the information of staff members and students. Copies of messages sent by the Human Resource Development Minister and the Secretary, Higher and Secondary Education Department, were displayed on all notice





boards. On the concluding day, cash prizes and certificates were distributed by the Chairperson, Official Language Implementation Committee, to the winners.

Two Hindi workshops on noting and drafting were organized during the year in which 30 staff members participated. Eminent speakers in Hindi were invited to deliver lectures at these workshops.

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

Staff Awards/Honours

During the year one faculty member and one staff member were given awards on completing 20 years of service. Adhelaji V. Gameti, Suresh A. Jani, H.V. Salunke, P. Venugopal, Shamrao R. Joshi, Ramraj B. Passi, Jagdish M. Daroga, T. Prabhakaran, Jagatnarayan Yadav, and Gayadin P. Gadaria were given the Institute's Long Service Award for retiring employees.

Details are given in Appendix L.

Right to Information

Under the Right to Information Act, 2005, 139 applications were received during the year and disposed off.





VIKRAM SARABHAI LIBRARY

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

During the year, library added 2211 books and 1252 bound volumes of journals to its collection.

Resources	No. of Items
Books	1,69,691
Bound Volumes of Periodicals	41,046
Working Papers	2,165
Thesis	247 (5 Soft Copies)
Project Reports	1,681
Educational Video Cassettes	128
CDs (of books, databases, training, etc.)	1,569
Current Subscription to Journals	696
Newspapers	33
Books Withdrawn	2000

E-Resources

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

- Company/Industry/Country Databases

Business Insights, CAPITALINE, CMIE - Alpha, Business Beacon, Capex, EIS, First Source, IAS, IEICO, India Harvest, India Trades, M & A, Prowess and SAS, CRISIN-FAC, DSI Data Service, EIU (Market Indicators & Forecast), EIU Country Reports (Brazil, Russia, China & Egypt), Euromonitor (GMID), INDIASTATS, INDICUS District GDP 2007, Infraline - Coal Sector, Oil & Gas Sector, and Power Sector, Invest India, ISI Emerging Markets - Asia, Marketline, NASSCOM, Reuters 3000 Extra Hosted Terminal and Reuters Knowledge.

- **E-Journal Databases**

ABI / Inform Complete (2000+ titles), ACM Digital Library (40+ titles), EBSCO Academic Search Premier (4500+ titles), EBSCO Business Source Complete (1200+ titles), EBSCO Psycarticles (66 titles), EBSCO Econlit (abstracts), Elsevier - Business Management and Accounting, Decision Science Economics, Econometrics, Finance, and Computer Science (400+ titles), Emerald Management Extra (170+ titles), IEEE Electronic Library (IEL), IGI Full-Text (50+ titles), INFORMS (12 titles), Indian Journals.com - Business/Economics/ Management Package (24 titles)

JSTOR (1300+ titles), Kluwer - Springer Link (33 titles), Oxford University Press (86 titles), Project Muse (296 titles), Sage (400+ titles), Taylor and Francis (41 titles), Wiley-Blackwell (500+ titles)

- **Back-Files of E-Journals**

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

- **Legal and Other Databases**

AIR (All India Reporter) High Court (1965-2009), Criminal Law (1960-2009), Supreme Court (1950-2009), Privy Council (1930-1950), FT.Com, INDLAW, ISI Web of Knowledge (Citation), J-Gate, Papers-Invited, Westlaw, World Bank E-Library, World Development Indicators, Global Development Finance, Global Economic Monitor

- **Specialized Search Software**

EBSCO A-Z, Webfeat Federated Search and Remote Login for internal users

Services

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

Publications

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

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

The library has recently started offering NICMAN (National Information Centre for Management) membership to help facilitate business/management related researchers.



WELFARE ACTIVITIES

General health check-up was organized by the Welfare Committee during April-May 2009. A total of 211 community members benefited from this activity.

An amount of Rs.1,500 per child was disbursed for purchase of textbooks and other related educational aids to eligible employees. In July and August 2009, ₹ 1,82,468 was disbursed for this purpose and 125 children from the community availed this facility.

On October 22, 2009, the committee organized a get-together to celebrate the Gujarati new year, with lighting lamps and fire-crackers. Sweets were distributed to the community.

The Institute Day was celebrated on December 11, 2009. Awards were presented by the Officiating Director, Professor B.H. Jajoo, to 45 children and staff members who performed well in academics and sports. A cultural programme was organized on Louis Kahn Plaza.

During the year, the committee jointly with the Students' Affairs Council organized five blood donation camps and collected approximately 683 units of blood. Approximately 60 units of blood were used by the community and their relatives.

Taekwondo, tennis, and yoga coaching classes are being offered on the campus. A football camp was organized in May-June 2009.

Yoga classes were organized by the committee from January 18 to 22, 2010. There was good participation.

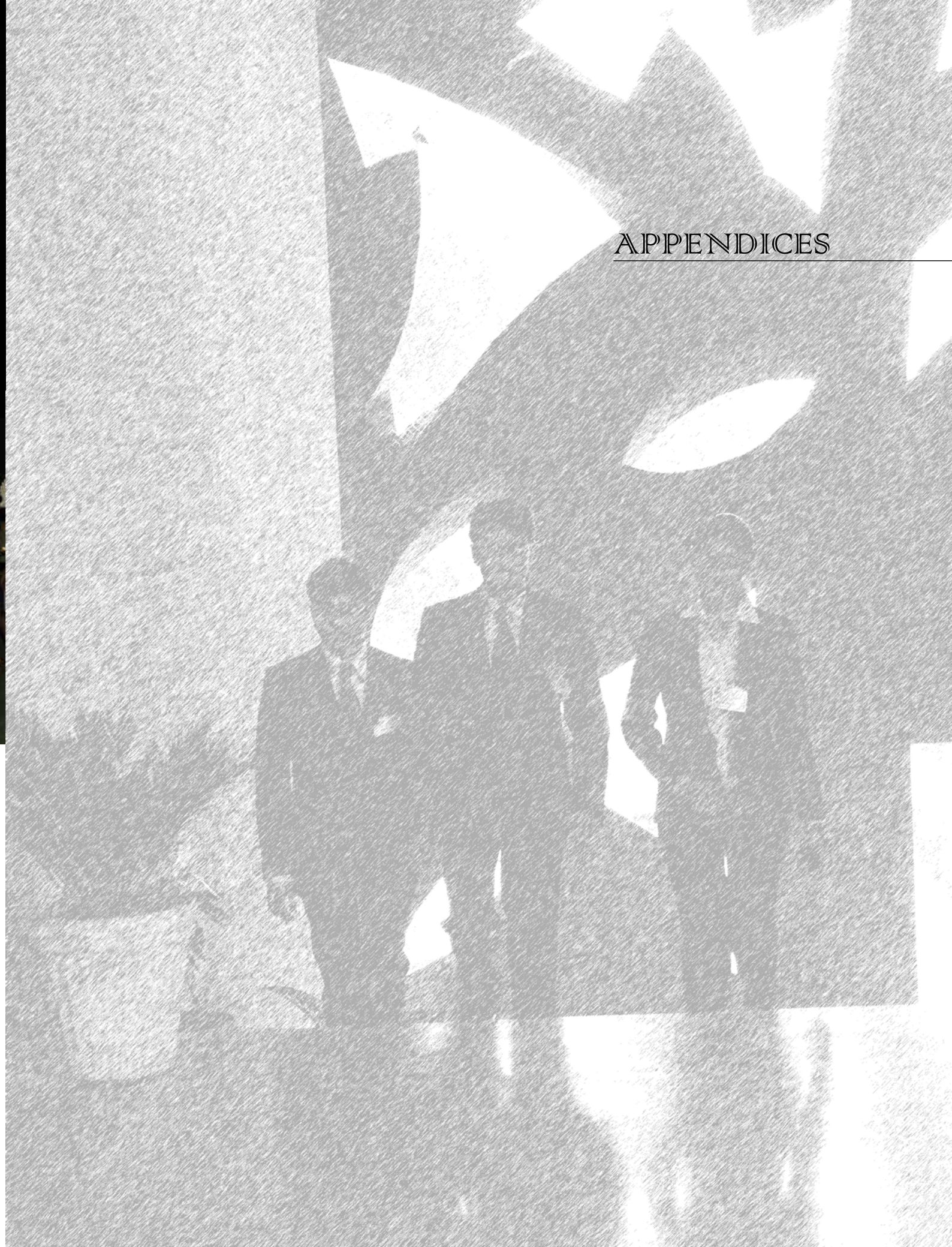
Cdr. S.K. Chadda of the Armed Forces Programme organized a series of sessions on spirituality and achieving success through the Welfare Committee during February-March 2010.



Talent display on Institute Day



APPENDICES





POST-GRADUATE PROGRAMME IN MANAGEMENT

PGP Student Strength

A1

	PGP I	PGP II
Joined the Programme	310	290
(-) Discontinued/Passed away	2	-
(-) Permitted/Asked to rejoin in 2010	1	-
(+) Repeaters	5	-
(+) Permitted to rejoin in 2009	-	-
No. in the First Year	312	-
(-) Asked to withdraw		-
(-) Asked to Repeat	2	
(-) Not Graduated due to non-completion of academic requirements(Double degree and General)	-	10
(-) Not Graduated due to Academic Indiscipline		2
(+) Graduating from earlier year	-	2
(+) Students Graduated under Double Degree Programme	-	3
Total promoted/graduated	310	283

New Elective Courses

A2

- Agricultural and Rural Development Policy
- Business Chinese
- Corporate Financial Reporting and Earning Management
- Developing Entrepreneurial Personality
- Difficult Communications
- Game Theory and Applications
- Introduction to Bayesian Inference
- Labour Markets in Developing Countries
- Managing Customer Value Delivery
- Modelling for Management Decision Making
- Private Equity and Venture Capital
- Strategic Financial Management



POST-GRADUATE PROGRAMME IN MANAGEMENT

A3 IIMA Students on Exchange Programme

	No. of Students		No. of Students
ASIA		University of Maastricht	2
NUS Business School (National University of Singapore)	2	University of Mannheim	3
EUROPE		University of St. Gallen	2
Copenhagen Business School	4	Vienna University of Economics and Business Administration	4
EDHEC	2	WHU Koblenz Graduate School of Management	1
ESADE	2	NORTH AMERICA	
ESCP-EAP	10	USA	
ESC-Toulouse	4	Stern School of Business, State University of New York	
ESSEC	7	The Anderson School at UCLA	1
European Business School	3	University of Chicago Graduate School of Business	1
HEC School of Management	4	University of Texas, Austin, Texas(McCombs School of Business)	2
Helsinki School of Economics and Business Administration	1	Washington University (John M. Olin School of Business)	2
Instituto de Empresa	2	Columbia Business School, New York	2
Jonkoping International Business School	3	CANADA	
Leipzig Graduate School of Manage- ment	2	McGill University	2
Norwegian School of Economics and Business Administration	4	Schulich School of Business	2
Pforzheim University of Applied Sciences	1	Total	88
Solvay Business School	1	Double Degree Programme	
Stockholm School of Economics	2	ESSEC	4
University of Bocconi	4	University of Bocconi	4
University of Cologne	6		



POST-GRADUATE PROGRAMME IN MANAGEMENT

Students on Exchange Programme at the Institute

A4

	No. of Students		No. of Students
ASIA			
Asian Institute of Management	2	University of Bocconi	3
Asian Institute of Technology	1	University of Cologne	5
Nanyang Business School	1	University of Maastricht	2
		University of St. Gallen	2
EUROPE		NORTH AMERICA	
Copenhagen Business School	5	USA	
EDHEC	3	University of Chicago Graduate School of Business	1
ESADE	1	University of Texas, Austin (McCombs School of Business)	2
ESCP-EAP	10	Emory University	1
ESC-Toulouse	2	CANADA	
ESSEC	8	McGill University	
European Business School	3	Schulich School of Business	1
HEC School of Management	4	Total	66
Helsinki School of Economics and Business Administration	1	Double Degree Programme	
Norwegian School of Economics and Business Administration	4	University of Bocconi	3
Solvay Business School	2		
Stockholm School of Economics	2		



POST-GRADUATE PROGRAMME IN MANAGEMENT

A5 SCHOLARSHIPS

Industry Scholarships

Samrat Ashok Lal	Infosys
Akshay Rajendra Aggrawal	ICICI
Amit Kumar Mittal	SBI Mutual Fund
Tarun Agrawal	S M Shah
Gunjikaar Deepti S.	Jet Age Finance Pvt. Ltd.
Abhijit Kedia	IIMA Silver Jubilee/PGP 87 Batch/Faculty Memorial & Audco
Rohit Choudhary	IIMA
Nerurkar Nikhil Suresh	IIMA
Anjul Gupta	IIMA
Gourav Goutam Bhattacharya	IIMA
Desai Sarang Suresh	IIMA
Himanshu Sharma	Mphasis Award
Samrat Ashok Lal	IFCI Ltd

Aditya Birla Group Scholarships

PGP I

Anindya Dutta	Ashok Bharadwaj Kumar
Chaitanya Rao Prabhakar	Khushboo Gupta
Mohit Garg	Shraddha Vartak

PGP II

Amit Gupta	Perseus A Patrawala
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Industry Scholarships

Mohit Kumar Lohia	IFCI Ltd
Tarun Agrawal	S.M. Shah
Mohit Shankar Srivastava	Monsonto
Rohan Choudhary	Jet Age Securities Pvt. Ltd.
Amit Gupta	Surrendra Paul
Saurabh Das	Dun & Bradstreet Informa- tion Services India Pvt. Ltd.
Rohan Suri	IIMA
Pankaj Taneja	IIMA
Sai Niranjan M.	IIMA
Rahul Harkishanka	IIMA
SH.Ramkrishna	IIMA
Abhijit Kedia	IIMA
Amit Kumar Mittal	IIMA

Ratan Tata Scholarships

Rohan Choudhary	Himanshu Sharma
Kartik A.B.R.	Ravi K.

T. Thomas Scholarship

Amit Kumar Mittal

O.P. Jindal Engineering and Management Scholars

Samrat Ashok Lal
Yogesh Padmanabham

A6 Applications Received for PGP

Category	Batch 2009-2011			Batch 2010-2012		
	Male	Female	Total	Male	Female	Total
General	145470	54877	200347	125150	46901	172051
NC-OBC	18427	3553	21980	20008	4104	24112
SC	10023	2523	12546	8340	2231	10571
ST	2263	787	3050	1843	646	2489
Disabled	724	118	842	538	92	630
Total	176907	61858	238765	155879	53974	209853
Percentage	74.1	25.9	100	74.3	25.7	100



POST-GRADUATE PROGRAMME IN MANAGEMENT

PGP Admissions: 2010-2012 Batch

A7

Particulars	Gender	General Category	Reserved Category					Total
			NCOBC	SC	ST	DSB	GMAT	
No. of CAT takers	Male	128695	20672	8646	1920	564	NA	160497
	Female	49417	4433	2390	683	100	NA	57023
	Total	178112	25105	11036	2603	664	NA	217520
No. of Applicants to IIMA	Male	125108	20008	8340	1843	538	42	155879
	Female	46884	4104	2231	646	92	17	53974
	Total	171992	24112	10571	2489	630	59	209853
No. of Candidates Called for Interview	Male	517	186	103	47	30	3	886
	Female	45	14	11	6	1	6	83
	Total	562	200	114	53	31	9	969



POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT

B1 List of Compulsory Courses

	Credit Units	No. of Sessions
Rural Environment and Institution	Non Credit	15 sessions
Second Year Compulsory Courses		
Agricultural and Food Policy	1.25	25
Agricultural Finance	1.25	25
Marketing of Agricultural Inputs	1.25	25
Strategic Agro-Food Marketing	1.25	25
First Year Compulsory Courses, Common with PGP		
Slot 1		
Financial Reporting and Analysis	0.75	15
Probability and Statistics – I	0.75	15
Managerial Computing	0.75	15
Microeconomics	0.50	10
Individual Dynamics	0.50	10
Written Analysis and Communication – I	0.50	10
Managing Ethically	-	10
Sub-total	3.75	85
Slot 2		
Financial Reporting and Analysis	0.75	15
Internet Technologies for Business	0.25	05
Probability and Statistics – II	0.75	15
Microeconomics	0.50	10
Interpersonal and Group Processes	0.50	12
Financial Markets	0.50	10
Marketing Module – I	0.50	12
Written Analysis and Communication-I	0.25	05
Sub-total	4.00	84
Slot 3		
Cost and Control System	0.50	10
Probability and Statistics – III	0.50	10
Macroeconomics	0.50	10
Organizational Dynamics	0.50	10
Legal Aspects of Business	0.50	10
Financial Markets	0.50	10
Marketing Module II	0.50	12
Operations Management I	0.50	10
Spoken Business Communication	0.50	10
Sub-Total	4.50	92

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



POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT

Elective Courses offered in Second Year

- Agri-Carbon Finance (0.75 unit)
- Agricultural Futures and Option Markets
- Analysing and Building Competencies (0.50 unit)
- Business Forecasting
- CINE: Understanding Creativity, Innovation, Knowledge, Networks and Entrepreneurship
- Digital Inclusion for Development
- Econometric Analysis for Agribusiness
- Global Agribusiness: Operations and Strategies
- International Marketing
- Logistics, Supply Chain and Infrastructure Management for Agribusiness
- Management and Finance of Agro-Food Project
- Management of Contract Farming
- Management of Micro-Finance
- Managerial Communication
- Market Research for Agribusiness
- Private Public Community Partnership for Inclusive Agribusiness
- Rural Advertising
- Rural Marketing
- Sales and Distribution Management for Agriculture
- Seminar Course on Globalizing and Resurgent India through Innovative Transformation
- Shodh Yatra
- Strategic Management of Intellectual Property Rights
- Theory and Practice of Business Negotiation

Number of Applicants

B2

	2008-10	2009-2010
General	23534	37352
NC-OBC	4474	5344
SC	1657	2504
ST	462	610
Physically Handicapped	171	188
Total	30298	45998



FELLOW PROGRAMME IN MANAGEMENT

C Graduating Students in 2009-10

Name	Thesis Title	Thesis Advisory Committee Members
Anita Sarkar (P&IR)	Factors Related to Empowerment of Women Employees in a Stereotypical Job	Manjari Singh (Chair) Biju Varkkey Neharika Vohra
Gangula Bharath (P&QM)	Role of Operational Capabilities on Performance in Indian Apparel Retail Sector	Pankaj Chandra (Chair) Devanath Tirupati (Co-Chair) T. Bandyopadhyay
Harshal Lowalekar (P&QM)	Integrated Model for Blood Bank Operations	N. Ravichandran (Chair) Devanath Tirupati V. Venkata Rao
Megha Sharma (P&QM)	Algorithms for Evaluation and Design of Reliable Networks	Diptesh Ghosh (Chair) G.S. Ravindra T. Bandyopadhyay
Omkar D. Palsule Deasai (P&QM)	Planning, Coordination, and Stability of Supply Chain Networks	Pankaj Chandra (Co-Chair) Devanath Tirupati (Co-Chair) M.S. Sriram
Patrali Chakrabarty (Marketing)	Essays on Sequelized and Comparative Advertising Strategies: A search for the Best Advertisement Decision	Bibek Banerjee (Chair) Devanath Tirupati Sujoy Chakravarty T. Bandyopadhyay
Prabal V Singh (PSG)	Managing Maternal Health Care Services through Public Private Partnerships: Policy Issues and Implications: A Study of the Chiranjeevi Scheme in Panchmahals District of Gujarat, India.	Dileep V. Mavalankar (Chair) Ramesh Bhat Sunil Maheshwari Deborah Maine
Pramod Kumar Yadav (PSG)	Managing Investment and Risks in Indian Electricity Generation Markets	P.R. Shukla (Chair) B.H. Dholakia Prem Pangotra
Rahul Kumar Sett (Marketing)	Consumer Evaluation and Choice of Product Bundles: An Empirical Study on the Effects of Price and Non-Price Incentives and the Moderating Influence of Consumers' Goal Orientation	Abraham Koshy (Chair) T. Bandyopadhyay Prathap Oburai
Ramendra Singh (Marketing)	Salesperson's Customer Orientation: Conceptualization, Scale Development and Impact in Selling Situations	Abraham Koshy (Chair) Prathap Oburai Biju Varkkey
Sandeep Karmarkar (P&QM)	Essays on Revenue Management	Goutam Dutta (Chair) T. Bandyopadhyay Chetan Soman
Sanjeev Tripathi (Marketing)	Effects of Price Discrepancies, Referents for Comparison and Prior Trust in Sellers on Buyers Perceptions of Price Unfairness, Subsequent Trust and Purchase Intention	Abraham Koshy (Chair) Arnab K. Laha Vasant P. Gandhi



FELLOW PROGRAMME IN MANAGEMENT

Graduating Students in 2009-10

Name	Thesis Title	Thesis Advisory Committee Members
Shubhabrata Basu (BP)	Strategic Response of Indian State Owned Enterprises to Environmental Shifts	N. Ravichandra (Chair) Sunil Maheshwari T.T. Rammohan
Siddhartha Kumar Rastogi (Economics)	Exploring Welfare Maximizing SPS Standards in a Game-Theoretic Framework: A Case of Indo-US Trade in Wheat and Mango	R.H. Dholakia (Chair) T. Bandyopadhyay Satish Y. Deodhar
Sobhesh Kumar Agarwalla (Finance and Accounting)	Intraday Activity Patterns and Market Microstructure Effects in Indian Capital Markets: An Empirical Investigation Using High Frequency Data	Ajay Pandey (Chair) Sidharth Sinha S.K. Barua T. Bandyopadhyay
Vaibhav Bhamoriya (Agriculture)	Adaptiveness in Water Management Institutions: Nature, Existence, and Impact	Vasant P. Gandhi (Chair) Rakesh Basant Ernesto Noronha
Vaibhav Chaturvedi (Economics)	Evolution of Global Carbon Market: Implications for India	R.H. Dholakia (Chair) P.R. Shukla B.H. Dholakia



POST-GRADUATE AND FELLOW PROGRAMMES: STUDENT STRENGTH

D

	Post-Graduate Programme in Management	Post-Graduate Programme in Agri-Business Management	Fellow Programme in Management	Total
1999-00	406	-	37	443
2000-01	381	-	46	427
2001-02	353	60	45	458
2002-03	357	61	46	464
2003-04	424	55	49	528
2004-05	501	55	54	610
2005-06	493	56	69	618
2006-07	488	55	66	609
2007-08	518	54	75	647
2008-09	560	44	84	688
2009-10	602	54	79	735



PLACEMENT

Batch Profile

E1

Academic Background

Function	% of students
Engineering/Technology	92
Commerce	2
Science	3
Others	3

Work Experience

Duration	% of students
Fresher	34
1 – 12 months	14
13 – 24 months	27
25 – 36 months	16
37 – 48 months	6
> 48 months	3

Offers and Acceptance

E2

	Offers	% of Offers	Acceptance	% of Acceptance
Cluster 1	61	17.99	60	21.51
Cluster 2	68	20.06	63	22.58
Cluster 3	113	33.33	95	34.05
Cluster 4	97	28.61	61	21.86
Total	339	100.00	279	100.00

New Recruiters

E3

ALJ Group (Abdul Latif Jameel Co.)	Heinz India Pvt. Ltd.	Q-Equip Associate India Pvt. Ltd.
Arihant Capital markets Ltd.	IBS Software Services Pvt. Ltd.	RAMPgreen
BGR Energy Systems Ltd.	Info edge naukri.com	Rediff.com
Centrum Capital	Infotech Enterprises Limited	Siva Group
CRISIL Ltd.	Ispat Steel Industries Ltd.	SunEdison Energy India Pvt. Ltd. (MEMC)
Cybage Software Ltd.	Kameda Infologics	Tata Bluescope Steel
Deepak Nitrite Ltd.	Microland Ltd.	TechnoPak Advisors Pvt. Ltd.
Dow Chemicals International Pvt. Ltd.	Mindtree	The Nielsen Company
Dr. Lalpath Labs Pvt. Ltd.	NTPC Ltd.	Titan Industries Ltd.
Ester Industries Ltd.	Oberoi Constructions	Virtusa
FaberCastell India Pvt. Ltd.	PowerGrid Corp. of India Ltd.	
Gaja Capital Partners	Punj Lloyd Ltd.	



PLACEMENT

E4 Location wise Distribution

Location	2008		2009		2010	
	No.	Per cent	No.	Per cent	No.	Per cent
India	182	75.21	225	91.84	271	97.13
USA	9	3.72	4	1.63	1	0.36
Europe	18	7.44	5	2.04	3	1.08
Asia Pacific (Hong Kong, Singapore, Tokyo)	26	10.74	6	2.45	2	0.72
Kuwait, UAE	4	1.65	5	2.04	2	0.72
Others (Australia, Liberia etc.)	3	1.24	0	0	0	0.00
Total	242	100.00	245	100.00	279	100.00

E5 Foreign and Domestic Offers and Acceptances

Location	2008			2009			2010		
	Offers	Acceptances	%Acceptances to Offers	Offers	Acceptances	%Acceptances to Offers	Offers	Acceptances	%Acceptances to Offers
Overseas	79	60	75.95	20	20	100	8	8	100
Domestic	336	182	54.17	283	225	79.51	331	271	81.37
Total	415	242	58.31	303	245	80.86	339	279	82.30

E6 Sector/function-wise Placements

Sector/Function	2008			2009			2010		
	Overseas	Indian	% of Total	Overseas	Indian	% of Total	Overseas	Indian	% of Total
Sales/ Marketing	6	15	8.7	0	36	14.69	1	43	15.77
Investment Banking	38	75	46.6	13	89	41.63	4	71	26.88
Commercial Banking/Finance	0	5	2.1	0	17	6.94	1	47	17.20
Systems/ IT/ ITES	4	4	3.3	0	0	0	0	0	0.00
Operations	12	63	31	4	59	25.71	0	75	26.88
Consulting	0	20	8.3	3	24	11.02	2	35	13.26
General Management (Retail, Real estate, Private Equity etc.)	0	20	8.3	3	24	11.02	2	35	13.26
Total	60	182	100	20	225	100	8	271	100



PLACEMENT

Sectorwise Top Recruiters

E7

Sector	Recruiter	Numbers Recruited	% to total acceptance
Consulting	BCG	8	2.9
	Deloitte	8	2.9
	McKinsey & Company	7	2.5
	Bain & Company	6	2.2
Banking and Finance Services	Yes Bank	13	4.7
	ICICI Bank	12	4.3
	Jaypee Capital	5	1.8
General Management	TAS	6	2.2
	Essar Group	5	1.8
IT	Cognizant	7	2.5
	Wipro Technologies	5	1.8
	Dolcera	5	1.8
Marketing	HUL	5	1.8
	P&G	4	1.4
	Dow Chemicals	3	1.1

Compensation Details

E8

	Average		
	2008	2009	2010
Indian (Rs. lakh)	17.86	12.13	14.94
Overseas (US \$)	120000	66,888	110,750

Pre-Placement Offers and Acceptance

E9

Name of Company	Offers	Accepted	Name of Company	Offers	Accepted
A T Kearney	1	1	Goldman Sachs	2	2
Alvarez & Marsal	1	1	HSBC Bank	1	1
Asian Paints	1	0	HUL	2	2
Bain & Company	4	4	KPMG	1	1
BCG	2	2	Mahindra & Mahindra	1	0
Booz & Company	2	2	Marico Ltd.	1	1
Cadbury India	1	1	McKinsey & Company	4	4
Citigroup Global Mrkts Asia	3	3	Morgan Stanley	2	2
Cognizant	1	1	Nokia India	2	2
Deutsche Bank	1	1	Ocwen	2	2
Feedback Ventures	1	1	RPG Enterprise Ltd.	2	0
			38	34	



PLACEMENT

E10 Lateral Offers

Name of Company	Offers Made	Accepted	Name of Company	Offers Made	Accepted
Aditya Birla Group	2	2	Mu Sigma	3	0
Alvarez & Marsal	2	1	Olam International	1	0
Amazon Development Centre	1	1	Philips Electronics India Ltd.	2	1
Cognizant	10	2	Punj Lloyd	1	1
Deloitte Consulting	6	5	Rampgreen	1	1
Essar Group	2	2	RPG Enterprise Ltd.	1	0
Genpact	4	2	Sanghvi Forgings	2	0
Hinduja Group India	2	1	Syntel Inc.	5	5
IBM India	1	1	Technopak Advisors Pvt. Ltd.	3	3
Info Edge (naukri.com)	2	2	Virtusa	8	2
Infotech Enterprises Limited	1	0	Wipro Technologies	10	5
Jindal Steel & Power Ltd.	3	2	Yes Bank Limited	5	4
KPIT Cummins Systems Ltd.	3	1		81	44

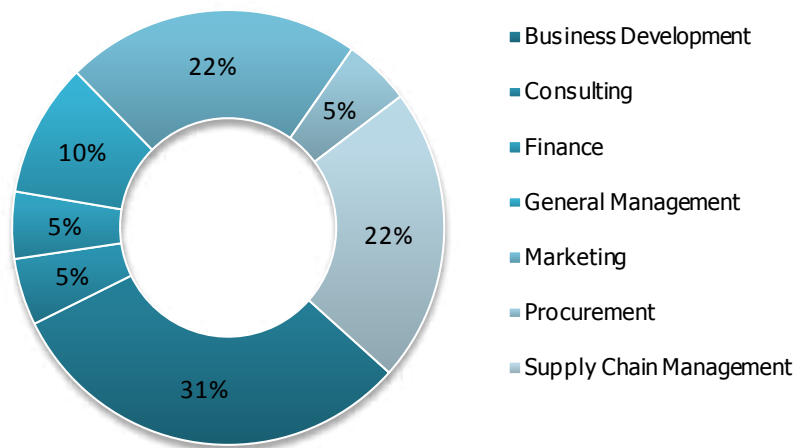
E11 Sectorwise Distribution of Summer Placement

Sector	No. of placements	Percentage (%)
Consulting	35	11
Marketing & Sales	55	18
General Management	56	18
Banking & Financial Services	135	44
IT/ ITES	30	9
	311	100



PLACEMENT

Sector wise Distribution (PGP-ABM)

E12


PGPX Placement

E13

	PGPX 2008-09	PGPX 2009-10
No. of Domestic Placements	63	51
No. of Overseas Placements	2	0
In Process *	5	7
Entrepreneur Ventures	4	6
Did not seek placement/Own Placement	3	16
Total	77	80

* As on May 31, 2009

* As on May 31, 2010

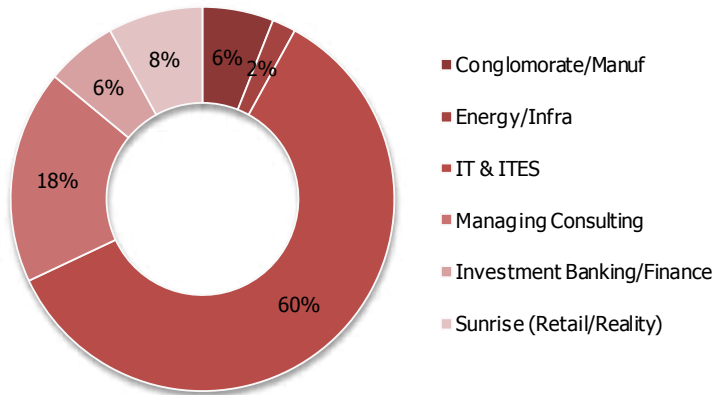


PLACEMENT

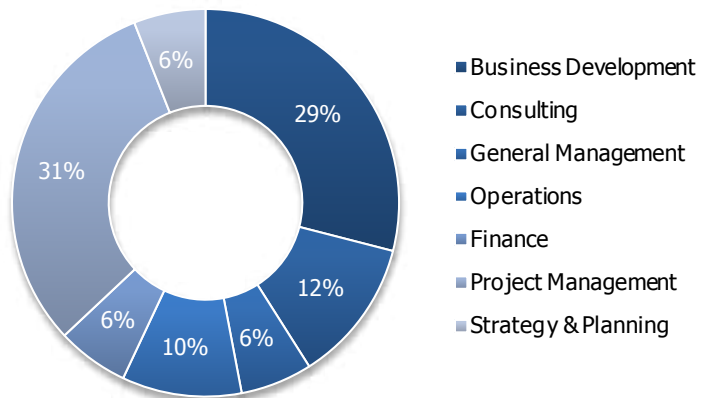
Industry Break-up	PGPX 2008-09	PGPX 2009-10
Management Consulting	20%	18%
Finance	7%	6%
Telecommunication/Hi-Tech	11%	0
IT & ITES	29%	60%
Sunrise (Retail and Realty)	0	8%
Conglomerates/Mfg/logistic/Ops	13%	6%
Energy/Infra	11%	2%
Healthcare	4%	0
Others(Media, Education)	5%	0

Functional Break-up	PGPX 2008-09	PGPX 2009-10
General Management	29%	6%
Sales / Business Development	22%	29%
Operations	11%	10%
Strategy & Planning	7%	6%
Consulting	24%	12%
PE/VC/Ibank/Fin Services	0	6%
HR	2%	0
Project Management	5%	31%

Industry Breakup



Functionwise Breakup





PLACEMENT

PGP-PMP Placement

	2008-09	2009-10
No of Domestic Placements	11	5
No of Overseas Placements	0	1
In Process *	8	5
Non-Sponsored and eligible for placements	19	11
DoPT Sponsored and returned to parent organization	20	18
Total	39	29
	* As on May 31, 2009	* As on May 31, 2010

Industry Break-up	2008-09	2009-10
Management Consulting	18%	17%
Telecommunications	9%	0
Energy/Infrastructure	37%	66%
Development Sector	18%	17%
State Government/Education	18%	0



RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

ONGOING PROJECTS

Type of Project	Status		Projects			
	Projects Ongoing	Projects Initiated	Total	Completed	Dropped	Terminated
Large Research Project	2	-	2	1	-	-
Small Research Project	3	5	8	4	1	-
Seed Money Project	5	1	6	2	1	2
Case Development Project	13	5	18	1	1	1
Summer Internship Project				4		
Seminar Organized by R & P				1		
Working Papers				40		

RESEARCH PROJECTS INITIATED

Small Research Projects

- Coping with Workplace Bullying (Professor Premilla D'Cruz)
- Place of Origin Effects in Service Quality Perceptions (Professor Bibek Banerjee)
- Medical Negligence: Law and Interpretation (Professor Anurag Agarwal)
- Exploring Culture of the Informal Sector Firms in the Indian Diamond Industry (Dr. Indu Rao)
- A Logarithmic Goal Programming Model to Develop the Utility of an Airline Travel (Professor Goutam Dutta)

Seed Money Projects

Satyam: A Post Mortem, Diagnosis, and Prog (Professors Prem Chander and S.K. Barua)

Case Development Projects

- Regency Hospital Limited (Professor Parvinder Gupta)
- IT Planning and Management at Reliance Communications (Professor Rajanish Dass)
- Knowledge Management at Tata Chemicals Ltd. (Professors Sanjay Verma and M.R. Dixit)

- Bank of India (Professor Ernesto Noronha)
- Akshaya Patra – Food Supply Chain (Professors Atanu Ghosh and G. Raghuram)

RESEARCH PROJECTS COMPLETED

Large Research Projects

- Leadership, Teaching and Training (Professor S. Manikutty and Professor S.P. Singh)

Small Research Projects

- E-governance and its impact on service delivery to citizens (Development of the Jan Seva Kendra) (Professor Abhishek Mishra)
- Transition of Small Local Firms into National Players in the Face of Stiff Competition from MNCs (Professor Abhishek Mishra)
- Explaining Academic Performance of MBA Students Using both the MBTI and an Improved MBTI Instrument (Professor Tejas Desai)
- Identifying Common Psychological Traits of Successful Managers (Professor Tejas Desai)



RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

Seed Money Projects

- Business, Government and Law (Professor Anurag Agarwal)
- Gurukul: A Retail Service Training Initiative (Professor Subhashini Kaul)

Case Development Project

- Air Deccan (Professors G. Raghuram, Ajay Pandey, Biju Varkkey, and Rekha Jain)

RESEARCH PROJECTS DROPPED

- Cross-Cultural Communication (Case Development Project) (Professor Meenakshi Sharma)
- Case Studies in Retail (Seed Money Project) (Professor Subhashini Kaul)
- Store Cues and Shopper Values – Means-End Chain Approach (Small Research Project) (Professor Subhashini Kaul)

RESEARCH PROJECTS TERMINATED

- An Empirical Analysis of the Sources and Use of Small Farmer Credit in India (Seed Money Project) (Professor Samar K. Datta)
- Use of MIS to Sustain Cooperative Advantages – The Cases of Amalsad Vibhaga Vididha
- Karykari Sahakari Khedut Mandal Ltd. (AVVK-SKML) (Case Development Project) (Professor Samar K. Datta)
- Asset Reconstruction in India: Status and Prospects (Seed Money Project) (Professor T.T. Ram Mohan)

Summer Internship Projects

- Revenue Management in Financial Sector with Specific Application to Home Loan Pricing (Professor Goutam Dutta)
- Investigating Feasibility of Ad-hoc Peer-to-Peer Mesh Networks for Rural Connectivity (Professor Kavitha Ranganathan)
- Pilot Study of Water Quality and Sanitation in one ward of Ahmedabad where Jaundice Epidemic has happened (Professor Dileep Mavalankar)
- Development of Household Water Purification Devices and Organization of Innovators Club (Professor Dileep Mavalankar)



RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

Seminars Organized at the Institute

Speaker	Topic	Date	Area/Centre/Group
Rahul Agarwal Erehwon Innovation Consulting Pvt Ltd	Innovation and Ideation for the IT and Mobile segment	May 4, 2009	CIIE
Vikram Shroff & Parul Jain Nishith Desai Associates	Intricacies of Different Employment and Labour Issues	June 10, 2009	CIIE
Prarthan B. Desai Fellow IIM, Bangalore	Maintaining and Enhancing Internal Legitimacy of the Alternate Organizational Identity in Dual-identity Organizations	June 17, 2009	OB
Chetan Joshi Doctoral candidate Richard Ivey School of Business University of Western Ontario	Employment Discrimination against Skilled Visible Minority Immigrants in Canada	July 29, 2009	OB
Sobhesh Kumar Agarwalla Fellow Programme Student IIM, Ahmedabad	Price Impact of Block Trades and Price Behaviour Surrounding Block Trades in Indian Capital Market	July 30, 2009	F&A
Dr. Ashoka Mody Chief, Financial Studies Division, Research Department, International Monetary Fund	Recession and the Road to Recovery: Comparison of US, Japan and Germany	August 18, 2009	CIPR
Dr. Ashoka Mody Chief, Financial Studies Division, Research Department, International Monetary Fund	Breaking the Impediments to Budgetary Reforms: Evidence from Europe	August 18, 2009	Economics
Dr. Paul Kim Chief Technology Officer Stanford University School of Education	Ventures in Education for 21st Century	August 21, 2009	CIIE
Raman Roy CEO Quattro	Indian BPO Industry and its Future Prospects	September 4, 2009	CIIE
Aditi Gajelli IDA, Ireland	Why Ireland for R & D?	November 4, 2009	CIIE
Dr. Indu Rao Post-Doctoral Fellow IIM, Ahmedabad	An Attempt to Understand the Functioning and Growth of Indian Diamond Industry and Proposing a Behavioral Model of Organizational Culture	November 10, 2009	OB
Enrique Penalosa Ex-Mayor Bogota (Columbia) and President Institute for Transportation and Development Policy New York	Crafting India's Urban Vision	November 16, 2009	CIPR



RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

Speaker	Topic	Date	Area/Centre/Group
Rajat Nag Managing Director General Asian Development Bank	ADB's Strategy to Support Infrastructure Development in India	November 26, 2009	CIPR
Ravi Vora Former Managing Director of a major US utility company, Ahmedabad Electricity (Now Torrent Power Ahmedabad) and founding ex-CEO of Suzlon's US subsidiary	Brainstorming Session - Exploring Ways to Create Ahmedabad and Gujarat as Cleantech Hub of the Country	December 10, 2009	CIIE
Chirag Mehta Strategist Consultant	Design Thinking – An Alternate Strategic Management Approach in Large Organizations	December 18, 2009	BP
O. P. Agarwal Ex-MD IL&FS Infrastructure Development Corporation	Planning for Urban Transport in India	December 23, 2009	CIPR
Dr. Ashiq Ali School of Management University of Texas	Product Market Competition and Corporate Disclosure Policy	January 8, 2010	F&A
Prof. Asha Kaul IIM Ahmedabad	Gender, Downward Influence and Affect	January 21, 2010	Research & Publications
Dr. Jyotsna Bhatnagar Management Development Institute Gurgaon	Talent Management Strategy of Employee Engagement: Issues of Retention	February 4, 2010	OB
George Mathew Kandathil PhD Candidate ILR School at Cornell University	Negotiating Technology Frames: Constructing A Cross-Temporal Enterprise Resource Planning Technology In South Indian Manufacturing Organizations	February 09, 2010	OB
Doreen Lorenzo President Frog Design	How Innovation Firms are Transforming the Market Place with Meaningful Products, Services and Experiences	February 12, 2010	CIIE
Alay Desai Management Consultant	How to Raise VC Funding	March 13, 2010	CIIE



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Books

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- Sinha, Piyush Kumar, "Franchising: Challenging the Dominant Paradigms," Small Business Growth Summit, FRO Conference, Ahmedabad, July 18-19, 2009.



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- Vohra, Neharika, "Cross-Cultural Management: Its Relevance in Today's Context," 2nd International Conference on Cross Cultural Management: Research and Practice, Jammu, February 24-25, 2010.



CASES, RESEARCH, AND CONSULTING

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
1999-00	2840	601	1639
2000-01	2856	608	1715
2001-02	2868	621	1788
2002-03	2889	636	1854
2003-04	2920	649	1957
2004-05	2933	655	2044
2005-06	2945	675	2118
2006-07	2977	709	2137
2007-08	2988	729	2186
2008-09	3037	749	2272
2009-10	3050	791	2405



MANAGEMENT DEVELOPMENT PROGRAMMES

Distribution of Participants

Programmes	# of Programs	No. of Participants			Total
		Public Sector	Private Sector	Foreign	
General Management	5	23	191	8	222
New Programmes	14	90	296	3	389
Regular/Repeat Programmes	33	240	667	18	925
Total	52	353	1154	29	1536

General Management Programmes

Programme	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
3-TP Middle Management Programme June 7–July 4, 2009	9	39	0	48
January 17–February 13, 2010	1	75	4	80
3-TP Senior Management Programme August 2–22, 2009	12	37	2	51
3-TP Top Management Programme February 15–19, 2010	1	15	2	18
Small & Medium Enterprises Programme November 9–21, 2009	–	25	–	25
Total	23	191	8	222



MANAGEMENT DEVELOPMENT PROGRAMMES

New Programmes

Programme Area / Group / Centre	No. of Participants			
	Public Sector	Private Sector	Foreign	Total
Business Policy				
Capstone Business Simulation I, II,III June 17–20, 2009	2	14	0	16
November 9–12, 2009	1	22	0	23
February 17–20, 2010	4	28	–	32
Authority, Organization, Strategies and Politics of Relatedness December 14–20, 2009	2	11	2	15
Legal and Regulatory Issues in Infrastructure November 16–21, 2009	13	5	0	18
Customer Relationship Management February 8–10, 2010	15	29	0	44
Strategic IT Management January 18–21, 2010	13	38	0	51
Strategic IT Outsourcing January 22–24, 2010	5	23	0	28
Managing IT Projects February 22–25, 2010	19	26	0	45
Finance				
Strategic Cost Management July 20–23, 2009	1	14	0	15
Advanced Corporate Finance October 26–31, 2009	15	29	1	45
Marketing				
Tracking Organizational Performance September 14–17, 2009	0	12	0	12
Production and Quantitative Methods				
Quantitative Data Analytics and Its Applications in Business December 3–6, 2009	0	19	0	19
Educational				
Innovating for Excellence: Programme for Leaders in Management Education December 14–19, 2009	0	26	0	26
Total	90	296	3	389



MANAGEMENT DEVELOPMENT PROGRAMMES

Regular/Repeat Programmes

Programme	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
Luxury Management August 18–22, 2009	0	7	1	8
Organizational Leadership for the 21st Century Nov. 16–19, 2009	14	22	0	36
Contract Management August 31–September 4, 2009	27	8	0	35
Knowledge Management December 7–12, 2009	14	4	0	18
Managing Contract Farming February 1–5, 2010	1	13	0	14
Harnessing Intellectual Property for Strategic Competitive and Collaborative Advantage July 17–19, 2009	12	1	0	13
Agricultural Input Marketing January 18–24, 2010	2	36	0	38
Food Supply Chain Management February 7–13, 2010	9	25	0	34
Effective Communication Strategies: Men and Women @ Work April 27–30, 2009	3	6	0	9
The Winning Edge: Communication Strategies for Leaders September 14–19, 2009	8	17	0	25
ERP Systems: Technology Planning and Implementation December 14–16, 2009	10	5	0	15
Advanced Analytics for Management February 11–14, 2010	1	45	1	47
Business Intelligence May 4–7, 2009	0	15	0	15
Strategic Planning of Information Systems November 9–14, 2009	11	6	–	17
Strategic Leadership for Schools in a Changing Environment October 5–10, 2009	2	34	0	36
Mergers and Acquisitions and Restructuring December 7–11, 2009	10	16	4	30
Pricing for Profits August 24–27, 2009	3	23	1	27



MANAGEMENT DEVELOPMENT PROGRAMMES

Advanced Data Analysis for Marketing Decisions August 24–29, 2009	1	9	0	10
Enhancing Sales Force Performance February 22–24, 2010	1	56	1	58
Customer Based Business Strategies May 27–29, 2009	3	9	0	12
Managing Retailing October 26–31, 2009	2	13	1	16
Interpersonal Effectiveness and Team Building January 4–7, 2010	15	24	0	39
Leadership and Change Management October 26–30, 2009	17	26	0	43
Enhancing Leadership Capacities and Potential Among Professional Women November 3–6, 2009	8	17	0	25
Negotiation Skills Clinic July 13–15, 2009	5	29	0	34
Advanced Human Resource Management December 7–12, 2009	2	41	0	43
Project Management June 1–6, 2009	12	16	0	28
Revenue Management and Dynamic Pricing November 9–13, 2009	5	29	1	35
Supply Chain Management December 7–12, 2009	2	28	3	33
Delivering Logistics Solutions September 6–12, 2009	0	12	2	14
Aviation Management August 2–22, 2009	20	5	2	27
Infrastructure Development and Financing October 5–10, 2009	13	29	0	42
Hospital Management September 7–11, 2009	7	41	1	49
Total	240	667	18	925



CENTRE FOR MANAGEMENT IN AGRICULTURE

Abstracts of Research Projects

Economics of Bt Cotton vis-à-vis Non-Bt Cotton in India: A Study across Four Major Cotton Growing States

Major advances in biotechnology have made it possible to directly identify genes, know their functions, isolate them, and transfer them from one organism to another. An important outcome of this is the development of Bt cotton. Bt Cotton was developed by Monsanto and it is now one of the most widely grown transgenic crops in many countries including. By 2005, which marked the tenth anniversary of commercialization of transgenic or biotech crops, the global area under biotech crops was estimated to be around 90 million hectares.

The study has examined the performance and economics of Bt cotton vs non-Bt cotton in Andhra Pradesh, Gujarat, Maharashtra, and Tamil Nadu which together account for about 70 per cent of cotton production in India. Many countries have reported positive experiences with Bt cotton. India entered the field relatively late after much hesitation. Even though the performance of Bt cotton is considered to be satisfactory, there is great discontent in some quarters. Those in favour indicate reduction in the use of insecticides, better yield per unit of input use, equal or better quality, and lesser residue of pesticides in the fibre. Those against indicate voice such as adverse impact in the eco-system, seed expensive compared to non-Bt seeds, inadequate resistance requiring farmers to still use insecticides, and other issues.

This study is based on primary data collected from Andhra Pradesh, Gujarat, Maharashtra, and Tamil Nadu. The study had an overall sample size of 694 farm households. Many Bt and non Bt varieties were reported. Use of non-genuine Bt seeds was reported in Gujarat and Andhra Pradesh. This accounted for 56 per cent of the Bt sample in Gujarat and 20 per cent in Andhra Pradesh. The genuine Bt seeds used by sample farmers were RCH and MAHYCO varieties - MECH 184, MECH 12, MECH 162, and Rasi (RCH) 2, in Andhra Pradesh and Gujarat besides the use of non-confirmed Bt seeds. On average the cost of Bt seeds per hectare was more than double that of non-Bt seeds in all four states. Pesticide sprays as well as the cost of spray per hectare were higher for non-Bt cotton. The incidence of pests is found to be considerably lower in the case of Bt cotton.

Overall, there is positive impact of Bt cotton on several performance parameters with strong statistically significance: Bt cotton yields are found to be 30.71 per cent higher. Pesticide costs are reduced, but seed costs rise and, as a result, the overall cost increases by 6.69 per cent. Profit rise is estimated

to be 87.58 per cent. The returns are highest in Maharashtra, Gujarat, and Andhra Pradesh in that order. Subjective responses indicate that farmers see advantage in Bt cotton. Almost all farmers indicate that they plan to plant Bt cotton in future. No adverse environmental impacts are reported. Measures suggested for improving the impact of technology include release of more Bt varieties for different areas, better seed availability and lower prices of seeds, prevention of sale of spurious seeds, and information dissemination for conveying to farmers the correct package of practices to be followed with Bt cotton.

Economic Policy Reforms and the Indian Fertilizer Industry

Agriculture plays a crucial role in the Indian economy, accounting for close to 17 percent of gross domestic product. More importantly, about 60 per cent of India's workforce is dependent on agriculture and allied activities for their livelihood. Successive five year plans have stressed on self-sufficiency and self-reliance in foodgrains production and concerted efforts in this direction have resulted in substantial increase in agricultural production and productivity. This is clear from the fact that from a level of about 52 million tonnes in 1951-52, foodgrains production rose to above 230 million tonnes in 2007-8. Substantial evidence has demonstrated that chemical fertilizers have played a vital role in the success of India's green revolution and self-reliance in foodgrain production.

The fertilizer policy in India has been mainly driven by socio-political objectives of making fertilizer available to farmers at affordable prices and increasing fertilizer consumption. The Indian fertilizer sector has, therefore, been under strict government control for most of the period since independence. A price and distribution control system was considered to be necessary not only to ensure fair prices and equal distribution all over the country but also to provide incentives for use of fertilizers to improve agricultural productivity and production. However, increasing level of subsidy is a matter of concern. Given the socio-political importance of fertilizer pricing on one hand and ever increasing subsidies on the other, the need for streamlining the sector has been felt for a long time. Fertilizer has become the most contentious issue in reforming the Indian economy exposing deep contradictions between economics and politics in a democratic setup.

This study provides a comprehensive view of the growth of Indian fertilizer industry and analyses trends and patterns in consumption of fertilizers at all-India, regional, state, and dis-



CENTRE FOR MANAGEMENT IN AGRICULTURE

tract level. Various issues related to imbalance in fertilizer use and pattern of fertilizer use by farm size and crops have been studied. Macro aspects of the fertilizer policy environment, fertilizer price policy objectives, relations between fertilizer prices and consumption over-time, and economics of fertilizer use have been analysed. The extent, nature, and causes of fertilizers subsidies, as well as issues related to equity in distribution of fertilizer subsidy between farmers and the industry, across regions/states, crops, and different farm sizes have been addressed. The study shows that fertilizer subsidy is more concentrated in a few states and inter-state disparity in its distribution is still high though it has declined over the years. A fair degree of equity exists in the distribution of fertilizer subsidy among farm sizes. Small and marginal farmers are key beneficiaries of fertilizer subsidies but they do not benefit from higher output prices. Moreover, benefits of fertilizer subsidies are not restricted to irrigated areas but have spread to rainfed areas. A reduction in fertilizer subsidy is, therefore, likely to have adverse impact on the income of marginal and small farmers. Increase in fertilizer prices would lead to reduction in fertilizer use on these farms and consequently lower production and productivity. The study justifies fertilizer subsidies and questions the rationale for a direct transfer of subsidy to farmers.

Management of Agri-Business Contracts and Organizations

Global market conditions are displaying increasing competition and quality concerns on the one hand, and high incidence of a large number of small, direct or indirect stakeholders facing various forms of market imperfections, and even market failures in the Porter value chain of any agri-business enterprise on the other. This study provides a brief review of the literature on agri-business contracts and organizations, highlighting the need for suitable institutional response in terms of building up appropriate agri-business organizations together with appropriate contractual forms to rope in all important stakeholders as well as to take care of their concerns. The study provides detailed case studies of two agri-business organizations – one cooperative and another private, both engaged in credit and credit-complementary activities – to provide live examples and extract necessary lessons from the.

Fresh Food Retail Chains in India: Impacts on Small Primary Vegetable Producers and Traditional F&V Retailers

The study examines the supply chain organization of fresh food retail chains and explores their impact on primary vegetable producers and local traditional vegetable retailers with the help of a survey of major retail chains' contact/contract

growers in Gujarat, Karnataka, and Punjab/Haryana and interviews with traditional fruit and vegetable retailers in Ahmedabad, Bangalore, and Chandigarh. It examines the producer interface with focus on issues of small producer exclusion or inclusion, impact on producer incomes, and strategies to promote inclusiveness of chains, besides examining value addition of their operations at back and front-end. It also assesses the impact of modern retail chains on sales and incomes of traditional retailers of fruits and vegetables and how they manage the impact and survive or grow.

Organic Input Production and Marketing in India: Efficiency, Issues, and Policies

Availability of quality organic inputs is critical for success of organic farming in India. To promote organic farming in the country and to increase agricultural productivity while maintaining soil health and environmental safety, organic input units are being financed as credit-linked and back-ended subsidy through NABARD and NCDC under the National Project on Organic Farming (NPOF) capital investment subsidy scheme. Three types of organic input production units – fruit/vegetable waste units, bio-fertilizer units and vermi-hatchery units – are being subsidized at the rate of 25 per cent of total project cost. Around 455 vermi-hatchery units, 31 bio-fertilizer units, and 10 fruit and vegetable waste units have been sanctioned by NABARD till May 2009. NCDC has so far sanctioned only two bio-fertilizer units in Maharashtra. The study examines the issues like marketing of organic inputs, constraints in procurement and use of organic inputs, etc. A random sample of 40 vermi-hatchery units, 4 bio-fertilizer units and 2 fruit and vegetable waste units were selected for the study from Gujarat, Maharashtra, Punjab and Uttar Pradesh. The study shows that average capacity utilization has been only 50.8 per cent which indicates nearly half of full potential. The units are suffering from technical and scale inefficiency. Factors like size of unit, and contribution of family labour have shown positive relation with technical and scale-efficiencies. Age of unit and subsidies discouraged scale efficiency. Nearly half of the sample promoters face severe marketing problems.



PERSONNEL

New Appointments

- **Atanu Ghosh**, Visiting Professor, Business Policy Area (earlier term ended on March 31, 2009, and rejoined on April 17, 2009)
- **Sachin Jayaswal**, Assistant Professor, Production and Quantitative Methods Area
- **Sobhesh Kumar Agarwalla**, Assistant Professor, Finance and Accounting Area
- **Prahalad Venkateshan**, Assistant Professor, Production and Quantitative Methods Area
- **Abhishek Mishra**, Visiting Assistant Professor, Business Policy Area (resigned on October 1, 2009, and rejoined on December 29, 2009)
- **George Kandathil**, Visiting Assistant Professor, Organizational Behaviour Area
- Vaghela Kantibhai D. • Shivsharan Passi • Jaya Dinesh Nair*
- Vasadia Manoj J. • Mataprasad Passi • Abhijit D Mahdia*
- Vaghela Ganpatbhai • Snehal K Jethwa* • Viral Y Shah*
- Vaghela Satishbhai C. • Ashok Kumar Boricha* • Sujatha Jayprakash*
- Awadhesh Bahadur Singh • Vijaykumar Mishra* • Mohammed Akbar G Shaikh*

* Formal appointment was given during this financial year

Resignations

- Professor Ramesh Bhat • Professor Subhashini Kaul • Binu D. Nair
- Professor G.S. Ravindra • Shanti Janardhan • Prashant Goswami
- Professor Tejas Desai • Janardhan Rao

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

Retirements

- H.V. Salunke • Joshi Shamrao R. • Prabhakaran T.
- Venugopal P. • Passi Ramraj B. • Yadav Jagatnarayan
- Suresh Jani • Daroga Jagdish M. • Gayadin Galaria

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

Voluntary Retirement

- Professor Bakul Dholakia



PERSONNEL

Deaths

- C.F. Patel
- Dayabhai Vaghela

The Institute deeply regrets their untimely death.

Leave of Absence

Professor Sunil Maheshwari has been granted extension of leave without pay for one year from August 20, 2009, to continue assignment with Wone Management Systems Ltd.

Professor Devanath Tirupati has been granted leave without pay for one year from April 6, 2009, to enable him to take up assignment with IIMB and Melbourne Business School.

Professor Vinod Ahuja has been granted leave without pay for two years from August 15, 2009, to enable him to take assignment with FAO, Bangkok.

Professor Prathap Oburai has been granted leave without pay for one year from August 31, 2009, to enable him to take up as Director, National Insurance Academy, Pune.

Professor Tathagata Bandyopadhyay has been granted leave without pay for six months from January 6, 2010, to enable him to take up assignment with Michigan State University.

Professor Neharika Vohra has been granted leave without pay for one year from February 1, 2010 to enable her to take up assignment as Academic Team Leader with Ahmedabad University.

Rejoined

Professor Vijaya Sherry Chand rejoined on October 1, 2009, after availing sabbatical leave from October 7, 2008 to September 30, 2009.

Professor M.M. Monippally rejoined on November 3, 2009, after availing sabbatical leave from December 1, 2008 to November 2, 2009.

Professor K.V. Ramani rejoined on November 20, 2009, after availing leave without pay from April 7, 2008 to November 19, 2009.

Promotions

- Professor Dileep Mavalankar promoted as Professor
- Professor Parvinder Gupta promoted as Professor
- Professor Manjari Singh promoted as Associate Professor



PERSONNEL

Manpower

Year	Faculty	Research Staff	Administrative Staff	Total
1999-2000	81	54	461	596
2000-1	83	52	441	576
2001-2	84	61	430	575
2002-3	80	58	367	505
2003-4	76	69	359	504
2004-5	79	58	329	466
2005-6	81	69	314	464
2006-7	83	63	316	462
2007-8	86	69	311	466
2008-9	94	79	319	492
2009-10	92	68	329	489



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Fellow (IIMA)

Saral Mukherjee

Fellow (IIMC)

N. Ravichandran*

Ph.D. (IIT, Madras)

Chetan Soman

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

Devanath Tirupati*

PGDM (IIMC), Ph.D. (MIT)

Prahalad Venkateshan

Ph.D. (Case Western Reserve)

Public Systems Group

Amit Garg

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

Navdeep Mathur

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

Dileep V. Mavalankar

M.D. (Gujarat)
Dr. Public Health (Johns Hopkins)

Prem Pangotra

Ph.D. (Wisconsin)

G. Raghuram

Ph.D. (Northwestern)
Indian Railway Chairprofessor in Rail
Transport and Infrastructure Manage-
ment

K.V. Ramani

Ph.D. (Cornell)

Ankur Sarin

Ph.D. (Chicago)

P.R. Shukla

Ph.D. (Stanford)

Ravi Matthai Centre for Educational Innovation

Rajeev Sharma

Ph.D. (Allahabad)

P.G. Vijaya Sherry Chand

Ph.D. (Gujarat)

*On leave



ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

Officers

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

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

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

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

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

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

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PGDBM (IMS, Ghaziabad)
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Accounts Officer

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LL.B. (Gujarat)
Accounts Officer

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

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

Kamal U. Pandya
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Stores and Purchase Officer

Ramachandran K.V.
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(AIIMS, Chennai)
Programmes Officer, FPM

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

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Dip. in Management Studies (AMA)
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Revathi Srinivasan (Ms.)
M.A. (Mysore)
Manager, PGP-PMP

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

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

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

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

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

Hima B. Soni
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Assistant Librarian

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

Ketan Bhatt
M.Sc. (IIT, Mumbai)

Shruti Dave
Ph.D. (SP University)

Sunil Kumar Garg
M.Sc. (Udaipur)
MBA (IGNOU)

Sonal Kureshi
M.B.A., LL.B. (Gujarat)
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J.G. Makwana
M.Sc. (Gujarat)
A.I.C.W.A.

Mohan Paliwal
M.Com. (Gujarat)
PG Dip. Comp. Sc. (Guj. Vidyapith)

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

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

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

Mitali Sarkar
M.A. (Patna)

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



सत्यमेव जयते

No. OAD-III/S-2/IIM/SAR/2009-10/O.W.220
 महालेखाकार (सिविल लेखापरीक्षा), गुजरात
**OFFICE OF THE
 ACCOUNTANT GENERAL (CIVIL AUDIT), GUJARAT**
 Annexe Building, Race Course, Post Bag No. 27
 राजकोट / Rajkot - 360 001

दिनांक / Date: 28/10/10

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

**Sub:- Audit Report on the Accounts of the Indian Institute of Management,
 Ahmedabad for the year 2009-10.**

Sir,

The annual Accounts of the Indian Institute of Management, Ahmedabad for the year 2009-10 were audited between 13-07-2010 and 23-07-2010 under Section 20(1) of the Comptroller and Auditor General's (Duties, Powers and Conditions of Services) Act 1971. Following documents are sent herewith:

Audit Report including Audit Certificate for the year 2009-10.

Certified copy of Annual Accounts of Indian Institute of Management, Ahmedabad for the year 2009-10.

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

The Report may please be treated as 'Confidential' till it is placed before both the houses of Parliament.

Yours faithfully,

End: As above

Sd/-

Dy. Accountant General/IC

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

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

Dy. Accountant General/IC

Separate Audit Report of the Comptroller and Auditor General of India on the Accounts of Indian Institute of Management, Ahmedabad for the year ended 31st March 2010.

We have audited the attached Balance Sheet of Indian Institute of Management, Ahmedabad as at 31st March 2010 and the Income and Expenditure Account and Receipt and Payment Account for the year ended on the date under Section 20(1) of Comptroller and Auditor General's (Duties, Powers and Conditions of Service) Act, 1971 read with Rule 18 of the Indian Institute of Management, Ahmedabad Rules. These financial statements are the responsibility of the Indian Institute of Management, Ahmedabad's management. Our responsibility is to express an opinion on these financial statements based on our audit.

2. This Separate Audit Report contains the comments of the Comptroller and Auditor General of India (CAG) on the accounting treatment only with regard to classification, conformity with the best accounting practices, accounting standards and disclosure norms, etc. Audit observations on financial transactions with regard to compliance with the Law, Rules and Regulations (Propriety and Regularity) and efficiency-cum-performance aspects etc, if any are reported through Inspection Reports/ Comptroller and Auditor General's Audit Report separately.
3. We have conducted our audit in accordance with auditing standards generally accepted in India. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements. An audit includes examining, on a test basis, evidences supporting the amounts and disclosure in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of financial statements.

We believe that our audit provides a reasonable basis for our opinion.

4. Based on our audit, we report that:
 - i. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of our audit;
 - ii. The Balance Sheet and the Income and Expenditure Account dealt with by this report have been drawn up in the format prescribed by the Ministry of Finance.
 - iii. In our opinion, proper books of accounts and other relevant records have been maintained by the Indian Institute of Management, Ahmedabad as required under Rule 18 of the Indian Institute of Management, Ahmedabad in so far as it appears from our examination of such books.
 - iv. We further report that:

5. Comments on Accounts

1. Significant Accounting policy (Schedule-19)

As per Significant Accounting Policy 5 fees from student are recognized on accrual basis except for enrolment fees for PGP for Executives which is accounted for on the basis of the period of the academic year. However, in respect of CAT fees received, the Institute has shown the net fees at the end of the year as liability and revenue recognition is postponed to the next year on the ground that expenditure incurred by the IIMs towards CAT exam was not known. As the accounting treatment followed is not accordance with the stated Significant Accounting policy, suitable disclosure needs to be made.

2. Indian Institute of Management, Ahmedabad (IIMA) has collaboration agreement on customized executive education with Duke Corporation Education and is getting royalty allocation as per clause 8(g) of the agreement.

The royalty received from the above intellectual property rights are taxable which works out of ₹ 11.35 lakh. This should have been provided as confirmed liability in the books of accounts.

Non provision has resulted in understatement of provisions by ₹ 11.35 lakh and deficit of the institution to that extent.

3. This does not disclose the Information on Employees benefits paid during the year as per requirement of AS -15.
4. As per the form of financial statements for "Central Autonomous Bodies", the Institute is required to disclose the aggregate accumulated cost up to each year and of such fixed assets in respect of each fund, unless the assets are taken over and are incorporated in fixed asset schedule. As the Institute is constructing/developing OBC expansion building, this should have been disclosed in notes forming part of accounts.
5. The Institute has not separately disclosed Govt. of India Grant (Plan) for OBC expansion as pointed out in previous audit.
6. As per Accounting Standard no. 11 issued by ICAI all foreign currency liabilities and assets are stated at the exchange rate prevailing on the date of Balance Sheet and the difference taken to Income & Expenditure A/c as exchange rate fluctuation loss or gain.

Accounting policy no.7 regarding Foreign Currency Transactions of the Institute is deficient to the extent that it does not disclose the valuation of liabilities and assets at the exchange rate prevailing as at the date of Balance Sheet.

C. General

Effect of Audit Comments on Accounts

The net impact of comments given in the preceding paragraphs is, non provision of service tax on the income earned from royalty resulting in understatement of deficit by ₹ 11.35 lakh.

D. Grants-in-aid

The Institute has not received any Plan/Non Plan grant during the year.

- (i) Subject to our observations in the preceding paragraphs, we report that the Balance Sheet and the Income and Expenditure Account dealt with by this report are in agreement with the books of accounts.
- (ii) In our opinion and to the best of our information and according to the explanations given to us, the said financial statements read together with the Accounting Policies and Notes on Accounts, and subject to the significant matters stated above and other matters mentioned in Annexure to this Audit Report give a true and fair view in conformity with accounting principles generally accepted in India:
 - a. In so far as it relates to the Balance Sheet, of the state of affairs of the Indian Institute of Management, Ahmedabad as at 31 March 2010; and
 - b. In so far as it relates to Income and Expenditure Account of the deficit for the year ended on that date.

For and on behalf of the C&AG of India

(DHIREN MATHUR)
Accountant General, Civil Audit,
Gujarat, Rajkot

Place: Rajkot

Date : October 28, 2010

ANNEXURE

1. Adequacy of Internal Audit System

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

2. Adequacy of Internal Control System

IIMs conduct the Common Admission Test (CAT) every year. The CAT 2009 was conducted by Indian Institute of Management, Ahmedabad. The income and expenditure received and incurred by all IIMs are combined and surplus equally distributed among all six IIMs. It is observed that

- In the absence of guidelines/rules framed by the IIMs in respect of expenditure to be incurred from the receipts of CAT fee, there is no uniformity in the method of expenditure to be incurred among all the IIMs. As the income/expenditure is equally distributed among all IIMs, there should be uniformity and consistency in the expenditure incurred.
- The Institute has shown ₹ 22.14 crore as current liabilities in the current year accounts as details of expenditure have not been received from other IIMs as on 31-03-2010, there by understating the income to that extent. Subject to the above, internal control system is adequate and commensurate with the size and nature of the Institute.

3. System of Physical Verification of Fixed Assets

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

4. System of Physical Verification of Inventory

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

5. Regularity in Payment of Statutory Dues

The Institute has pending statutory dues because of disputes with tax authority. There was a statutory due of ₹ 203.15 lakh pending as on 31-03-2010. The Institute is irregular in payment of statutory dues.

Dy. Accountant General/l/c-I

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
Balance Sheet as at 31st March, 2010

(₹ in Lakhs)

	Schedule	As at 31.03.2010	As at 31.03.2009
CORPUS / CAPITAL FUND AND LIABILITIES			
Corpus / Capital Fund	1	5,110.52	5,105.52
Reserves and Surplus	2	59.62	55.72
Earmarked / Endowment Funds	3	21,744.70	19,896.11
Current Liabilities and Provisions	4	8,615.92	5,185.55
TOTAL		35,530.76	30,242.90
ASSETS			
Fixed Assets	5		
Gross Block		14,381.58	14,068.74
Less : Depreciation Fund		7,485.75	6,482.61
		6,895.83	7,586.13
Capital Work in Progress		124.03	53.14
		7,019.86	7,639.27
Investments of Funds	6	25,405.40	20,061.29
Current Assets, Loans, Advances, etc.	7	2,422.18	1,909.51
Debit Balance of Income and Expenditure Account	2	683.32	632.83
TOTAL		35,530.76	30,242.90
Significant Accounting Policies	19		
Notes forming part of Accounts	20		

Date : 24th June, 2010

Certified

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

Sd/-
Nina Badlani
Manager
(Finance & Budgets)

Sd/-
N.V.Pillai
Chief Administrative Officer

Sd/-
S. K. Barua
Director

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

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED ON 31ST MARCH, 2010

(₹ in Lakhs)

	Schedule	2009-2010	2008-2009
INCOME			
Fees and Other Income from Long Duration Programmes	8	5,481.14	4,120.37
Income from MDPs, Programmes and Projects etc.	9	4,062.71	3,639.76
Grants	10	0.00	0.00
Interest on Investments	11	419.97	417.92
Other Interest	12	4.69	5.06
Other Income	13	855.49	1,129.39
Transfer from Funds	14	592.70	412.44
TOTAL (A)		11,416.70	9,724.94
EXPENDITURE			
Establishment Expenses	15	4,943.71	4,014.64
Other Administrative Expenses	16	880.86	791.67
Direct Expenditure on Long Duration Programmes	17	1,630.10	1,804.69
Expenditure on MDPs, Programmes and Projects etc.	18	2,866.13	2,609.21
Depreciation	-	1,146.39	1,138.01
TOTAL (B)		11,467.19	10,358.22
Excess of Expenditure over Income for the Year (A-B)		(50.49)	(633.28)
Transfer to Earmarked Funds		-	-
NET SURPLUS		(50.49)	(633.28)
CARRIED TO INCOME & EXPENDITURE ACCOUNT IN BALANCE SHEET		(50.49)	(633.28)
Significant Accounting Policies	19		
Notes forming part of Accounts	20		

Date : 24th June, 2010

Certified

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

Sd/-
Nina Badlani
Manager
(Finance & Budgets)

Sd/-
N.V.Pillai
Chief Administrative Officer

Sd/-
S. K. Barua
Director

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

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

(₹ in Lakhs)

Fund Account	Balance as on 01.4.2009	Credited during the year	Debited during the year	Balance as on 31.3.2010
1. General Fund (Corpus)	69.80			69.80
2. Endowment Fund (Corpus)				
(i) Revenue Surplus	5,000.00			5,000.00
(ii) Donation u/s. 80G (2) (a) (iii f)	9.72			9.72
3. IIM Society Membership Fee Fund	26.00	5.00 (a)		31.00
TOTAL	5,105.52	5.00	0.00	5,110.52
PREVIOUS YEAR'S TOTAL	5100.52	5.00	0.00	5105.52

(a) Membership Fee received during the year

Date : 24th June, 2010

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

Sd/-
Nina Badlani
Manager
(Finance & Budgets)

Sd/-
N.V.Pillai
Chief Administrative Officer

Sd/-
S. K. Barua
Director

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

(₹ in Lakhs)

Fund Account	Credit Balance as on 01.4.2009	Debit Balance as on 01.4.2009	Credited during the year	Debited during the year	Credit Balance as on 31.3.2010	Debit Balance as on 31.3.2010
1. General Fund	55.72		3.90 (a)		59.62	
2. Income & Expenditure Account		632.83		50.49 (b)		683.32
TOTAL	55.72	632.83	3.90	50.49	59.62	683.32
PREVIOUS YEAR'S TOTAL	52.24		3.93	633.28	55.72	632.83

(a) Interest credited during the year

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

Date : 24th June, 2010

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

Sd/-
Nina Badlani
Manager
(Finance & Budgets)

Sd/-
N.V.Pillai
Chief Administrative Officer

Sd/-
S. K. Barua
Director

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

Fund Account	Balance as on		Credited during the year			Debited during the year			Balance as on 31.03.2010
	01.04.2009	Interest allocation	Others	Capital expenditure	Others	Capital expenditure	Others		
(i) FUNDS FOR CAPITAL EXPENDITURE									
Fund for Land									
1 Value of Land Donated by GOG	90.90								90.90
2 Capital Funds for Building	2,112.60	11.58	3.07					19.97 a	2,107.28
3 Capital Funds for Furniture, Fixtures, Equipments, Computers etc.	1,012.18		79.04					75.80 a	
4 Campus Infrastructure and Development Fund	9,445.51	918.67						99.69 c	915.73
(ii) FUNDS FOR CII									
1 Capital Grant from GOG	3.82	0.27	0.03						0.40
2 Capital Grant from DST	5.29								1.50
3 Revenue Grant from DST/Wadhvani Foundation	15.96							5.18 d	10.78
4 CIIE Reno of Conf hall -Sunil Mehta Out of CII			4.59					1.38 i	-
5 CIIE Reno of Conf hall -Sunil Mehta		2.15	69.97						72.12
(iii) ACADEMIC ACTIVITIES									
1 Fund for CMA Programme	216.62	15.16	18.08					26.73 i	
			24.74					18.02 h	
			0.02						227.00
2 Fund from GOI - Min. of Agri for CMA	-		162.00					155.28 i	
			18.02					24.74 g	
3 Research, Publication & Thrust Area Fund	257.35	18.22	137.59					32.18 d	380.98
4 Donation under section 80 G (2)(a)(iii f)	415.26	21.73	287.66					6.35 d	718.30
5 Donation for Regional Mgt. Study Centre (Endowment ₹6.00 lakhs Interest only to be used)	57.36	4.01						2.88 d	58.49
6 Centre for Infrastructure Policy & Regulation	7.09								7.09
7 Centre for Education Innovation (Donation including interest)	75.38	5.28						34.15 d	46.51
8 Fund for Alumni Activities	133.08	9.31	47.81					39.95 d	150.25
9 Fund for Vikalpa from Ford Foundation	8.20								8.20
10 Fund for Expenses on Computer	165.53	11.59	0.36					130.01 i	
			238.14					43.16	242.45

SCHEDULE 3 - EARMARKED / ENDOWMENT FUNDS

Fund Account	Balance as on 31.3.2006		Credited during the year		Debited during the year		Balance as on 31.3.2006
	01.04.2009	Interest allocation	Others	Capital expenditure	Others	Others	31.03.2010
(iv) CHAIRS							
1 Chairs for Management Practices (Endowment ₹291.00 lakhs Interest only to be used)	826.84	57.95	-		47.89	i	836.90
(v) STUDENTS AID							
1 Endowment Fund For Scholarship to Students (Including interest on Investment of Funds)	198.98	26.34	82.69	j	7.88	d	300.13
2 Fund for Students' Welfare	62.23		56.94	k	34.63	d	84.54
(vi) OTHER FUNDS							
1 House Building Advance Fund (including interest on investment)	305.08	19.20	8.09	l			332.37
2 Fund for Conveyance advance to Faculty & Staff	36.93	2.29	0.80	l			40.02
3 Pension Fund	635.77	44.50			44.50	i	635.77
4 Retirement Benefit Fund	3,640.26	254.82	20.61	k			3,915.69
5 Faculty, Officer & Staff Development & Welfare Fund	167.89	12.48	71.44	k	54.72	d	197.09
TOTAL	19,896.11	1,435.55	1,331.69		56.75	861.93	21,744.70
Previous Year's Totals	18,408.67	1,222.32	1,637.82		82.58	1,290.12	19,896.11

a Transferred to Income & Expenditure A/c to the extent of depreciation
b Appropriated for purchase of Fixed Assets
c Adjustment on account of sale of Fixed Assets
d Recurring Expenditure incurred during the year
e Adjustment of earlier years.
f Fund Received during the year

g Transferred to/from Fund for GOI for CMA.
h Transferred to/from CMA Fund.
i Transferred to Income & Expenditure Account
j Donation received during the year
k Income received during the year
l Interest received during the year

Date : 24th June, 2010

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

Sd/-
Nina Badlani
Manager
(Finance & Budgets)

Sd/-
N.V.Pillai
Chief Administrative Officer

Sd/-
S. K. Barua
Director

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

(₹ in Lakhs)

Particulars	Balance as on 31.3.2010		Balance as on 31.3.2009	
A. Current Liabilities				
1. Statutory Liabilities:				
a) Professional Tax	0.09		0.12	
b) Tax Deducted at Source	203.06	203.15	82.18	82.30
2. Other Current Liabilities:				
a) Project / Programmes	2,203.79		2,053.80	
b) Students	86.46		630.04	
c) Outstanding Liabilities for Expenses & Others	3,426.25		767.33	
d) Deposits Accepted	253.52		332.80	
e) Scholarships to be credited to students	3.06	5,973.08	2.83	3,786.80
B. Provisions				
a) Retirement Benefits	2,439.69		1,294.71	
b) Officers and Staff Development	-	2,439.69	21.74	1,316.45
TOTAL		8,615.92		5,185.55

Date : 24th June, 2010

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

Sd/-
Nina Badlani
Manager
(Finance & Budgets)

Sd/-
N.V.Pillai
Chief Administrative Officer

Sd/-
S. K. Barua
Director

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 5 - FIXED ASSETS

IMMOVABLE & MOVABLE PROPERTIES	GROSS BLOCK			DEPRECIATION FUND			NET BLOCK		
	Balance as on 1.4.2009	Addition	Sale/ Adjustment	Balance as on 31.3.2010	Balance as on 1.4.2009	For the year	Adjustment	Balance as on 31.3.2010	AS ON 31.03.2009
1. Land (Including Land Donated by GOG)	101.73	0.00	0.00	101.73	0.00	0.00	0.00	0.00	101.73
2. Buildings	8,997.87	230.89	13.92	9,214.84	3,075.39	813.17	7.47	3,881.09	5,333.75
3. Furniture & Fixtures	1,297.51	79.98	3.74	1,373.75	491.69	100.76	3.08	589.37	784.38
4. Equipments	1,235.55	43.81	25.56	1,253.80	560.88	104.89	22.54	643.23	610.57
5. Computers & Peripherals	1,417.09	62.31	110.31	1,369.09	1,339.13	77.67	110.16	1,306.64	62.45
6. Vehicles	10.36	0.00	0.00	10.36	6.89	0.52		7.41	2.95
7. Library Books	1,008.63	49.38	0.00	1,058.01	1,008.63	49.38	0.00	1,058.01	0.00
	14,068.74	466.37	153.53	14,381.58	6,482.61	1,146.39	143.25	7,485.75	6,895.83
Capital Work in Progress including Payment against Running Bills								124.03	53.14
TOTAL								7,019.86	7,639.27

Date : 24th June, 2010

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

Sd/-
Nina Badlani
Manager
(Finance & Budgets)

Sd/-
N.V.Pillai
Chief Administrative Officer

Sd/-
S. K. Barua
Director

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

Particulars	Balance as on 31.3.2010	Balance as on 31.3.2009
1 In Government Securities	18,797.96	12,453.96
2 In Fixed Deposits and Bonds with Public Sector Companies	2,550.00	2,930.03
3 In Fixed Deposits with Schedule Banks	4,058.19	4,688.05
TOTAL	25,406.15	20,072.04
Less : Provision for Premium on Redemption of Investment	0.75	10.75
TOTAL	25,405.40	20,061.29

(₹ in Lakhs)

Date : 24th June, 2010

Sd/-
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Manager
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Manager
(Finance & Budgets)

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Chief Administrative Officer

Sd/-
S. K. Barua
Director

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

(₹ in Lakhs)

	Balance as on 31.3.2010		Balance as on 31.3.2009	
A. CURRENT ASSETS				
Inventories:				
a) Mess Stock	-		0.06	
b) Stationery and Stores Stock	7.17		9.35	
c) Maintenance stock	-	7.17	6.12	15.53
Cash on hand (Including Imprest)		0.25		0.25
Postage Stamps on Hand (Including Franking Machine Advance)		1.45		0.97
Bank Balances:				
a) In Current Accounts				
- Rupee Account	913.88		557.52	
- Foreign Contribution Account	10.01		20.54	
	923.89		578.06	
b) In Savings Accounts				
- Rupee Account	34.07	957.96	39.00	617.06
TOTAL (A)		966.83		633.81
B. LOANS, ADVANCES AND OTHER ASSETS				
Loans & Advances to :				
a) Employees	57.52		82.22	
b) Students	12.96		35.60	
c) Others	561.71	632.19	539.22	657.04
Security Deposits		53.16		11.55
CENVAT Credit Receivable		142.61		113.55
TDS Receivable		23.07		9.78
Income Accrued:				
a) Interest Accrued	399.55		384.74	
b) Income Outstanding	204.77	604.32	99.04	483.78
TOTAL (B)		1,455.35		1,275.70
TOTAL (A + B)		2,422.18		1,909.51

Date : 24th June, 2010

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Nina Badlani
Manager
(Finance & Budgets)

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Chief Administrative Officer

Sd/-
S. K. Barua
Director

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

		(₹ in Lakhs)	
		2009-2010	2008-2009
a)	Fees		
	I Two Year - Post Graduate Programme		
	1) Post Graduate Programme - Gross Fees	3418.69	2,242.87
	Less : Family Income Linked Fee Waiver	703.91	469.13
		2,714.78	1,773.74
	2) PGP - Agri-Business Management - Gross Fees	306.39	170.27
	Less : Family Income Linked Fee Waiver	121.82	67.46
		184.57	102.81
	II One Year - Post Graduate Programme		
	1) PGP - Executives	1,465.34	1,123.93
	2) PGP - PMP	334.27	385.22
b)	Fellow Programme in Management	135.10	96.23
c)	Income from Common Admission Test (Net)	471.44	296.54
d)	Placement Income		
	1) Post Graduate Programme	164.04	277.75
	2) PGP - Executives	11.60	64.15
	TOTAL	5,481.14	4,120.37

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

		(₹ in Lakhs)	
		2009-2010	2008-2009
a)	Income from Management Development Programmes(MDPs) *	1,420.53	1,213.26
b)	Consultancy Project Income	2,024.92	2,062.74
c)	Research Project Income	617.26	363.76
	TOTAL	4,062.71	3,639.76

*Includes Income from Faculty Development Programme (FDP)

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 10 - GRANTS
(Irrevocable Grants Received)

		(₹ in Lakhs)	
		2009-2010	2008-2009
	From Central Government		
a)	Ministry of HRD	0.00	0.00
	TOTAL	0.00	0.00

Date : 24th June, 2010

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(Finance & Budgets)

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N.V.Pillai
Chief Administrative Officer

Sd/-
S. K. Barua
Director

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

	2009-2010	2008-2009
a) Interest on		
1) Fixed Deposit with Banks and Public Sector Companies	637.08	630.67
2) Bonds with Public Sector Companies/Govt. Securities	1,241.38	1,048.31
TOTAL A	1,878.46	1,678.98
Less:		
1) Provision for Premium on Redemption of investments	0.08	1.00
2) Transferred to Earmarked & Endowment Funds	1,439.45	1,226.25
3) Transferred to Project Accounts	18.96	33.81
TOTAL B	1,458.49	1,261.06
Transferred to Income & Expenditure Account (A-B)	419.97	417.92

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 12 - OTHER INTEREST

(₹ in Lakhs)

	2009-2010	2008-2009
a) On Saving Accounts with Scheduled Banks	4.69	5.06
TOTAL	4.69	5.06

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 13 - OTHER INCOME

(₹ in Lakhs)

	2009-2010	2008-2009
a) Surplus on Sale/disposal of obsolete Assets: (Acquired out of Grants)	6.05	0.65
b) Income from Other Sources		
1) Income from IMDC/MSH/New Campus Facilities (Net)	418.60	675.02
2) KLMDRC Receipts (Net)	124.02	163.37
3) Rent	40.02	43.78
4) Scholarship from Industries	4.41	12.46
5) Royalty Income	79.98	89.33
6) Miscellaneous Income	182.41	144.78
TOTAL	855.49	1,129.39

Date : 24th June, 2010

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Director

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

	(₹ in Lakhs)	
	2009-2010	2008-2009
(Maximum to the extent of Expenditure incurred)		
1) Fund from Min. of Agriculture & Contribution from CMA Fund	182.01	134.01
2) Chairs	47.89	21.94
3) Various Capital Grants (To the extent of depreciation)	95.77	79.40
4) Depreciation Fund (Written back on account of Sale of Assets)	91.14	15.83
5) Pension Fund (interest only)	44.50	48.19
6) Computer Fund	130.01	113.06
7) Centre for Infrastructure Policy and Regulation	1.38	0.01
TOTAL	592.70	412.44

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 15 - ESTABLISHMENT EXPENSES

	(₹ in Lakhs)	
	2009-2010	2008-2009
a) Salaries and Wages	2,676.59	1,768.62
b) Allowances and Bonus	30.33	34.51
c) Contribution to Provident Fund	97.10	44.43
d) Staff Welfare Expenses	45.46	57.13
e) Expenses on Employees' Retirement and Terminal Benefits #	1,759.10	1,842.98
Total	4,608.58	3,747.67
f) Other Establishment Expenses		
1) Centre for Management in Agriculture(CMA)	162.56	112.57
2) Consultancy & Research Projects *	102.75	115.38
3) Chairs (Faculty and Staff)	46.27	18.11
4) Centre Activities	23.55	20.91
Total	335.13	266.97
TOTAL	4,943.71	4,014.64

Includes ₹ 44.50 Lakhs met out of Interest on Pension Fund (Previous Year ₹ 48.19 Lakhs)

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

Date : 24th June, 2010

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Chief Administrative Officer

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S. K. Barua
Director

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

(₹ in Lakhs)

	2009-2010	2008-2009
a) Electricity Charges (Net)	157.96	149.59
b) Campus Repairs and Maintenance	215.85	174.23
c) Furniture/Equipments Repairs and Maintenance	51.89	56.89
d) Travelling and Conveyance Expenses	51.61	61.60
e) Computer Expenses	130.01	113.06
f) Security Expenses	77.00	59.41
g) Postage, Telephone and Communication Charges(Net)	33.74	31.45
h) Legal & Professional Charges	16.84	14.10
i) Insurance	9.83	16.98
j) Advertisement	4.80	5.12
k) Rent, Rates and Taxes	36.90	30.26
l) Staff Mess Expenses	16.28	5.34
m) Vehicles Operations and Maintenance	1.71	2.58
n) Printing and Stationery (Net)	8.78	14.23
o) Auditors Remuneration	2.10	1.60
p) Miscellaneous Expenses	65.56	55.23
TOTAL	880.86	791.67

Date : 24th June, 2010

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(Finance & Budgets)

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Chief Administrative Officer

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Director

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

	2009-2010		2008-2009	
(₹ in Lakhs)				
a) POST GRADUATE PROGRAMME (PGP)				
I Two Year - Post Graduate Programme				
1) Post Graduate Programme	461.18		484.93	
2) PGP - Agri Business Management	32.43	493.61	46.97	531.90
II One Year - Post Graduate Programme				
1) PGP - Executive	294.75		429.05	
2) PGP - PMP	211.18	505.93	326.27	755.32
b) FELLOW PROGRAMME IN MANAGEMENT (FPM)				
1) FPM Expenses		80.70		82.26
c) SCHOLARSHIPS AND FELLOWSHIPS				
1) Educational Scholarship	5.71		15.22	
2) Need Based Scholarships	-		-	
3) Need Based Scholarships out of PGP Fees	4.37		11.08	
4) Fellowship to FPM students	299.74	309.82	210.34	236.64
d) OTHER ACADEMIC ACTIVITIES				
1) Library Services (Other than Books)	239.45		198.57	
2) I I M A Bulletin & Website : C D Rom	0.59	240.04	-	198.57
TOTAL		1,630.10		1,804.69

*Does not include allocated overhead expenditure

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

	2009-2010		2008-2009	
(₹ in Lakhs)				
1) Consultancy & Research Projects	2,038.29		1,898.36	
2) Management Development Programmes (MDPs)	753.41		631.09	
3) CMA Other Expenses	19.45		21.44	
4) Centre Activities	21.94		22.76	
5) Chairs	1.62		3.82	
6) I.T. Modernization	1.41		1.16	
7) Faculty & Professional Development Expenses	30.01		30.58	
TOTAL		2,866.13		2,609.21

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

Date : 24th June, 2010

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

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Nina Badlani
Manager
(Finance & Budgets)

Sd/-
N.V.Pillai
Chief Administrative Officer

Sd/-
S. K. Barua
Director

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 19: SIGNIFICANT ACCOUNTING POLICIES

1. ACCOUNTING CONVENTION

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

2. INVENTORY VALUATION

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

3. FIXED ASSETS

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

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

4. DEPRECIATION

4.1 Depreciation on Buildings has been provided on Straight Line Method while Depreciation on other Assets has been provided on Written Down Value Method. The rates of depreciation are as specified in the Income Tax Act, 1961 except for Buildings of main Campus. In this case, where separate figures of residential and non-residential building are not available and major portion of the Building is for residential purpose, the rate of depreciation applied is 5%, the rate fixed by the Income Tax Act for residential building; instead of 10% for non-residential building.

4.2 Depreciation on assets where actual cost is equal to or less than ₹ 5,000/- item-wise are provided at the rate of 100%.

4.3 Capital Grants / Funds (Govt. and Non-Govt.) related to Fixed Assets are treated as Deferred Income and recognized in the Income and Expenditure Account on a systematic and rational basis over the useful life of the assets, i.e. Capital grants / Funds are allocated to Income over the period and in the proportion in which depreciation is charged.

5. REVENUE RECOGNITION

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

Interest on Investments are recognized on accrual basis.

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

6. INTEREST ON INVESTMENT

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

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

7. FOREIGN CURRENCY TRANSACTIONS

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

8. GOVERNMENT GRANTS

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

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

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

9. INVESTMENTS

Long Term Investments are carried at cost.

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

10. RETIREMENT BENEFITS

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

11. CONTINGENT LIABILITIES

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

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

1. UNEXECUTED CAPITAL CONTRACT

Unexecuted Capital Contract (Net of Advances) is ₹ 144.68 Lakhs (Previous year ₹ 267.40 Lakhs), for which sufficient fund is available in Campus & Infrastructure Development Fund.

2. CONTINGENT LIABILITIES

Additional Electricity Duty demand in dispute ₹ 34.69 Lakhs (Previous year ₹ 34.69 Lakhs) and Service Tax demand in dispute ₹529.23 Lakhs (Previous year ₹ 393.78 Lakhs).

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.

4. TAXATION

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

5. OTHER ITEMS

5.1 Market Value of Government Securities as on 31st March, 2010 is ₹ 75.88 Lakhs (Previous Year ₹ 78.00 Lakhs), Book Value ₹74.77 Lakhs (Previous Year ₹ 74.77 Lakhs) and Face Value ₹ 76.30 (Previous Year ₹ 76.30)

5.2 Out of the total expenditure for Centre for Management in Agriculture (CMA) of ₹182.01 Lakhs (Previous year ₹ 134.01 Lakhs), ₹ 155.28 Lakhs (Previous year ₹ 113.89 Lakhs) has been met out of Fund from Ministry of Agriculture and balance ₹ 18.02 Lakhs (Previous year ₹ 24.74 Lakhs) from Institute's own fund (CMA fund).

5.3 The Institute has implemented the recommendations of Sixth Pay Commission for the faculty, staff and pensioners of the Institute. On account of implementation ₹ 852.62 Lakhs (Previous year ₹378.69 lakhs) were debited under the head Establishment Expenses in Schedule 15.

5.4 Tax Deducted at Source from:

Particulars	2009 – 10 ₹ in Lakhs	2008 – 09 ₹ in Lakhs
a) Interest Income	3.48	2.71
b) Placement Income	0.86	0.57
c) MDP	2.54	0.42
d) Other Income	0.41	0.43

5.5 Expenditure in Foreign Currency

Particulars	2009 – 10 ₹ in Lakhs	2008 – 09 ₹ in Lakhs
a) Foreign Travel	86.52	135.81
b) Books and Case Materials	103.13	36.26
c) Others	113.83	3.35

5.6 Earning in Foreign Currency

Particulars	2009 – 10 ₹ in Lakhs	2008 – 09 ₹ in Lakhs
a) Consultancy & Research Project Income	377.56	230.98
b) Placement Income	12.12	127.03
c) Fees & Other Income	193.85	73.19

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

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

Signature to Schedules 1 to 20

Date : 24th June, 2010

Sd/-
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Manager
(Accounts & Compliance)

Sd/-
Nina Badlani
Manager
(Finance & Budgets)

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N.V.Pillai
Chief Administrative Officer

Sd/-
S. K. Barua
Director

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
RECEIPTS AND PAYMENTS FOR THE YEAR ENDED 31ST MARCH, 2010

RECEIPTS	₹ in Lakhs	PAYMENTS	₹ in Lakhs
1.1 Opening Balances		2.1 Payments for	
1 Cash in hand	0.25	1 Establishment Expenses	3,820.48
2 Bank balances		2 Administrative Expenses	880.86
- in current accounts	578.06	3 Long Duration Programme Expenses	1,630.10
- in savings accounts	39.00		6,331.44
3 Franking Advance	0.97		
	618.28		
1.2 Interest Received on		2.2 Payments against Various Funds	
1 Investments	1,844.69	1 Projects/programmes	2,866.14
2 Saving Bank Account	4.69	2 Academic Activities	115.49
3 Loans,Advances etc.	8.89	3 Student Aid	42.52
	1,858.27	4 Faculty & Staff Development Fund	54.72
		5 CII Fund	5.18
			3,084.05
1.3 Other Income Received		2.3 Investments (Net)	5,344.20
1 Fees	5,375.41		
2 Project/Program/Services	4,088.07	2.4 Purchase of Fixed Assets	537.27
3 Sale of Assets	8.17		
4 Donations	440.33	2.5 Loans and Advances	
5 Misc.Receipts	849.44	1 GENVAT	29.06
6 C M A Fund from GOI	162.00	2 Security Deposits	41.60
7 CII Fund Income	4.63	3 Deposits Accepted	79.28
8 Computer Centre Receipts	238.15		149.94
9 Academic Activities Receipt	203.47	2.6 TDS Receivable	13.29
10 Students Aid Fund	56.94		
11 Retirement Benefit Fund	20.61	2.7 Closing Balances	
12 Faculty,Officer & staff Dev & welfare Fund	71.44	1 Cash on Hand	0.25
13 IIM Society Membership	5.00	2 Bank balances	
	11,523.66	- in current accounts	923.89
		- in savings accounts	34.07
		3 Franking Advance	1.45
			959.66
1.4 Changes in Inventory		TOTAL	16,419.85
1.5 Changes in Current Liabilities			
1 Project/Program & Others Liabilities	2,386.42		
1.6 Loans & advances	24.85		
TOTAL	16,419.85		
Sd/-	Sd/-	Sd/-	Sd/-
Gohil Laxmandev B. Manager (Accounts & Compliance)	Nina Badlani Manager (Finance & Budgets)	N.V.Pillai Chief Administrative Officer	S. K. Barua Director

