



1966



1967



1968



1969



1970



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1974



विद्याविनियोगाद्दिक्रमः  
IIM  
AHMEDABAD

भारतीय प्रबंध संस्थान अहमदाबाद  
INDIAN INSTITUTE OF MANAGEMENT  
AHMEDABAD



1975



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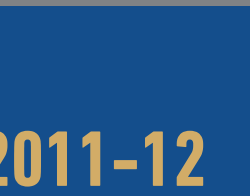
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2001



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2004



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2006



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2009



2010



2011



2012

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वार्षिक प्रतिवेदन  
ANNUAL REPORT 2011-12



*Founding Fathers*  
 1931  
 AHMEDABAD



Dr Jivraj Mehta

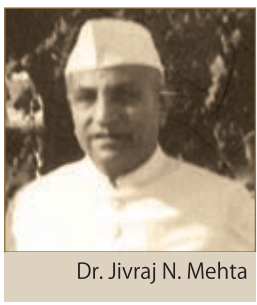


Kasturbhai Lalbhai

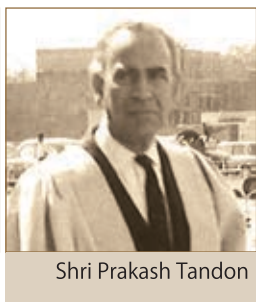


Dr Vikram Sarabhai

*Our Past Chairmen*  
 1931  
 AHMEDABAD



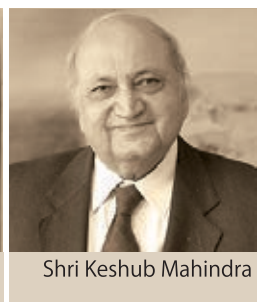
Dr. Jivraj N. Mehta



Shri Prakash Tandon



Shri. S.L Kirloskar



Shri Keshub Mahindra



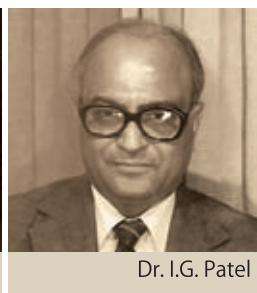
Mr. V. Krishnamurthy



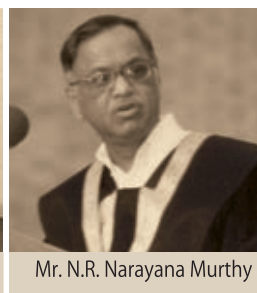
Mr. A.P. Venkateswaran



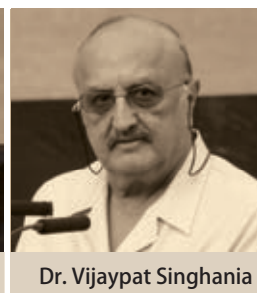
Prof. S.K. Khanna



Dr. I.G. Patel



Mr. N.R. Narayana Murthy



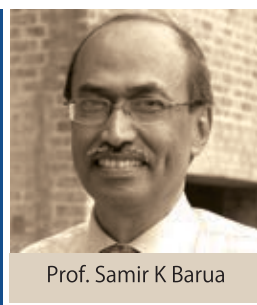
Dr. Vijaypat Singhania

*Our Present Chairman*  
 1931  
 AHMEDABAD



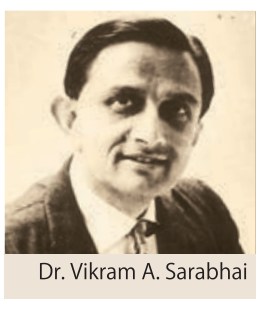
Shri A. M. Naik

*Our Present Director*  
 1931  
 AHMEDABAD

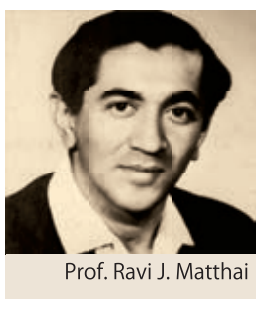


Prof. Samir K Barua

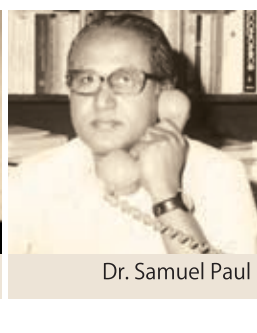
*Our Past Directors*  
 1931  
 AHMEDABAD



Dr. Vikram A. Sarabhai



Prof. Ravi J. Matthai



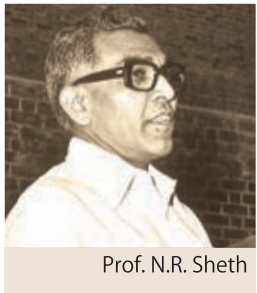
Dr. Samuel Paul



Prof. V.S. Vyas



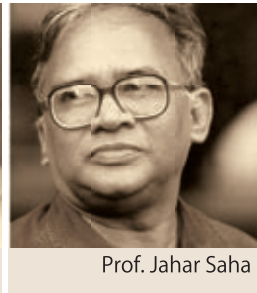
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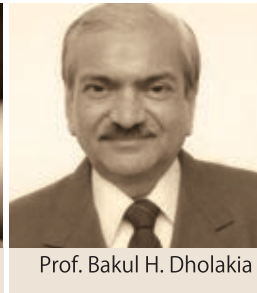
Prof. N.R. Sheth



Prof. P.N. Khandwalla



Prof. Jahar Saha



Prof. Bakul H. Dholakia

# FIFTIETH ANNUAL REPORT: 2011-12



भारतीय प्रबंध संस्थान अहमदाबाद  
Indian Institute of Management Ahmedabad



# CONTENTS

<b>THE YEAR IN RETROSPECT .....</b>	<b>5</b>
The Two-year Post Graduate Programmes .....	5
The Fellow Programme .....	5
The One Year Post-Graduate Programme .....	6
The Faculty Development Programme .....	6
Management Development Programmes (MDPs) .....	6
Research, Publication, Conferences and Seminars .....	7
Leadership in Academic Administration .....	7
Linkages with World of Practice .....	8
Participation in Social Transformation .....	8
Societal Obligations .....	8
Global Aspirations .....	9
Campus Infrastructure .....	9
Institute Turns Fifty .....	9
Our Pledge .....	10
<b>ACADEMIC PROGRAMMES .....</b>	<b>11</b>
POST-GRADUATE PROGRAMME IN MANAGEMENT .....	11
POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT .....	14
POST-GRADUATE PROGRAMME IN MANAGEMENT FOR EXECUTIVES .....	16
FELLOW PROGRAMME IN MANAGEMENT .....	17
PLACEMENT .....	18
CONVOCATION .....	21
FACULTY DEVELOPMENT PROGRAMME IN MANAGEMENT .....	21
<b>RESEARCH AND PUBLICATIONS .....</b>	<b>23</b>
<b>MANAGEMENT DEVELOPMENT PROGRAMMES .....</b>	<b>25</b>
<b>INTERDISCIPLINARY CENTRES AND GROUPS .....</b>	<b>26</b>
CENTRE FOR ELECTRONIC GOVERNANCE .....	26
CENTRE FOR GENDER EQUITY, DIVERSITY, AND INCLUSIVITY .....	26
CENTRE FOR INFRASTRUCTURE POLICY AND REGULATION .....	27
CENTRE FOR INNOVATION INCUBATION AND ENTREPRENEURSHIP .....	28



CENTRE FOR MANAGEMENT IN AGRICULTURE .....	30
CENTRE FOR RETAILING .....	31
COMPUTER AND INFORMATION SYSTEMS GROUP (C&ISG) .....	31
PUBLIC SYSTEMS GROUP (PSG) .....	32
RAVI J. MATTHAI CENTRE FOR EDUCATIONAL INNOVATION .....	33
<b>DISCIPLINARY AREAS.....</b>	<b>34</b>
BUSINESS POLICY .....	34
COMMUNICATION.....	35
ECONOMICS.....	35
FINANCE AND ACCOUNTING.....	36
MARKETING.....	37
ORGANIZATIONAL BEHAVIOUR .....	38
PERSONNEL AND INDUSTRIAL RELATIONS.....	38
PRODUCTION AND QUANTITATIVE METHODS .....	39
<b>ALUMNI CENTRE ACTIVITIES .....</b>	<b>40</b>
<b>GLOBAL PARTNERSHIP AND CORPORATE AFFAIRS .....</b>	<b>43</b>
<b>GRANT-IN-AID .....</b>	<b>46</b>
<b>INFRASTRUCTURE DEVELOPMENT .....</b>	<b>47</b>
<b>PERSONNEL.....</b>	<b>48</b>
<b>STUDENT ACTIVITIES .....</b>	<b>50</b>
<b>VIKRAM SARABHAI LIBRARY .....</b>	<b>64</b>
<b>WELFARE ACTIVITIES .....</b>	<b>66</b>
<b>APPENDICES .....</b>	<b>69</b>

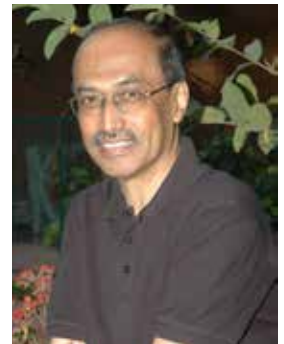






## THE YEAR IN RETROSPECT

The year began with hopes of revival of the global economy. However as the year progressed it became clear that the hopes were misplaced. The domestic economy too started showing signs of stress and slowdown. Despite the continuance of the economic crises for the fifth year in a row, I am happy to report that the Institute was able to further consolidate its financial situation. The Institute achieved an operating surplus for the second year in a row in 2012, despite having to set aside another about Rs.300 million towards meeting its pension liabilities. This was possible through prudent watch on expenses and making concerted efforts to enhance and diversify the sources of revenue. The initiatives taken by the Institute have laid the foundation for creating a sound financial position for the Institute in the years ahead.



### The 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. For the year 2011-12 the global ranking of the programme improved to 7 among Masters Programmes in Management ranked by Financial Times (FT). This was the second year in succession that the programme was ranked in the top ten. It continues to be the only programme from India in the list.

The year was the first year when the student strength in the PGP reached its peak, with the number of students in both the first and the second year of the programme reaching the batch size required as per the OBC quota. Despite that, the programme was conducted smoothly as the logistics for delivery of the programme had been planned with care. Concerns still remain about possible impact on quality of the programme arising from increased batch size.

Given the recessionary trend in the global economy, there were apprehensions about placement of students passing out. The apprehensions were however misplaced since all students seeking placement were placed in meaningful jobs.

The Institute's academic programme in the agriculture sector, the two-year Post-Graduate Programme in Agri-Business Management (PGP-ABM) achieved the distinction of becoming the top ranked programme among management programmes in the agriculture and food technology sector. This global ranking was done by Eduniversal, a respected French rating agency, that also ranks sectoral management programmes. This programme too witnessed the completion of expansion arising from implementation of OBC quota.

### The Fellow Programme

Several policy initiatives were taken during the year to strengthen the Fellow Programme in Management (FPM) – the doctoral programme of the Institute. The first year of the programme has been re-designed with the areas being given the option of taking charge of

the programme from the third term of the first year. The increased emphasis on the quality of doctoral dissertations is paying off with several FPM students publishing papers even before completing the programme.

The major concern about FPM is that it is a highly faculty resource intensive programme. The government's proposal to partially fund only additional students (over and above the average size of the programme in the last several years) discriminates against the older IIMs who already have decent sized doctoral programmes. Representation has been made to the government arguing that given the immense shortage of teachers it should fund, not just the increase but even the existing doctoral programmes in the older institutions.

The proposal from several alumni to open the programme to external candidates who may be asked to pay a reasonable fee for being permitted to pursue their doctorate needs to be given serious consideration. Adequate safeguards may be put in place that the quality of the programme does not suffer as a result of opening the programme to external candidates. In addition to enriching the programme through diversity of thesis topics, such an initiative would bring in the much needed funds for the programme.

### **The One Year Post-Graduate Programme**

The post-experience one year Post Graduate Programme in management for Executives (PGPX) continued its dominance among comparable programmes globally. For the second year in a row it was ranked high at 11 among MBA programmes in the prestigious global ranking of MBA programmes by Financial Times (FT).

The quality of applications received by the programme continued to be high. The cohort admitted to the programme continues to be comparable, perhaps better, than the cohorts admitted to MBA programmes in the best business schools globally. Following comprehensive review of the programme, changes have been implemented to enhance the effectiveness of delivery of the programme.

### **The Faculty Development Programme**

The four-month Faculty Development Programme (FDP) of the Institute witnessed a change in focus. There was greater emphasis on courses and work by participants related to research and pedagogy. The participants were provided with focused inputs on teaching and writing of cases. The change in design was appreciated by the participants. This programme has the potential to become the vehicle through which IIMA can significantly influence the quality of management education in the country. There is a case to examine the possibility of offering this programme twice in a year, with clearly specified objectives of achieving certain academic outputs from the offerings.

### **Management Development Programmes (MDPs)**

The domination of the Institute in executive education continued in the year 2011-12. In addition to conducting about 150 executive education programmes, the Institute for the first time conducted executive education programmes in Nepal and Bhutan. The programme in Nepal was a customized executive education programme for one of the largest enterprises in Nepal. The two open enrolment general management programmes conducted in Bhutan were extremely well received. In addition to participants from Bhutanese organizations, the programmes attracted participants from several Indian companies. The time has perhaps come for the Institute to think of creating a Centre for Corporate Education that would not only draw on faculty resources within the Institute but also from outside the Institute and expand the diversity and reach of executive education.



## Research, Publication, Conferences and Seminars

Continuing with celebrations of the Golden Jubilee year, the Institute took the initiative to bring together academics, academic administrators and executives from the corporate sector to discuss measures needed to make management education more relevant for the emerging requirements of the society. The Institute invited IIMC, that was also celebrating its golden jubilee year, to join hands in organizing a series of five conferences across India. Dr. Srikant Datar, an alumnus of IIMA and a faculty member at HBS agreed to be one of the key resource persons for these conferences. The conferences were organized at Ahmedabad, Kolkata, Mumbai, Chennai and Coimbatore on different themes in management education. Delegates from over one hundred management schools participated in these conferences. The proceedings of the conferences, available in the form of video recording of the key sessions, would be an excellent source of ideas for revamping management education in the country. An interesting highlight of the effort was that the conference in Chennai was organized by the IIMA alumni chapter of Chennai in collaboration with Anna University. The dialogue, debate and discussions that began in these conferences should continue and such conferences could become another vehicle for IIMA to lead management education in the country and offer ideas for changes needed to the rest of the world.

The collaboration with Random House to publish easy to read and relevant books in management authored by Institute faculty under the banner *IIMA Business Books* series continued. So far six books have been published in the series; another four are slated for publication by December 2012. The feedback on the books has been highly encouraging and several titles have become best sellers.

The Institute had taken the initiative to create web based access to cases and teaching material of the Institute. The portal has become operational. It is expected that by the end of the academic year 2012-13, the Institute will be able to offer over 1000 cases and other academic material in digital form for downloading. This would further strengthen the linkages of the Institute with management education and help in influencing the thinking in management. The year also witnessed organization of case editing and case writing workshops to enhance the quality and the number of cases authored by faculty of the Institute.

In the last few years, the Institute has taken steps to give impetus to research. The efforts are bearing fruits with over fifteen papers being published in the last one year in globally reputed journals by Institute faculty. Considerable focused research was done by centres that have been created for the purpose. The experience of CIIE (Centre for Innovation Incubation and Entrepreneurship) in innovation and entrepreneurship is started being converted into significant amount of quality academic material that would be useful in the years ahead for promoting entrepreneurship and innovation in the country. The experience would be useful for all the emerging economies in the world.

## Leadership in Academic Administration

IIMA has always demonstrated leadership in bringing about changes to enhance the standards of governance of academic institutions in the country. After considerable discussions with all stakeholders, the year finally witnessed changes in the MoA and the Rules governing the functioning of the Institute. The changes provide far greater autonomy to the Institute and give greater responsibility to the Board to manage the affairs of the Institute. Only time will tell how the Institute rises up to the challenges of the new governing structure and discharges its responsibility with care to ensure that it continues to march ahead as it has done in the last several years to enhance its prestige globally.

The year that has gone by also witnessed design of a comprehensive Performance Management System (PMS) for faculty of the Institute. The proposed multi-attribute system has been

designed with care to give the required primacy to research and teaching. The system has been approved by the Board and would be in operation from the academic year 2012-13. Emphasis on research was being given in the last couple of years, after the unprecedented expansion of PGP had been dealt with. The record of publications by Institute faculty in the last couple of years shows that the Institute is on its way to becoming a thought leader in management. The PMS would further motivate faculty to produce quality research that would change management thinking globally.

In 2007-08 the Institute created a process whereby 3% of consulting income and 2% (increased to 3% from 2011-12) of the revenue from open enrolment MDPs is set aside to create a fund for payment of incentive to staff based on performance. However, a more formal system for monitoring performance of staff had not been put in place. The year 2011-12 witnessed initiation of a formal Performance Review and Appraisal System (PRAS) for staff. The experience would be consolidated into developing a comprehensive system that would be used to motivate staff to contribute to efficiency and effectiveness of administration of the Institute. The performance thus measured would also be linked to rewards paid to staff from the incentive fund created.

### **Linkages with World of Practice**

Given the bias for decisions and action since its inception, the Institute has always engaged actively with the world of practice – governments, NGOs and organizations in the corporate world. The last five years have witnessed strengthening of these linkages.

In the year 2011-12, the Institute continued to influence the practice of management and governance of organizations.

Several faculty members are members of boards of companies, members of key policy making committees of government and regulators and members of boards of trusts that work in the social sector. Through such associations faculty members continued to significantly impact policy and decision making across a wide spectrum of organizations.

### **Participation in Social Transformation**

The year 2011-12 witnessed further consolidation of the contribution of the Institute to the Jawaja Project. A Rural University Advisory Board created for the purpose continued the efforts of the Institute to modernize the products produced by the artisans of Jawaja through help from the National Institute of Design (NID). The Board also took initiatives to strengthen the linkage of the artisans with the market.

For the last several years, the students have been engaged in educating the street children around the Institute campus through 'Prayas' - an organization set up by students for the purpose. The year 2011-12 saw a continuation and strengthening of such efforts. The children students work with joined the IIMA community to celebrate India's independence day and republic day on August 15 and January 26. They also took part in the variety entertainment programme that followed the flag hoisting on the two days.

In addition to the above more organized activities, several faculty members in their individual capacity contributed to functioning of several organizations that work in the social sector.

### **Societal Obligations**

In 2008-09, IIMA perhaps became the first business school in the world that started educating some students absolutely free. In 2008-09 the Institute supported education of 23 students absolutely free in the first year of their education at the Institute. The number of such students increased to 45 in 2009-10 as another 22 students from the new batch were identified for free education. In addition to complete fee waiver, the Institute also provides graded fee waiver to students who hail from economically poor families. This initiative was continued in 2011-12.



## Global Aspirations

In 2008 IIMA became the first management school in India to be accorded EQUIS accreditation. The accreditation was re-affirmed in 2011-12 after a review process.

IIMA is the only management school from India that is ranked among the top one hundred schools globally by The Economist. The Institute is also the only management school in India that has all the three post graduate programmes ranked very high in global ranking. As mentioned earlier, the PGP is ranked 7 and the PGPX is ranked 11 among comparable programmes globally by FT; and the PGP-ABM is ranked at the top by Eduniversal among comparable programmes globally. The Institute has active academic collaboration with over 70 business schools including some of the best schools in the world.

As the Institute builds its global reputation it will have to take steps to internationalize the cohorts admitted to its academic programmes. This may require the Institute to lower its cut-off in GMAT for admission, particularly for the PGP. The GMAT cut-off of 760 or so used today even for calling candidates for interview for admission to PGP is very high. Since potential applicants with such high GMAT scores easily get admission to the best schools in the world, practically no candidates apply to the PGP of the Institute.

The Institute would also have to take steps to achieve citizenship diversity among its faculty. This again would be possible only if adequate compensation can be paid to foreign faculty.

The above are issues that do not have easy answers. However, if the Institute desires to be on par on citizenship diversity among students and faculty with schools from other countries then these issues will have to be addressed by the Institute. These attributes are valued for rating and ranking.

## Campus Infrastructure

Due to a variety of reasons the much needed repairs to the administrative buildings on the old campus that had been devastated by the 2001 earthquake had not been carried out. The repairs and restoration of these buildings which started in 2010-11 were finally completed in the year 2011-12 on the basis of advice and guidance from competent structural engineers. The structures, including the famous Louis Kahn plaza, have been restored to their original beauty.

The year witnessed the fast progress in construction of new 320-room dormitory complex for students. While retaining the architectural vocabulary of the campus, the newly designed buildings reduced the cost of construction by about 30% vis-à-vis the old designs. These dormitories have since been completed. The accommodation provided in these new dormitories, with attached toilet, meets international standards for accommodation for post graduate students.

The year also witnessed laying of foundation stone for the construction of an indoor sports complex and relaying of the tennis courts. These works have since been completed. The refurbished tennis courts and the majestic sports complex have already become instrumentalities of students and campus residents for keeping fit.

## Institute Turns Fifty

The golden jubilee celebrations had begun on December 11, 2010 with a function honouring former staff, faculty, and board members whose contributions made IIMA an iconic management institute. The golden jubilee celebrations ended on December 11, 2011 with an extended function to recognize the achievements of the alumni of the Institute. About 40 alumni were specially honoured at a well attended function organized on the occasion. The

achievements of these alumni are in diverse fields including academics, corporate sector, social sector, sports, politics and performing arts. The acceptance speeches of these alumni were filled with nostalgic recollections of their days on campus. All of them said that the two years spent by them at the Institute laid the foundation on which they built their edifices of achievements. The common thread in what they said was that the education imparted at the Institute emboldened and encouraged them to dream big and take risks to embark on the less trodden paths.

The golden jubilee celebrations included release of the film made on the Institute's journey of five decades by Mr. Kandaswamy, an IIMA alumnus. A book authored by Shri Prafull Anubhai who served as a faculty member at the Institute in early years and was on the board of IIMA for over three decades titled, "The IIMA Story: *the DNA of an institution*" was also released on the occasion. The book describes the early years of the Institute and brings out the significant contributions of the founding members who shaped the character of the Institute.

In a fitting tribute to the outstanding contributions made by the alumni, a distinguished alumni, Shri K.V. Kamath, Chairman, ICICI Bank and Chairman, Infosys Technologies Ltd. presided over the Convocation 2012, as the Chief Guest. Graduating from IIMA in 1971, he was also a member of the IIMA Board from 1997 to 2010.

### **Our Pledge**

As the Institute marches ahead, fifty years young, it is time for all stakeholders to rededicate themselves to the service of the Institute to ensure that the lamp that was lit over five decades ago continues to shine brightly and guide the destiny of the nation for the betterment of its people. We must take the pledge to ensure that IIMA continues to be an institute of management with a difference – one that functions with the mission of using management education to create a society that strives for upliftment of the less privileged.

**Samir K Barua**

Director





## ACADEMIC PROGRAMMES

The Post-Graduate Programme in Management (PGP) is the longest running programme offered by the Institute. In surveys conducted by publications in India and abroad, it has been consistently ranked at the top amongst the Indian management schools. PGP was first offered in 1964. The range of programmes offered by the Institute has expanded since then. Currently, the Institute offers five academic programmes of varying duration: the Post-Graduate Programme in Management (PGP) (equivalent to MBA); the Post-Graduate Programme in Agri-Business Management (PGP-ABM) (equivalent to MBA); the Post-Graduate Programme in Management for Executives (PGPX); the Fellow Programme in Management (FPM) (equivalent to Ph.D.); and the Faculty Development Programme (FDP) for management teachers and trainers.

### 1. POST-GRADUATE PROGRAMME IN MANAGEMENT

The forty-eighth batch of the Post-Graduate Programme in Management (PGP) got off to a start on June 20, 2011, with 376 students. At the end of the year, 372 students were promoted to the second year.

The second year of the 47th batch commenced on June 13, 2011, with 371 students. At the end of the second year, 369 students graduated.

Students	SC	ST	OBC	DA
First Year	49	22	103	9
Second Year	55	16	100	10

Details are given in **Appendix A1**.

#### Preparatory Programme

The preparatory programme is meant for newly joining students who are found relatively underprepared in communication and mathematical skills. Conducted before the start of the regular session, eighteen students attended this programme from May 30 to June 18, 2011.

#### Orientation Programme

An orientation programme for new students was held from June 20 to 22, 2011. In addition to addresses by the Director and the PGP Chairperson, a dialogue with the PGP Executive Committee and briefing on the computer and library facilities as well as their usage formed part of the Orientation Programme. An extended session on case preparation and case method was also held to familiarize new students with case method of teaching since that is the dominant pedagogical tool.

#### Tutorials

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

### Curriculum

The PGP curriculum is revised periodically by the PGP Review Committee to keep pace with latest research. This year 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 and a maximum of 20 credits of courses.

In the second year, 100 elective courses and 47 project courses were offered (including 6 non-credit independent projects). On account of heavy registration, one elective course was taught in four sections, one in three sections, and 25 in two sections. Students opted for all the 100 electives offered.

### New Courses

Fourteen new elective courses were offered in the second year. These are listed in **Appendix A2**.

### Double Degree Programme and One-Term Exchange Programmes

#### *Double Degree Programme*

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

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

Two students from the University of Bocconi, Italy; one student from ESSEC, France; and one student from HEC, France, participated in the second year of PGP under the double degree programme. At the same time 9 second year students from the Institute participated in the double degree programmes at ESSEC, University of Bocconi, and HEC.

#### *One-Term Exchange Programme*

The objective of the student exchange programme is in line with the internationalization of PGP and to provide international exposure to students. The Institute collaborated with several international business schools for exchange of students during the academic year 2011-12. During the year, the Institute received 79 exchange students and 4 double degree students and sent 90 exchange students and 9 double degree students to partner institutions.

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

### Lecture Series

The following distinguished persons addressed students during 2011-12:

<b>Vijay Govindarajan</b>	Professor at Tuck School of Business at Dartmouth College
<b>Ritu Chaudhri</b>	Vice President - Marketing, Nirula's Corner
<b>Arvind Sagar</b>	President – Corporate Initiative and Planning, MARG
<b>Puneet Mahindroo</b>	Corporate Director, Taj Hotel Resorts and Palaces



## Scholarships

The Institute awards a large number of scholarships based on academic performance and also operates a need-based fee waiver scheme.

### ▶ Industry Scholarships

Thirty-eight students received industry merit scholarships during the year.

### ▶ Aditya Birla Scholarships

The Aditya Birla Group selected seven students for its scholarships worth Rs.1,75,000 each.

### ▶ Sir Ratan Tata Scholarships

Five students based on their first year performance, received Sir Ratan Tata scholarships, instituted by Sir Ratan Tata Trust.

### ▶ Samsung Scholarships

Five students based on their first year performance received Samsung scholarships, instituted by the Samsung India.

### ▶ T. Thomas Scholarship

One student based on his first year performance received the T. Thomas scholarship, instituted by Unilever, London.

### ▶ O.P. Jindal Engineering and Management Scholar

One student was chosen as O.P. Jindal Engineering and Management Scholar. The O.P. Jindal Group has instituted these scholarships to promote academic and leadership excellence.

### ▶ Shri G.C. Mital Entrepreneurship Aid

This award has been instituted by Mr. Ankit Mital, a PGP alumnus, to start own entrepreneurial venture. One student was chosen for this award.

### ▶ Societe Generale Global Solution Centre Scholarships

Three students were awarded these scholarships.

Recipients of these scholarships are listed in **Appendix A5**.

### ▶ Shri S.K. Seth Memorial Award

Instituted by Mrs. Shanti Seth in memory of her husband, late Shri S.K. Seth, the first Librarian of the Institute, this award is given to a student who obtains the highest grade points in the first year of the programme. This year, the award was given to Kapil Singh Dhaka.

### ▶ S. Umapathy Prize

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

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

The Kollengode V. Srinivas Award was instituted by the parents of late Shri Kollengode V. Srinivas to recognize the all-round performance of an outstanding student and to honour the memory of Srinivas' association with the Institute. This year, the award was given to Thakar Rushi.

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

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

► **Woman All-Rounder Award**

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

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

**Fee Waiver Scheme**

For the year 2011-2012, under the income-linked tuition fee waiver scheme, fee waivers amounting to Rs.5,08,87,419 were awarded which included full fee waiver to 30 second year (2010-12 batch) students.

**IIMA Special Need-Based Scholarships**

Need-based scholarships were given to 97 PGP and 15 PGP-ABM first year students (Batch 2011-13) amounting to Rs.3,06,20,281. This included fee waivers of Rs.7,35,281 given to two repeaters. The scholarships ranged from Rs.40,281 to Rs.6,95,000.

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

Scholarship for SC – Scholarship amount for the claim of last year amounting to Rs.9,77,042 has been received and disbursed. Four applications were sent to the Ministry for the current year scholarship and an amount of Rs.6,69,420 was received for three students, out of which Rs.4,16,280 has been disbursed to two students. One student declined to accept the scholarship as the student received higher amount scholarship from another agency.

Scholarship for ST - Scholarship amount for the claim of last year amounting to Rs.60,800 has been received and disbursed. Three applications were sent to the Ministry for the current year scholarship. The amount for the current year is yet to be received.

**SC/ST Scholarships by the Institute**

This year 145 students received SC/ST scholarships amounting to Rs.1500 each.

	Male	Female	Total
General	167	25	192
NC-OBC	94	9	103
SC	46	2	48
ST	16	4	20
Disabled	8	1	9
<b>Total</b>	<b>331</b>	<b>41</b>	<b>372</b>

PGP Admissions (2011-2013 Batch)

**Admissions**

CAT 2011 was conducted as a computer based test from October 22 to November 18, 2011. The Post-Graduate Programme commencing June 2012 attracted 1,73,886 applications including several from overseas. Additional details about the admission data till the interview stage are given in **Appendix A6 and A7**.

**2. POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT**

The Post-Graduate Programme in Agri-Business Management (PGP-ABM) has been developed to ensure that it meets the highest international standards, and is of direct relevance to the real world. Increasing environmental concerns and challenges of working in a highly market oriented environment requires the agri-food industry to be responsive to changes in policies and managing those changes. Along with innovative skills, those working in this industry require a range of management skills, familiarity with the policy environment,

and a strategic perspective. The programme prepares students for the arduous task of leading change in the dynamic industry and managing the process of those changes. With the powerful blend of faculty, staff, alumni, and corporate partners working together to achieve excellence in agri-business education, the programme offers opportunities for exploring possibilities in agri-business. The programme 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
- ▶ develop leadership capabilities in students, enabling them to adapt to change and motivate the organizations they work in
- ▶ widen students' vision and instill in them values of professionalism, integrity, ethics, and social commitment

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

PGP-ABM has been ranked first in the world in a survey of specialist master's degree or diploma programmes undertaken by Eduniversal, Paris.

### Preparatory Programme

In order to strengthen mathematical, communication and computer skills, all students were asked to attend a preparatory programme from May 25, 2011 to June 18, 2011.

### Orientation Programme

A welcome and orientation programme for the new batch of PGP-ABM students was held during the period June 20-22, 2011. In addition, 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 also held to introduce students to case method of instruction.

### Curriculum

First year students studied 25.50 unit credits.

Second year students were required to register for a minimum of 17 credits and a maximum of 20 credits. Apart from four sector-specific compulsory courses, students were offered elective courses to deepen 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 also allowed to register for 3.75 units in one combined slot or in other combined slot.

Courses offered during the academic year 2011-2012 can be seen in **Appendix B1**.

### Rural Immersion Module

The first phase of the Rural Immersion Module was organized from April 5 to 14, 2011. Students were divided into six groups. Two groups were placed in Sitamarhi and Madhubani, two groups were placed in Aurangabad, Maharashtra, and two groups were placed with SEEDS (NGO) based at XLRI, Jamshedpur, in Jharkhand. The second phase was held from December 5 to 18, 2011, which was known as implementation phase. This module gave very good insights to students about the village society.





### Admission

The **PGP-ABM** programme was well received by the student community despite the fact that there was marginal fall in the number of applications in 2011. This year the Institute received 1,19,779 applications against 1,37,544 received last year (see **Appendix B2**).

After an intensive selection process, thirty-eight students joined the programme during the academic year 2011-2013.

### 3. POST-GRADUATE PROGRAMME IN MANAGEMENT FOR EXECUTIVES

PGPX commenced on April 11, 2011, with 101 students including six women. With an average GMAT score of 714, the participants' average age was 34 years and 10 years' work experience which included international work experience of around 4.7 years.

#### Programme Structure

The programme has been restructured based on the PGPX Review Committee report. Spread over five academic terms, PGPX is offered in six segments: Induction, Building Blocks, Preparing for Top Management, International Immersion, Electives, and Capstone. Thirty compulsory and 43 elective courses were offered during the year.

#### International Immersion Programme

This is a two-week academic training programme at foreign institutions. It was conducted between September 5 - 18, 2011 wherein the students visited following in five groups:

- ▶ Chinese University of Hong Kong, Hong Kong
- ▶ School of Management, Fudan University, Shanghai
- ▶ Warwick Business School, University of Warwick, Coventry
- ▶ ESCP, Paris
- ▶ ESSEC, Singapore

#### PGPX Student Activities

PGPX students conceived, planned, and executed following events during the year:

- ▶ **ConneXion2011**: This is an annual event to drive industry interaction with academia. In this year's two-day conference held on November 4-5, 2011, on the theme "Thought Leadership" more than 30 CXOs from India and abroad participated to discuss important developments in upcoming sectors such as technology-led businesses and digital marketing. A panel on "Harnessing Growth Potential of India" focused on key drivers to take India onto the world stage while another panel discussion on "Technology Led Business Innovations" explored ideas on how technology can be meaningfully used to impact businesses. The panel discussion on "Sustaining India's Growth Engine" focused on sustaining India's GDP growth.
- ▶ **XBiz**: X-Biz is an annual business plan competition. It provides a platform for budding entrepreneurs to showcase the robustness of their business idea and hone their business planning skills. X-Biz 2011 sponsored by Emerson, a global leader in providing innovative solutions, received 62 entries from teams across premier institutes across India and a few international teams. The final three teams got an opportunity to showcase their plan before a distinguished panel of judges. Team Innopreneurs from IIM, Shillong, won the first prize. Their business plan was about production and marketing of mechanized agri-equipment designed by Gurnail Singh Dhonsi at low price providing high value. Team Waste Junction from IIMB was placed in second position and Team Habermas from IIT, Madras, stood third.



- ▶ **Telecom CXO Conclave:** This was organized in collaboration with the IIMA Idea Telecom Centre of Excellence (IITCOE) under the theme “NTP 2011- Driver for Changing Telecom Landscape.” Experts from telecom and related sectors debated on various business models and the implications of regulatory decisions for the sector. Important aspects of the National Telecom Policy 2011 were discussed threadbare. The focus was on provisions regarding local manufacturing, R & D, and spectrum sharing in the proposed telecom policy.

### Speaker Series

The following distinguished speakers addressed students during the year:

- ▶ Mr. Jung Soo Shin, CEO and President, SW Asia, Samsung
- ▶ Ms. Kiran Sethi, Founder/Director, Riverside School, Ahmedabad
- ▶ Mr. Srinivas Addepalli, Senior Vice President, Corporate Strategy, Tata Communications
- ▶ Dr. Dani Rodrik, Professor, Harvard University
- ▶ Mr. Alok Kumar, CEO, Sears India
- ▶ Mr. Harsh Nanda, Executive Director, Goldman Sachs
- ▶ Lt. General Rajesh Kocchar, Chief of Staff, Army Training Command, Indian Army
- ▶ Dr. Mia de Kuijper, co-dean of the Duisenberg School of Finance, Amsterdam, and CEO, de Kuijper Global Partners.

### Academic Performance and Scholarships

All 101 PGPX students graduated successfully. Following commendations were made:

- ▶ The Institute’s Gold Medal was awarded to Shivram Ramakrishnan.
- ▶ Academic Merit Awards carrying cash of Rs.20,000 each were given to: Shivram Ramakrishnan, Vinay Bhaskar, Puneet Kumar Saraf, Arpita Bishoyi, and Sameer Jain.
- ▶ All-round excellence award carrying cash of Rs. 50000 sponsored by Shri Arun Duggal (Chairman, Shriram Capital Ltd., IIMA Visiting Faculty and alumnus 1974 batch) was given to Arjav Jagannath Chakravarti.

### International Recognition

PGPX continued to be ranked first in career progression and eleventh overall in the *Financial Times* FT Global MBA Rankings 2012. The international magazine *CEO World* too ranked PGPX eleventh in Top 25 Best Global MBA Graduate Business School Rankings for Senior Executives and Entrepreneurs. The programme was ranked seventh in the *CEO World’s* Top 25 Best Graduate Business School Rankings – Masters in Management Program for Executives and Entrepreneurs.

### PGPX 2012 -13 Admissions

For the next batch, 85 students including 6 females were selected.

## 4. FELLOW PROGRAMME IN MANAGEMENT

The Institute’s doctoral level programme, called the Fellow Programme in Management, consists of two year’s course work followed by a thesis. Students are given the title of “Fellow of the Indian Institute of Management, Ahmedabad” after graduation. With the addition of five students who graduated this year, the total number of graduates stands at 279. At present, 37 students are in their thesis phase and 28 students are doing course work.

Details of graduated FPM students of 2012 are given in **Appendix C**.

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

### Awards

Sudeep K Krishnan (CISG) received the IFCI and Chaudhary-Padmanabhan-Pant awards for best thesis proposal while Atul Arun Pathak (BP) received the Chaudhary-Padmanabhan-Pant award for scholastic performance in the first year. Debdatta Pal (CMA) received the IFCI award for best thesis proposal.

### Fifth IIMA Doctoral Colloquium



The fifth Doctoral Colloquium was successfully organized by the Institute in association with Wipro Technologies on January 6-8, 2012. The event was a huge success considering industry support and doctoral candidates' participation in the event. This year the format of the colloquium was improvised to make the event bigger and better. Researchers from India and abroad participated in large numbers.



In this year's colloquium, a pre-conference workshop was organized on January 6, 2012, which had six workshops on methodology and tools used in management research. It also had participation from industry leaders in research and management practices.

The event provided doctoral students and participants opportunities to interact with eminent research scholars and industry experts to discuss real life problems and issues for management. Professor S. Marjit, a noted social economist, and Director at the Centre for Studies in Social Sciences, was the Chief Guest for the event. Professor Jagdip Singh, Marketing Chair at Case Western University, was one of the keynote speakers. Mr. Jayant Prabhu from Wipro Technologies, Dr. Anil Kane, ex-Vice Chancellor MS University and Wind Energy Expert (President Emeritus, WWEA; Chairman, InWEA), Dr. R.R. Sonde from Thermax, and Mr. Biju Ganesan from Emerald Publishing were distinguished guests from industry.

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

## 5. PLACEMENT

### PGP

The placement process for the graduating batch of the Post-Graduate Programme (PGP) was successfully completed. Students were able to secure jobs in sectors of their choice despite slightly adverse market conditions.

### Placement Process

The placement process was conducted in two stages. The first was the lateral process where firms interviewed students with work experience and offered mid-level positions. The next was the final placement process which was conducted in the cohort system being followed since 2010. In addition to the regular offer, the Institute continued with its tradition of allowing its students to play a "dream" on any firm of their choice even if they had an offer in hand, providing a lot of freedom to students and helping them build careers in sectors of their preference. In all, 443 job offers were made to 364 students who participated in the placement process.

### Lateral Placement

With more than 40 per cent of the batch eligible, there was a thrust on lateral placement to ensure that students could leverage their experience to the hilt. Firms like Amazon, Deloitte, Aditya Birla Group, Siemens, and Microsoft were some of the recruiters who made offers.





Despite adverse market conditions, the Institute did not witness a hiring freeze from any sector. Investment banks such as Barclays Capital, Deutsche Bank, Goldman Sachs, Morgan Stanley, Citibank, Nomura and other banks and financial institutions such as RBI, Yes Bank, DBS, and Axis Bank also recruited a significant number of students this year. Consulting companies recruited in large numbers in both the finals and lateral processes. These included Boston Consulting Group, McKinsey and Company, Bain and Company, Oliver Wyman, Opera Consulting, AT Kearney, Booz and Company, Accenture, and Deloitte. Several e-commerce companies such as Zynga, Yebhi.com, Redbus, and InfoEdge recruited students for roles in product development, marketing, and general management. Thirty-nine new recruiters took part this time in the placement process.

### Top Recruiters

More than 120 firms participated in the placement process including laterals. IBM was the top recruiter across clusters having picked 21 students. Of the top global consulting firms, Boston Consulting Group recruited 17 students and McKinsey and Company recruited 9 students. Accenture recruited 14 students including those selected through the lateral process. Among global investment banks, Royal Bank of Scotland recruited 11 students and was the largest recruiter in this cohort. In the FMCG cohort, first time recruiter Supermax made the highest number of offers and recruited 14 students, while global major Proctor and Gamble recruited 9 students. Bharti Airtel recruited 11 students, and EXL Service recruited 9 students.

### Entrepreneurship

The Institute has always encouraged students to take up entrepreneurship as a career and this year, six students opted out of the placement process to start their own ventures. The start-ups include a social venture to make elderly people financially self-sufficient, a service to provide doctors and medicines at one's doorstep, and an information security consulting firm. In line with its culture of fostering entrepreneurship, the Institute offers a placement holiday to its students.

### Placement Reporting Standards

Details about the placement process including that on compensation will be released in an audited report, as per the Indian Placement Reporting Standards (IPRS), introduced by the Institute in an effort to bring about greater transparency in B-school placements across the country. The report will be available after the audit process by the external agency (CRISIL) is complete, and will be uploaded on the official website.

### PGP-ABM

The final placement was conducted in February 2012 and saw a variety of roles offered across sub-sectors including Seeds, Fertilizers, Pesticides, Global Supply Chain Management, Retail, Corporate Banking, Food and Agribusiness Research and Advisory, FMCG, Logistics and Warehousing Management, Agricultural Machinery, Rural Banking, Agricultural Research, Education, Rural Development, and Consulting.

Thirty-two companies participated in the placement process this year, making 53 offers to 37 students. One student opted out to start an entrepreneurial venture, and two others accepted placement off campus. The batch attracted a diverse pool of recruiters, ranging from MNCs to small and medium enterprises as well as notable start-ups.

Godrej Agrovet and Monsanto India made two pre-placement offers. Additionally, Godrej Agrovet, Britannia, and Tata Rallis offered four pre-placement interviews.



Syngenta made five offers and was the largest recruiter. Other top recruiters included IFTRA, Yes Bank, and Coromandel International, each making four offers. Lemken, a first time recruiter, offered senior roles in both Indian and international markets. Other notable first-time recruiters included Vector Consulting Group, StarAgri, PI Industries, and New Holland Agriculture. Regular recruiters such as Rabobank, Heinz, Marico, Britannia, and Bayer Crop Science also participated in the placement process. Several students with prior work experience accepted lateral placement offers from TAFE.

Two students were placed abroad.

### **PGPX**

PGPX saw excellent placement this year. The programme has a general management focus, with emphasis on leadership across borders and cultures and this is reflected in the offers made.

PGPX students were placed in senior and mid-senior managerial positions in India and abroad. Recruiters included well-known names such as Boston Consulting Group, PricewaterhouseCoopers, Roland Berger, Microsoft Corporation, Oracle Financial Services Software Ltd., Goldman Sachs, Deutsche Bank, Google India, Infosys Technologies, Accenture Services Pvt. Ltd., Wipro BPO, Cognizant Technologies Solutions, Mindtree Consulting, Amazon Development Centre, Yes Bank, Hindustan Coca-Cola Beverages Pvt. Ltd., Sears Holding India, Tata Motors, Ericsson Global, Deloitte Consulting, Phillips Healthcare, and many others.

One student was company sponsored and therefore opted out of placement. Ninety-nine offers were made to remaining 100 students. Seventy-two students got jobs through the placement process. Eight students decided to join previous employers. Four students opted out of the placement process to pursue international opportunities abroad. Ten students got jobs outside the placement process. Six students continue to be in the process looking for the right fit in terms of role, location, and designation.

### **FPM**

#### **Final Placement**

Four FPM students were eligible for final placement. However, none of them opted for placement. One student took up an academic position at the Indian Institute of Management, Indore, while another went back to the company he worked for. The third student was placed last year in a consulting firm but graduated this year. The fourth student decided to opt out of the process.

#### **Summer Placement**

Two FPM students opted for summer placement.

#### **Placement Process**

The placement process for FPM was shifted from day-based to rolling process. The new process will not put undue burden on the student to finish his/her thesis at a particular time which used to be the case in day-based process. FPM students can now finish their thesis at any time during the year and can opt for corporate placement immediately after that. An approval from the thesis advisory committee would be required, as earlier, to start the placement process.

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



## 6. CONVOCATION

The forty-seventh convocation of the Institute was held on March 24, 2012. Shri K.V. Kamath, Chairman, ICICI Bank, and Chairman, Infosys Technologies Ltd., delivered the convocation address. At the convocation, 5 FPM students were awarded the title of Fellow of the Indian Institute of Management, Ahmedabad, 369 students were awarded the Post-Graduate Diploma in Management, 40 students were awarded the Post-Graduate Diploma in Agri-Business Management, and 101 students were awarded the one-year Post-Graduate Diploma in Management for Executives.



Shri K.V. Kamath, Chairman, ICICI Bank, and Chairman, Infosys Technologies Ltd., at the forty-seventh convocation

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

- ▶ Gaurav Jagdish Singhal
- ▶ Nehul Malhotra
- ▶ Aditya Khandelua
- ▶ Shivram Ramakrishnan of the Post-Graduate Programme in Management for Executives received the Indian Institute of Management Ahmedabad Medal for Scholastic Performance.



Gaurav Jagdish Singhal



Nehul Malhotra



Aditya Khandelua



Shivram Ramakrishnan

## 7. FACULTY DEVELOPMENT PROGRAMME IN MANAGEMENT

The Faculty Development Programme (FDP) is a 15-week residential programme, specially designed for faculty members of management education and training institutes. The first FDP was offered in 1979 after the Institute had experimented with a series of University Teachers' Programmes. Over the years structure and curriculum of this programme have been reworked to address emerging developmental needs of management educators.

The 33<sup>rd</sup> FDP was offered from June 6 to September 24, 2011. Twenty-nine management teachers, ten of them women, from Indian institutions attended the programme. Ten held doctorates in disciplines related to management. Nine were self-sponsored and two were partially sponsored. Fellowships totalling Rs.66,000 were made available to nine self-sponsored participants to cover a small part of programme fee.

The major focus of FDP is on upgrading teaching, training, and research skills of management teachers - especially of those teachers who have not had an opportunity to acquaint themselves with recent developments in teaching and research methods. Continuing with the structure developed for the 32<sup>nd</sup> FDP, three sets of courses were offered in the 33<sup>rd</sup> FDP: discipline-based courses, foundational courses, and a set of electives. The first set of courses included



Strategy Formulation and Implementation, Legal Environment, Information Technology for Management, Economic Environment and Policy, Management Accounting, Financial Management, Marketing, Understanding Organizational Behaviour, Human Resource Management, Statistics for Data Analysis, Operations Management, and Revenue Management.

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

The electives included Project Management, Health and Hospital Management, Course Design: Managing Climate Change, Environment Management, Marketing Research, Design, Development and Delivery of Programmes, Knowledge Management, and International Business. Participants also undertook field visits and attended a workshop on Case Writing.

FDP has come to be recognized as one of the best in the country for an intensive management faculty development experience. The FDP alumni network now has 623 members, including 76 management teachers from Nepal, Bangladesh, Maldives, Sri Lanka, and Ethiopia, all of them contributing to improving the quality of management education.



## RESEARCH AND PUBLICATIONS

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

During the year, 11 research projects, 6 seed money projects, and 7 case development projects were initiated. Eleven research projects, two seed money projects, 12 summer internship projects, and two case development projects were completed. Three research projects were withdrawn.

During the year, the academic community wrote 13 Books, 8 Monographs, and 83 Articles in Journals. They contributed 29 Chapters in Books, presented 103 Papers in Conference, and wrote 35 Working Papers.

Details are given in **Appendix F, G, and H.**

### Vikalpa: The Journal for Decision Makers

*Vikalpa: The Journal for Decision Makers* ([www.vikalpa.com](http://www.vikalpa.com)) is a quarterly publication. Currently in its 37th year, *Vikalpa* is recognized as a premier management journal. The focus is on applied research that meets the standards of academic rigour and reflections that are relevant to practising managers.

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



papers. *Colloquium* includes debate on a contemporary topic. *Management Case* describes a real-life situation faced, a decision or action taken by an individual manager or by an organization at the strategic, functional, or operational levels; *Diagnoses* features analyses of cases by academicians and practitioners. Since the last two years, *Vikalpa* has been carrying the case and its diagnoses in the same issue. *Vikalpa* also features *Book Reviews*.

*Vikalpa* is a peer-reviewed journal. All contributions received are double-blind reviewed; accepted contributions are edited suitably. About 130 reviewers were involved in reviewing the papers during the year.

During 2011-2012, *Vikalpa* received 239 papers; 113 of these were rejected at the preliminary stage; the rest, after review, would be accepted, either without modification or after revisions by the authors, or rejected. During the year, the subscriber base of *Vikalpa* (average per issue) was 4029. *Vikalpa* was distributed to 372 IIMA/IIMA Society members.





## MANAGEMENT DEVELOPMENT PROGRAMMES

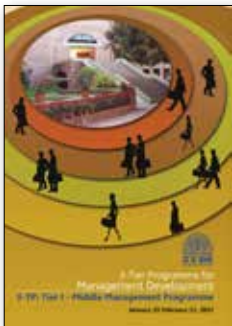
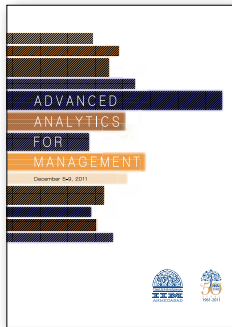
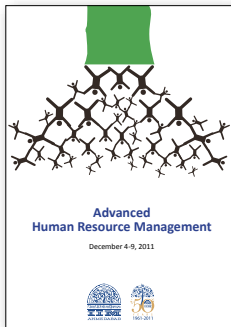
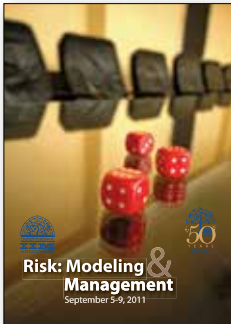
In 2011-12, the Institute offered 58 management development programmes, which attracted 1,812 executives from private and public sector organizations including government departments. The MDP activity catered to 14,548 participant-days.

During the year two programmes were offered twice: 3TP: Middle Management Programme and General Management Programme in Bhutan.

Of the 58 programmes, four were regular general management programmes. Of the remaining 54 programmes, 11 programmes were new, and 43 were repeat offerings. Of these 11 new programmes, one was a general management programme (offered twice) and 9 were area-specific programmes.

While 73 programmes were planned to be offered, 15 programmes were either cancelled or postponed.

Breakups of programmes offered, number of participants, etc. are given in **Appendix J**.





## INTERDISCIPLINARY CENTRES AND GROUPS

### 1. CENTRE FOR ELECTRONIC GOVERNANCE

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

Presentations were made in the Plenary Panel during the International Conference on eGovernance -2011, jointly organized by Institute of Management, Nirma University (IMNU), IIT-Delhi, Computer Society of India, and Government of Gujarat in the Computer Society of India Annual convention held in Ahmedabad in November 2011; in the South East Asia Regional Computer Conference (SEARCC), Mumbai, December 12, 2011; in ASSOCHAM, 8th International Summit on e-Governance, 29 September 2011, New Delhi; and in IT.Biz Bangalore during 18-20 October 2011. Nearly a dozen presentations were made in training programmes organized by different institutes on the topic of eGovernance.

#### IFIP/CEG Newsletter

Three issues of the IFIP/CEG newsletter titled *IT in Developing Countries* were published during the year. There are 600 subscribers to the newsletter and around 2500 readers from different countries.

### 2. CENTRE FOR GENDER EQUITY, DIVERSITY, AND INCLUSIVITY

The Gender Resource Centre is a new initiative of the Institute for the study of gender concerns with stakeholding constituents including policy makers, academicians, leaders, managers, entrepreneurs, and others. The Centre's primary task is to create, support, and sustain gender-sensitive processes for better understanding and addressing disharmony in the management of gender differences. The Centre was established in 2006 with the purpose of fostering policy research and capacity building through education, training, and outreach; providing policy makers, practitioners, scholars, and alumni with advisory support on gender initiatives; and undertaking activities for knowledge creation and action research in Gender Equity, Diversity, and Inclusivity. For this reason, the Centre is popularly known as the GEDI Centre and was renamed as such during the year.

#### Thematic Focus

Ideally, "gender" refers to an understanding of the perspectives of both men and women. Distinguishing itself from the stream of women's studies, the Centre focuses on the politics of disharmony in the management of gender differences. Gender inequities arise at different stages of life and cannot be quick-fixed in a narrow set of adult roles in work life. For this reason, the Centre has adopted a life-cycle perspective from the womb to old age to address the politics of disharmony in the management of gender differences through attention to pre-

natal care, infant care, child rearing, education, work-life balance for couples in roles and systems, economic and social security management, and the chronic underrepresentation of women in professional life. Some of the priorities identified are underrepresentation of women in elected and selected roles of professional responsibility and capacity building to enhance gender diversity, equity, and inclusivity at workplaces and in systems of higher education, gendered child-rearing practices and design of educational curricula to combat systemic deficits that translate into gender stereotyping, and the special challenges for women entrepreneurs and managers.

### Case Study on SEWA

The Centre is carrying out a study of SEWA, the largest women's cooperative in the world, to understand the umbrella characteristics, hybrid organizational features, and countervailing power dynamics.

### Capacity Building

The Centre organized a conference "Managing You and Me in Roles and Systems" between March 14 and 20, 2012. The objective was to develop capabilities to respond to management and leadership challenges in organizations.

### GEDI Colloquia Evenings

A significant new activity was monthly GEDI colloquia evenings inaugurated in August 2011 with the screening of a French film *Women are Heroes* followed by a spirited discussion led by Mr. Phillippe Martin, Director, Alliance Francaise d' Ahmedabad. In September, there was a public lecture titled "What is Different about Organizing Women and Men?" by Professor Ajeet N. Mathur, Chairperson, GEDI. The GEDI colloquia evening in September 2011 discussed why women and men are both better off organizing in ways that differ from each other. The theme of the GEDI Colloquia Evening in October 2011 was "Gendered Role Identities" and screening of a Finnish film *Kauas Pilvet Karkavat* (with english sub-titles) followed by a discussion on role identities in the context of employment. The themes of the GEDI colloquia evenings during November 2011-February 2012 were "Managing Gender Differences in Roles and Systems" (29.11.2011 and 16.12.2012), "Inter-group and Intra-group Conflict in Gender Discourses" (20.1.2012).

The GEDI Centre organized a special GEDI colloquia on the occasion of International Women's Day on March 8, 2012. Two speakers were invited on this occasion. Ms. Jayshree Vyas, Managing Director, SEWA Bank, spoke on "Capital formation for the poor: Lessons from the SEWA experience" followed by Mr. Vickram Krishna, Founder of Radiophony in India who spoke on "Privacy policies and economically disaffected populations: Implications for Gender, Equity, Diversity and Inclusivity (GEDI)".

## 3. CENTRE FOR INFRASTRUCTURE POLICY AND REGULATION

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

### Training Programmes

#### In-company Programmes

- ▶ Management Development Programme for Professional Excellence for Senior Officers of DANICS (Training Programme in Public Policy and Governance, Development Management, Project Management, E-Governance and PPP) for DANICS officers, April 11-15, 2011



- ▶ Public Private Partnership for Infrastructure for the Planning Commission, April 18-23, 2011
- ▶ Power Market Leadership Course – Optimizing Generation and Power Trading for Power Exchange India Ltd (PXIL), April 25-27, 2011
- ▶ Mid Career Training Programme for IAS Officers: Module on Public Policy and Analysis, at Lal Bahadur Shastri National Academy of Administration, Mussoorie, April 25 - May 5, 2011.
- ▶ Orientation Programme for the Electricity Regulators for the Forum of Regulators, June 3-10, 2011
- ▶ Power Market Leadership Course – Transmission Pricing and Open Access for Power Exchange India Ltd (PXIL), March 13-15, 2012

#### **Management Development Programmes offered through the Public Systems Group**

- ▶ Aviation Management
- ▶ Legal and Regulatory Issues in Infrastructure
- ▶ Public Private Partnerships (PPPs) in Infrastructure
- ▶ Strategic Port Management for Senior Management
- ▶ Urban Transportation

#### **National Conferences**

(organized in collaboration with India Infrastructure Publishing)

- ▶ 5<sup>th</sup> Annual Conference on Developing Container Infrastructure, New Delhi, July 21-22, 2011
- ▶ 5<sup>th</sup> Annual Conference on Railways in India, New Delhi, November 3-4, 2011
- ▶ 9<sup>th</sup> Annual Conference on Ports in India, New Delhi, January 31-February 1, 2012

### **4. CENTRE FOR INNOVATION INCUBATION AND ENTREPRENEURSHIP**

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

Three areas have emerged as primary areas of interest:

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

Over the last several years the Centre has taken the lead in creating entrepreneurs in India through mentoring, investment, incubation, and training.

#### **Incubation and Investment**

CIIE provides active physical and virtual incubation support and investment for innovative technology and business model based entrepreneurial solutions. Incubation and investment support to the aspirants is open to everyone across the country.

CIIE primarily focuses on incubation of and investment in socially-relevant and sustainable ventures cutting across areas like information and communication technologies, cleantech, and healthcare areas where blending of technology with business model can create immense social impact. CIIE has incubated/invested in over 60 startups across the above domains in addition to mentoring several more. For its contribution in the area of incubation and entrepreneurship, CIIE was conferred the best Technology Business Incubator award for 2010 by the Government of India.

The *MIT Technology Review* announced top 18 innovators across India and three of them were innovators backed by CIIE. Lockheed Martin and the Department of Science and Technology recently announced top innovators in India and again 5 of them were innovations supported by CIIE. Several ventures backed by CIIE have subsequently raised funds and have today become commercially viable. Ventures supported by CIIE are typically selected through national scouting programmes run by CIIE directly or in partnership with CIIE.

Experience and expertise at the Institute in the areas of management, innovation, and technology networks along with entrepreneurship development programmes provide impetus and intellectual basis for this initiative. Faculty members are actively involved in mentoring the teams that help the incubatee projects associated with CIIE. Needs that require managerial inputs are converted into student projects supervised by faculty. Incubatees are free to interact with any faculty and explore networking support.

### **Indian Fund for Sustainable Energy (INFUSE)**

The Indian Fund for Sustainable Energy (INFUSE) is a first of its kind, public private academia partnership to bridge the energy demand-supply gap in India through sustainable entrepreneurial solution. This platform brings together policy makers, academicians, corporations, and developmental organizations to incubate, build, and fund new enterprises in the sustainable energy sector.

INFUSE was launched on August 25, 2011, at the Institute by Dr. Farooq Abdullah, Honourable Minister, New and Renewable Energy, Government of India, and Shri Narendra Modi, Honourable Chief Minister, Government of Gujarat.

### **iAccelerator Programme – 2011**

iAccelerator is an endeavour by CIIE to identify, encourage, and incubate innovative technologies in the IT and mobile domain. It is a 2-4 month startup camp, aimed at providing intensive support to startup teams. The third edition of the programme was organized in 2011. Eleven teams were selected after scrutiny from about 250 applications and were provided help and funding to develop prototypes. In this boot camp, two startups from Germany also took part. Angel investors spent considerable amount of time and successful entrepreneurs interacted with the teams.

### **Ecosystem Development**

CIIE's goal is to provide an enabling environment to aspiring entrepreneurs and innovators and provide risk-cushion to early stage innovators and entrepreneurs through various kinds of support. The Centre has initiated and partnered with leading entrepreneurship promotion initiatives.

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

CIIE carries out research and training in the area of new trends, innovation, and entrepreneurship. Training is provided both to Institute students and aspiring entrepreneurs to help them develop necessary skill-sets in the area of venture investment, entrepreneurship, and technology development. CIIE has been involved in creation of new courses and cases at IIMA apart from organizing various seminars and training sessions.

### Awards / Recognition

CIIE was recognized as the best Technology Business Incubator for 2010 by the Department of Science and Technology, Government of India.

Following startups were recognized recently:

- ▶ Innoz, Ecolibrium, and Gridbots have been announced as winners inside the MIT Technology Review 35 innovator list for 2011
- ▶ Gridbots was in top 8 innovation companies - NASSCOM Innovation Award
- ▶ Gridbots included in the Red Herring List of Top 200 Asia companies
- ▶ Vibrant Gujarat's webcasting for the third consecutive year being awarded to VMukti
- ▶ Global Health Grand Prize for Biosense Technologies at the Global Social Entrepreneurship Competition 2010, University of Washington, Seattle
- ▶ Rolocule's Flick Tennis won the People's Choice Award at the International Mobile Gaming Awards 2012 in Spain

## 5. 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 six primary and four secondary faculty members.

### Research Projects

#### Completed

- ▶ Capacity Building for Trade Competitiveness and Price Realization of Indian Agriculture
- Details are given in **Appendix K**.

#### In Progress

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

### Teaching

#### Post-Graduate Programmes

CMA offered 31 courses in PGP-ABM, PGP, and PGPX, and five courses in FPM (Agriculture).

#### Management Development Programmes / Seminars

- ▶ Agricultural Input Marketing
- ▶ Harnessing Intellectual Property for Strategic Competitive and Collaborative Advantage
- ▶ Macroeconomic Linkages with Agriculture



- ▶ Valuing the Impacts of Climatic Change and Relevant Adaptation Investment in Dairy Sector: A Case Study from the United States

## 6. 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.

### Management Development /In-Company Training Programmes

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

### Independent Research Project (IRP) by Students

- ▶ "Develop a Marketing Strategy for increasing Market Share in Hair Colour Market by an Indian Brand," Abhik Pramanick, Spandan Sinha and Subrata Saharia; Research Guide: Professor Piyush Kumar Sinha
- ▶ "Shopper Behavior in Hypermarkets," Kumar Sonal and Mrinal S. Kavoor; Research Guide: Professor Piyush Kumar Sinha
- ▶ "Social Media Marketing," Amit Bhasin, Anirban D. Das and Ankit Garg; Research Guide: Professor Piyush Kumar Sinha

## 7. COMPUTER AND INFORMATION SYSTEMS GROUP (C&ISG)

### Courses

#### PGP

C&ISG offered following Courses:

#### Compulsory

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

#### Electives

- ▶ Consulting in e-Governance: From Vision to Implementation (Open to PGP ABM)
- ▶ Data Mining and Business Intelligence

- ▶ Data Visualization for Decision Making
- ▶ Decision Support Systems
- ▶ Digital Inclusion for Development
- ▶ Enterprise Digital Infrastructure
- ▶ ERP Systems: Technology Planning and Implementation
- ▶ Management of Software Projects and Enterprises
- ▶ Strategic Planning of Information Systems

#### FDP

- ▶ IT for Management

### Management Development Programmes

The group offered the following programmes during the year:

- ▶ Advanced Analytics for Management
- ▶ ERP Systems: Technical Planning and Implementation
- ▶ Strategic IT Management
- ▶ Strategic Planning of Information Systems

## 8. PUBLIC SYSTEMS GROUP (PSG)

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

### Courses

#### PGP

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

#### PGP-ABM

- ▶ Agribusiness and Energy Markets
- ▶ Carbon Finance in Agriculture Business
- ▶ Investigating Corporate Social Irresponsibility
- ▶ Public Finance
- ▶ Social Entrepreneurship

#### FPM

- ▶ Economic Development and Growth
- ▶ Electric Power Economics and Policy
- ▶ Energy and Environment Policy
- ▶ Public Finance
- ▶ Public Management
- ▶ Public Policy
- ▶ Public Policy Instruments for Environment Management
- ▶ Seminar on Transportation Policy
- ▶ Urban Development Policy and Implementation

#### PGPX

- ▶ Carbon Finance
- ▶ Environment Management
- ▶ Hospital Management
- ▶ Infrastructure Development and Public Private Partnership
- ▶ Legal and Regulatory Issues in Infrastructure
- ▶ Managing Telecom Enterprises
- ▶ Transport Infrastructure

#### FDP

- ▶ Course Design on Managing Climate Change
- ▶ Environment Management
- ▶ Health and Hospital Management
- ▶ Qualitative Research Methods

### Management Development Programmes

The group offered the following programmes during the year:

- ▶ Aviation Management
- ▶ Hospital Management
- ▶ Legal and Regulatory Issues in Infrastructure
- ▶ Public-Private Partnership in Infrastructure
- ▶ Strategic Port Management for Senior Management
- ▶ Urban Transportation

## 9. RAVI J. MATTHAI CENTRE FOR EDUCATIONAL INNOVATION

The Ravi J. Matthai Centre for Educational Innovation (RJMCEI) has been involved in researching primary and secondary education and institution building in higher education. Under the project titled “Project-based Method of Teaching and Learning,” a study of three schools has been completed. Studies of innovative schools like Nilobray Vidyalaya, Ralegaon Siddhi, and Parikrama School, Bangalore, were also carried out. Under the project titled “Networked Professional Development: A Clearing House for Teacher-generated Educational Innovations,” a collection of case studies of 25 innovative primary teachers was brought out by the Gujarat Educational Innovations Commission in September 2011. Case studies of other primary teachers were also initiated. A study of a teacher development network in Maharashtra was initiated. In addition, case studies of two management education institutes were initiated.

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







## DISCIPLINARY AREAS

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

### 1. BUSINESS POLICY

The activities of the Business Policy Area during the academic year 2011-12 are as follows:

#### Courses

##### PGP

- ▶ Business Intellectual Property
- ▶ Business Taxation
- ▶ Business, Government and Law
- ▶ Corporate Tax Planning
- ▶ Economics of Strategy
- ▶ Family Business Dynamics
- ▶ Foundations of Strategy Consulting
- ▶ Innovations and Intellectual Property
- ▶ International Business Dispute Resolution
- ▶ Leadership: Vision, Meaning, and Reality
- ▶ Legal Aspects of Business
- ▶ Strategic Management
- ▶ Strategies and the Future
- ▶ Technology Strategy for Hi-Tech Industries

##### PGP-ABM

- ▶ International Agri-business

##### PGPX

- ▶ Business Leadership and Law
- ▶ Capstone Simulation
- ▶ Competitive Strategy
- ▶ Corporate Governance
- ▶ International Business
- ▶ Leadership, Values, and Ethics
- ▶ Learning What is Not Taught
- ▶ Management Consulting Skills
- ▶ Management of New and Small Firms
- ▶ Mergers and Acquisitions
- ▶ Role of a General Manager
- ▶ Strategies for Corporate Growth

##### FPM

- ▶ Advanced Seminar on Action Research Methodologies
- ▶ Corporate Governance
- ▶ Economics of Strategy
- ▶ International Strategic Management
- ▶ Strategic Management I
- ▶ Strategic Management II
- ▶ Strategy and Innovation

##### FDP

- ▶ International Business
- ▶ Legal Environment
- ▶ Strategy Formulation and Implementation
- ▶ Case Method Workshop

#### Management Development Programmes

The area offered five management development programmes:

- ▶ Business Leadership and Law
- ▶ Contract Management
- ▶ Innovation, Corporate Strategy, and Competitive Performance
- ▶ Knowledge Management
- ▶ Organizational Leadership for the 21<sup>st</sup> Century
- ▶ Strategies for Growth

A five-day module was conducted for EDP participants of ESSEC, Paris, at the Institute from March 24 to 28, 2012.

## Research and Publications

The area faculty continued developing cases on various sectors of industry. Research interests include cross-cultural learning; strategic issues relating to intellectual property rights; globalization; and capability development. Faculty members presented papers in conferences abroad and in India.

## 2. COMMUNICATION

The activities of the Communication Area during the academic year 2011-12 are as follows:

### Courses

#### PGP/PGP-ABM

- ▶ Spoken Business Communication
- ▶ Written Analysis and Communication I
- ▶ Written Analysis and Communication II
- ▶ Difficult Communication
- ▶ Intercultural Communication Competence
- ▶ Managerial Communication

#### Electives

- ▶ Business Chinese
- ▶ Business French
- ▶ Business German
- ▶ Communicating Corporate Reputation
- ▶ Media and Society: The Economics, Politics, Ethics, and Technologies of Mass Communications
- ▶ Organizational Communication
- ▶ Persuasive Communication

#### PGPX

- ▶ Management Communication
- ▶ Building and Managing Corporate Reputation

#### FPM

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

#### FDP

- ▶ Communication for Management Teachers

### Management Development Programmes

The area offered following management development programmes:

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

## 3. ECONOMICS

The activities of the Economics Area during the academic year 2011-12 are as follows:

### Courses

#### PGP I

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

#### PGP-II

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

#### PGPX

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

**FPM**

- ▶ Econometrics
- ▶ Advanced Microeconomics
- ▶ Advanced Macroeconomics

**FDP**

- ▶ Economics Module

**4. FINANCE AND ACCOUNTING**

The activities of the Finance and Accounting Area during the academic year 2011-12 are as follows:

**Courses****PGP**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>▶ Corporate Finance</li> <li>▶ Costing and Control Systems</li> <li>▶ Financial Accounting, Reporting and Analysis</li> <li>▶ Financial Markets</li> </ul> | <ul style="list-style-type: none"> <li>▶ Managing Insurance Business</li> <li>▶ Mergers, Acquisition, and Corporate Restructuring</li> <li>▶ Modern Investment and Portfolio Management</li> <li>▶ Principles of Transfer Pricing</li> <li>▶ Securities Regulation</li> <li>▶ Seminar Course on Corporate Finance</li> <li>▶ Stochastic Calculus in Finance</li> <li>▶ Strategic Financial Management</li> <li>▶ Topics in Derivatives Pricing</li> <li>▶ Trading Strategies</li> <li>▶ Venture Capital and Private Equity</li> </ul> |
|---|---|

**Electives**

- ▶ Asset Backed Securitization
- ▶ Behavioural Finance
- ▶ Computational Finance
- ▶ Fixed Income Securities-C
- ▶ Fixed Income Securities-R
- ▶ Futures, Options, and Risk Management
- ▶ Management of Financial Institutions

**FPM**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>▶ Mathematical Finance</li> <li>▶ Seminar Course on Accounting Research</li> <li>▶ Seminar Course on Corporate Finance</li> </ul> | <ul style="list-style-type: none"> <li>▶ Theory of Finance I</li> <li>▶ Theory of Finance II</li> </ul> |
|--|---|

**PGPX**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>▶ Accounting Policy Choices and Financial Statements</li> <li>▶ Computational Finance</li> <li>▶ Corporate Finance</li> <li>▶ Effective Management of Finance Function</li> <li>▶ Financial Markets</li> <li>▶ Financial Reporting and Analysis</li> </ul> | <ul style="list-style-type: none"> <li>▶ Financial Statement Analysis</li> <li>▶ Management Control Systems</li> <li>▶ Mergers, Acquisition, and Corporate Restructuring</li> <li>▶ Strategic Cost Management</li> <li>▶ Tracking Organizational Performance</li> <li>▶ Venture Capital and Private Equity</li> </ul> |
|---|---|

**FDP**

- ▶ Accounting
- ▶ Financial Management



### Management Development Programmes

The area offered two programmes:

- ▶ Advanced Corporate Finance
- ▶ Strategic Cost Management

### Research

A number of research projects were initiated during the year.

## 5. MARKETING

The Marketing Area made significant contribution towards teaching, research, consultancy activities, and academic administration. Area courses and programmes were augmented through sharing of experiences by leading practitioners. Several senior executives from Industry shared their experiences in courses offered by area.

The focus of research activities spanned across diverse marketing topics like retailing, promotion, global marketing management, marketing strategy, and case method of learning.

### Courses

Area continued to offer the compulsory and elective courses to the participants of the long duration programmes: FPM, PGP, and PGPM.

### Management Development Programmes

The area offered following management development programmes:

- ▶ Advanced Data Analysis for Marketing Decisions
- ▶ B2B Marketing
- ▶ Enhancing Sales Force Performance
- ▶ International Business
- ▶ Managing Retailing
- ▶ Pricing for Profit

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

### Customized Programmes

Area faculty designed and offered customized programmes to executives of more than 25 organizations. The programmes, besides offering to develop marketing and leadership skills, included branding, product management, business development, management of services, and strategic marketing.<sup>2</sup>

### Research and Seminars

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

### Case Method and Case Research

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

## 6. ORGANIZATIONAL BEHAVIOUR

The activities of the Organizational Behaviour Area during the academic year 2011-12 are as follows:

### Courses

#### PGP/PGP-ABM

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

#### PGP II

- ▶ Co-Constructing Organizational Changes
- ▶ Developing Entrepreneurial Personality
- ▶ Developing the Creative Self
- ▶ Explorations in Roles and Identity
- ▶ Intellectual Capital Management with HRD Score Card 2500
- ▶ Investigating Corporate Social Irresponsibility
- ▶ Power and Politics in Organization
- ▶ Talent Management

#### PGPX

- ▶ Orientation Programme
- ▶ Organization Behaviour
- ▶ Workshop on Leadership Skills (formerly Leadership: Meshing Theory and Practice)

#### FPM

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

#### FDP

- ▶ Understanding Organizational Behaviour

#### Management Development Programmes

Six management development programmes were offered during the year:

- ▶ Creativity and Innovation as Core Competence: Developing Personal and Organizational Capability
- ▶ Enhancing Leadership Capacities and Potential among Professional Women
- ▶ Interpersonal Effectiveness and Team Building
- ▶ Leadership and Change Management
- ▶ Managing Interorganizational Relations and Networks
- ▶ The Creative Self at Work: Channelizing Your Innovation Potential

## 7. PERSONNEL AND INDUSTRIAL RELATIONS

The activities of the Personnel and Industrial Relations Area during the academic year 2011-12 are as follows:

### Courses

#### PGP/PGP-ABM

- ▶ Analysing and Building Competencies
- ▶ Managing Negotiations
- ▶ Personnel Competence and Capability Building Systems
- ▶ Strategic Human Resource Management

#### PGPX

- ▶ Strategic Human Resource Management

#### FDP

- ▶ Human Resource Management

### Management Development Programmes

The area offered five management development programmes during the year:

- ▶ Advanced Human Resource Management
- ▶ Human Resourcefulness Management
- ▶ Managing by Inspiring
- ▶ Negotiations and Skills Clinic
- ▶ Performance Management and Competitive Advantage

### Research

The area faculty contributed to case writing, teaching material development, and research in their areas of interest. They were also involved in interdisciplinary research, collaborating with researchers at the Institute and outside. Papers were presented in national / international conferences and published in peer-reviewed journals.

## 8. PRODUCTION AND QUANTITATIVE METHODS

The activities of the Production and Quantitative Methods Area during the academic year 2011-12 are as follows:

### Courses

#### PGP

- ▶ Advanced Methods of Data Analysis
- ▶ Decision Making I and II
- ▶ Operations Management I and II
- ▶ Probability and Statistics I, II and III
- ▶ Revenue Management and Dynamic Pricing
- ▶ Statistical Methods in Data Analysis
- ▶ Stochastic Calculus in Finance

#### PGPX

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

#### FPM

- ▶ Decision Making I and II
- ▶ Operations Management I and II
- ▶ Probability and Statistics I, II and III
- ▶ Operations Research II
- ▶ Applied Multivariate Analysis
- ▶ Systems Analysis and Simulation

#### FDP

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

### Research

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

### Management Development Programmes

The area offered eight management development programmes during the year:

- ▶ Advanced Analytics
- ▶ Advanced Quality Management
- ▶ Delivering Logistics Solutions
- ▶ Project Management
- ▶ Project Risk Management
- ▶ Revenue Management
- ▶ Risk: Modelling and Management
- ▶ Supply Chain Management



## ALUMNI CENTRE ACTIVITIES

With an active membership of around 35,000 members, the Institute has one of the largest networks of alumni. The Alumni Centre keeps the network active by informing members about events, news, achievements, and activities of the Institute alumni and IIMA community. The Centre publishes *IIMA Alumnus* three times a year and this magazine is sent to all the active members of the alumni association. It also maintains an exclusive website: [iimaalumni.org](http://iimaalumni.org). Every year the Centre organizes a reunion of the silver jubilee batch – the batch that graduated 25 years ago. The Centre is now involved in fund raising activities.

### New Membership

Every year, participants of various programmes are added to the membership. During 2011-12, membership subscription increased from Rs.37.81 lakh in 2010-11 to Rs.38.77 lakh during 2011-12.

### IIMA Alumnus Magazine



The *IIMA Alumnus* is a major medium to keep in touch with alumni members. Published three times in February, June, and October, it carries articles from the alumni on their experiences. Revenue is generated through job and other advertisements placed on the alumni website and web ad-campaigns. During 2011-12, advertisement revenue went up from Rs.7.57 lakh to Rs.8.05 lakh.

### Silver Jubilee Reunion

A major activity of the Centre is to organize a silver jubilee reunion of the alumni who attended long duration academic programmes 25 years ago. The reunion is organized in December every year. The silver jubilee reunion for the graduating batch of 1985-87 was held between December 30, 2011 and January 1, 2012. Eighty-six alumni and their families took part. During the reunion, 12 faculty members who taught the batch and the Programme Officer (MDP) were honoured.







### Other Reunions

Apart from the Silver Jubilee Reunion, reunions of different batches were also organized as a part of Golden Jubilee Celebrations: 1969-71 batch met on December 16, 2011 on completion of 40 years; 1994-96 batch met on December 24-25, 2011 on completion of 15 years; and 1999-2001 batch met on December 23-24, 2011 on completion of 10 years.

### Golden Jubilee Celebrations

The concluding function of IIMA's Golden Jubilee celebration was held on December 10 and 11, 2011. Forty alumni who have significant achievements in their career and made substantial contributions in the academic, corporate, entrepreneurship, fine arts, and social service domains were felicitated with Distinguished Alumnus awards. Alumni who have made substantial financial contributions to the Institute were also felicitated.

### Alumni Connect

The Institute has taken steps to enhance the emotional connectivity with its alumni. Several elective courses were offered by some of the alumni. The alumni are regularly reminded about the importance of sharing their knowledge and experience through the "intellectual contribution" route.

### Fund Raising Activities

The institute aims to raise substantial resources in the next five years to support its growth. Towards this end, the Centre is active in raising funds from the alumni and corporates. A full time manager has been appointed to give fillip to fund raising activities. During the concluding function of the Golden Jubilee celebration, alumni made a commitment to contribute about Rs.38 crore over next five-years. They have contributed Rs.2 crore as first installment during the year.

The Institute has facilitated Alumni to contribute through a payment gateway on the Institute web site for the purposes like student support, faculty support, and infrastructure support.

### Scholarships

**During the year following scholarships were awarded:**

#### ► IIMA Alumni Trust Scholarship

Every year merit-cum-means scholarships (Rs.1 lakh each) from the IIMA Alumni Trust are given to deserving students of PGP to help cover a part of tuition fees. This year, the IIMA Alumni Trust Committee agreed to distribute the amount through contributions received from sponsors. The scholarships are awarded in memory of, and named after, Vikram Sarabhai, Ravi Matthai, S.K. Bhattacharyya, Kamla Chaudhary, Labdhi Bhandari, and M.N. Vora.



▶ **1969 Batch Scholarship**

The donors of the PGP 1969 batch have decided to support economically, socially, and physically challenged first year PGP students from 2011-13 batch onwards. Financial assistance up to Rs.2 lakh each for five students was released from this fund.

▶ **Shri GC Mital Entrepreneurship Aid**

An alumnus of the class of 2005 has instituted this aid (Rs.2 lakh) for those students who are opting out of the placement process to start their own venture. This aid is to be given from the class of 2012 onwards.

### **Souvenir Items**

During 2011-12, the Centre generated Rs.3.19 lakh through sale of souvenir items such as T-shirts, silk ties, brass wall hangings, coffee mugs, etc.

### **Chapter Activities**

Chapters located in Chennai, Hyderabad, Pune, Kolkata, USA, etc. were very active. Alumni conventions were held at the following chapters which was attended by larger number of IIMA Alumni.

- ▶ Annual Convention at San Francisco, USA on April 23, 2011.
- ▶ Synchrony at Chennai on May 7, 2011 where Padma Shri Raghavendra was felicitated. First year PGP students were invited to the event and were thrilled with the opportunity to meet and interact with many industry stalwarts.
- ▶ Summit 2011, Greater Chicago inaugural convention, at Chicago on September 24, 2011, with the theme as "From Success to Significance".
- ▶ Celebration of Golden Jubilee at Kolkata on October 15, 2011. IIMA and IIMC were the knowledge partners for the event.
- ▶ Fourth Conference Series on "Rethinking Management Education with Innovation and Creativity" at Chennai on October 29, 2011.
- ▶ Celebration of Golden Jubilee at Pune on November 20, 2011.
- ▶ Celebration of Golden Jubilee at Hyderabad on November 5, 2011.



## GLOBAL PARTNERSHIP AND CORPORATE AFFAIRS

### Ranking and Surveys

The Indian Institute of Management, Ahmedabad (IIMA) participated in 11 B-School Surveys (national and international) during the financial year. The Institute continued to maintain top position in all the leading and prestigious national surveys. IIMA's position in the recent International rankings clearly demonstrates that the Institute's programmes, and students are of high quality and among the best globally.

### FT Masters in Management 2011 Ranking

IIMA was ranked **seventh, in the FT (Financial Times) Masters in Management 2011 Ranking (moving up from 8<sup>th</sup> position in previous year's ranking)** from among 73 programmes globally that were reviewed for ranking. IIMA continued to figure as the only Indian Business School to have got into the Masters in Management ranking in the top 10 position, putting an Indian Institute on the global map in management education.

IIMA's post graduate programme was ranked second in the Placement Success Rank.

### FT Global MBA Rankings 2012

IIMA was ranked **11th in the FT (Financial Times) Global MBA Rankings 2012** among its top 100 list of B-Schools. In addition, IIMA's PGPX obtained a rare distinction of being on **number one position in FT's career progress rank**. With this ranking, the one year Post-Graduate Programme for Executives (PGPX) retained its position in the top global 20 MBA programme offered by internationally renowned universities and continues to draw attention for being world class.

### The Economist Ranking 2011

**IIMA is the only Indian B-school to get ranked in the *The Economist* full-time MBA programmes ranking 2011.**

The Institute features in the list of top ten schools by category, attaining the **5th position in the "Open New Career Opportunities" criteria for ranking. IIMA made it to the 9th<sup>th</sup> position in the Asia and Australasia 2011 regional rankings and was ranked 78<sup>th</sup> globally in *The Economist* full-time MBA programmes ranking 2011 climbing a total of six places.**

### Eduniversal Best Master Ranking 2011

IIMA's Post-Graduate Programme in Agri-Business Management (PGP-ABM) attained the number one position in the Eduniversal Best Master Ranking in Agribusiness / Food Industry Management among the 50 top programmes ranked for this sector globally.



### EQUIS Re-Accreditation

In 2011, IIMA was re-accredited by EFMD (European Foundation for Management Development) and obtained EQUIS accreditation for a further three year period. After being the first business school in India to have got EQUIS accreditation in 2008. IIMA has set international standards in delivering high quality education and remains a name to reckon with among the top international business schools.

As a part of the EQUIS re-accreditation process, IIMA hosted distinguished members of the EQUIS Peer Review Team that included:

- ▶ Prof. Marcelo Paladino, Dean, Universidad Austral, IAE Business School, Argentina, Chairman, Peer Review Team
- ▶ Dr. Daniel Muzyka, Dean, Sauder School of Business, University of British Columbia, Canada
- ▶ Prof. Zhihong Yi, Dean, Renmin University of China, School of Business, China
- ▶ Mr. Jérôme Gueugnier, Operation Department Director, Corporate University, EDF Group, France

### Global Partnerships

IIMA entered into partnerships with reputed foreign B-schools/Universities. MoUs were signed in new areas of academic cooperation to further IIMA's efforts towards internationalization process.

- ▶ Macquaire University, Sydney, Australia (doctoral level student exchange)
- ▶ Fundacao Dom Cabral, Brazil (faculty development, collaborative joint research projects, joint executive education programmes, exchange programmes)
- ▶ The Ohio State University, Columbus Ohio, USA (research collaboration, exchange of faculty/scholars/students, advanced studies and research in the area of agribusiness management and other areas of mutual interest.)
- ▶ The University of Texas at Austin, McComb School of Business, USA (student exchange)



### Engagement with Foreign Institutions

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

Heads of delegations included:

- ▶ Let. Gen. (Retd.) Andi M. Ghalib, Indonesian Ambassador, Embassy of the Republic of Indonesia
- ▶ Prof. Alec Cameron, Dean, Australian School of Business, The University of New South Wales, Australia
- ▶ Prof. Emerson de Almeida, Dean, Fundacao Dom Cabral, (FDC) Brazil
- ▶ Mr. Werner E. Nievergelt, Consul General of Switzerland
- ▶ Mr. Patrick Kearins, Consul (Commercial) and Trade Commissioner (Austrade), Australia
- ▶ Dr. E. Gordon Gee, President, and Dr. William I. Brustein, Vice Provost for Global Strategies and International Affairs, The Ohio State University, USA
- ▶ Mr. Curtis R. Manchoon, Chairman, University of Trinidad and Tobago, West Indies
- ▶ Dr. Roger Jeffery, Professor of Sociology of South Asia, Dean International (India), University of Edinburgh, UK
- ▶ Prof. Mark P Taylor, Dean, Warwick Business School, University of Warwick, UK
- ▶ Prof. Peter Moizer, Dean, Leeds University Business School, UK







Professor Srikant Datar

Professor Vijay  
Govindarajan

Shri Nalin Surie



Dr. E. Gordon Gee

### Institute Lectures

Working together with the business community and with partner schools is an important part of building external relationships at IIMA. IIMA organizes public lectures with a larger objective to enable public participation on campus.

A talk organized as a part of the Golden Jubilee Celebration of IIMA on **“Developing Critical Skills for Effective Leadership”** by Prof. Srikant Datar, Arthur Lowes Dickinson Professor of Accounting, Former Senior Associate Dean of Harvard Business School and Gold Medalist from IIMA was delivered on October 10, 2011.

A talk on **“Strategy is Innovation”** by Prof. Vijay Govindarajan, Professor at Tuck School of Business at Dartmouth College, USA, was delivered on January 3, 2012.

A lecture on **“India-China Relations: Compete or Engage?”** by Shri Nalin Surie, Former Ambassador to China and UK, was delivered on February 16, 2012, with the support of the Public Diplomacy Division, Ministry of External Affairs, Government of India.

A talk on **“Innovation and Collaboration in a Knowledge Economy”** by Dr. E. Gordon Gee, President, Ohio State University, USA, was delivered on March 9, 2012.

### Protocol and Visits

Enabling visitors access to the Institute’s activities and programmes is facilitated each year. The Institute received nearly 3700 visitors during 2011-12, including foreign nationals, Government officials, senior executives from the corporate sector, education sector, armed forces, professionals and students.

### Media Relations

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

On the occasion of the Golden Jubilee year, Prof. Samir Barua, Director, hosted media persons on December 7, 2011, and presented them with a memento to acknowledge their support over the years.



## GRANT-IN-AID

During 2011-12, the Institute did not receive grant-in-aid under Non-Plan (Regular) and Plan (Regular) from the Ministry of Human Resource Development, Government of India.

During 2011-12, the Institute received grant of Rs.500 lakh from the Ministry of Human Resource Development, Government of India, for OBC Expansion.





## INFRASTRUCTURE DEVELOPMENT

### New Campus

Work of 320 rooms hostel complex is complete and the new dormitories have been put in use. The total constructed area of new campus is 7,13,900 square feet. To make the new campus environmental friendly, a sewage treatment plant of 3 lakh litres per day capacity is proposed in the new campus.

### Old Campus

#### New Construction

A new tennis practice court has been created. An indoor sports complex measuring 12500 square feet built up area has been constructed at a cost of Rs.280 lakh. It has two badminton courts, two table tennis courts, a billiard's room, and a squash court.

#### Renovation and Restoration

Four seminar rooms have been renovated and refurbished. Three of these are classrooms with capacity for 48 students and one is for FPM with capacity for 32 students. The basketball and tennis courts have been converted into synthetic courts.

The classroom terrace arches have been restored.





## PERSONNEL

During 2011-12, seven faculty members and nine staff members joined the Institute. Four faculty members and five staff members resigned and two faculty members left on completion of their terms. Sixteen staff members retired after attaining the age of superannuation, while one faculty member opted for voluntary retirement.

Leave of absence was granted to two faculty members and one research staff to take up assignments elsewhere while five faculty members and one staff member rejoined on expiry of leave of absence.

Appendix M7 provides data on manpower strength.

### Officers and Staff Development Activity

During the year, several officers and staff members were sponsored for programmes conducted by the Ahmedabad Management Association as well as other training institutes in skill upgradation as well as in general supervisory and managerial functions. The Institute continued to sponsor several staff members to pursue various courses.

### Official Language Implementation

The Institute is fully committed to the implementation of the official language policy of the Government of India. A Hindi Fortnight was celebrated at the Institute from September 14 to 29, 2011, with various competitions such as Hindi Essay, Hindi Poem Recitation, Word Knowledge, Debate, and Calligraphy which were attended by more than 100 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 staff members and students. Copies of messages sent by the Hon'ble Minister of Human Resources Development, Hon'ble Home Minister, and Cabinet Secretary, boards. On the concluding day, cash prizes and certificates were given away by Professor Anand Kumar Jaiswal, Chairperson, Official Language Implementation Committee, to the winners. During this fortnight, Professor B. H. Jajoo, Dean, unveiled the Hindi website of the Institute on September 26, 2011, which was highly appreciated by the media.

The first Hindi magazine *Pratibimb* was published in January 2012 which was forwarded to all the IIMs, IITs, concerned Ministries, and all 156 members of the Town Official Language Implementation Committee in Ahmedabad and Gandhinagar. For this magazine 22 appreciation letters were received.

The Institute organized the 60<sup>th</sup> Town Official Language Implementation Committee meeting at RJM Auditorium on March 28, 2012. In this meeting the Institute was awarded shield and appreciation letter for special contribution in official language implementation. The Hindi Officer Dr. Mukesh Sharma was also awarded memento and appreciation letter by







this committee for his special contribution in Implementation of the official language at the Institute.

Four Hindi workshops on noting and drafting in Hindi were organized during the year, in which 70 staff members participated. Eminent speakers in Hindi were invited to deliver lectures in these workshops.

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

### Staff Awards/Honours

During the year one faculty member and five staff members were given awards on completing 20 years of service. Manubhai A. Chowdhary, M.S. Nanavati, A.M. Mistry, V.C. Dodiya, Hirabhai R. Vaghela, T.M. Chandragopi, V.B. Dalvi, Juhaji P. Thakore, Pratima Desai, Sudhakar B. Hiwale, S. Govindarajan, Rajendra A. Pandya, and Hasmukh P. Sadhu were given the Institute's Long Service Award for retiring employees with a record of long service in the Institute.

Details are given in **Appendix M**.

### Right to Information Act, 2005

Under the Right to Information Act, 2005, 72 applications were received during the year and were responded to.



## STUDENT ACTIVITIES

### Abacus

Abacus, the quant club, aims at providing a formal platform to mathematics and statistics enthusiasts to further explore the ever-growing role of quantitative methods in business management. The club also seeks to help students with little or no prior training in mathematics to come up to speed with the various quantitative courses. This year, Abacus launched a formal effort to aid first year students in their preparation for their summer internships.

**Nutcracker - The Puzzle Competition** is the club's flagship annual event. This year, the event was broadened in scope through a three-tier format that extended over a fortnight. The first qualifier was conducted online and attracted a lot of enthusiastic participation from the campus community. The second and last qualifiers were held on the day of the final event itself. The finals witnessed eight evenly matched teams fight their way through some innovatively designed rounds.

Remedial sessions for courses in probability, statistics, decision making and operations management received an excellent response from the student community. These classes proved especially helpful to students who were not from an engineering or science background.

Under the banner of Confluence, the club also organized CricEx, a cricket trading game much like the IPL player auction. The event also featured a cricket trivia quiz as part of the prelims.

Another notable initiative from the club was its foray into placement preparation. Through Tesseract, a long-running online event featuring five puzzles every week, the club helps first year students prepare for internship interviews.

The club's website was revamped this year. In addition to being more informative about the club and its activities, the website also hosted the club's online events, held a database of puzzles and interview questions, and featured daily Sudoku and chess puzzles.

### Academic Council

It is the responsibility of the Academic Council to act as an interface between the students and the faculty, to voice the students' concerns, and to suggest relevant academic policies that suit the needs of the students to the administration.

The Academic Council is responsible for suggesting new courses, and improvements to the existing courses by taking into account student feedback so as to maintain the quality of education standards at IIMA. It conducts a dynamic course bidding process every term to facilitate the elective registration process for students. Working with the PGP office, the Academic Council tries to minimize clashes between the courses by influencing the elective scheduling, thus widening the electives pool that any student can take.

This year the Academic Council was successful in getting the component wise grade distribution approved for all courses, and was instrumental in ensuring increased flexibility to students in the second year by bringing about a change in the credit requirements across terms. It managed over 120 electives across three terms in second year through the dynamic course bidding process. Certain popular courses, traditionally offered only to FPM, PGP-ABM and PGPX students, were made available to PGP students, and efforts were made to maintain a balance of electives across different areas of specialization.

### Agri-Business Club

From farm to fork! That is the impressive domain that agribusiness covers in our lives! Right from the chemical inputs that go into production of food to the end product and its processing, sales and marketing, from the financing options to the day to day operations of the industry; such is the scope of agribusiness. With a sector specialization of Agri-Business Management (PGP-ABM), the club has its own enthusiasts as well as a share of students with entrepreneurial instinct and agri-business focus.

During the year, the club hosted eminent speakers in the agribusiness and allied domain. The club also hosted activities such as InQuizition (the multipurpose general knowledge and business quiz) eliciting wide participation. With a magazine the *Hyphen*, and a blog “The Daily Mango” and also the *Aurum*, an annual magazine, the club entertained and gave avenue to students to express their creativity. The *Hyphen* carried articles on agri-business from students, while the Daily Mango was for witty blog posts about the industry context or recent happenings. *Aurum* has been envisioned to be an annual magazine with articles from faculty and interviews with eminent alumni.

To satiate the appetite, the club organized Kronos: the Agribusiness zone of Confluence with MDMS for students to get a feel of IIMA and flagship events. Rural Crusaders was the rural marketing event drawing tremendous participation. Green Initiatives this time was open for all students and Aavishkar the Business Plan contest made up the flagship events portfolio. A panel discussion was conducted on “Creating Sustainable Livelihood for the Poor” which drew good response.

### Alumni Interaction Cell

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

#### Synchrony

Synchrony is an annual meet conducted by the Alumni Cell in association with various chapters across the globe that brings together the esteemed alumni, and current and future students of IIMA. Synchrony 2011 was held across 10 cities including Delhi, Mumbai, Chennai, Bangalore, Hyderabad, New York, Hong Kong, Dubai, and London. The event registered attendance from several corporate CXOs and other dignitaries and offered an excellent opportunity to network and learn first-hand from the stalwarts in a fairly informal setting.

#### Reunions

Every year the Alumni Cell, in its endeavour to bring back the alumni to their alma mater, hosts reunions. This year, reunion was organized for 1987, 1996 and 2001 batches. Reunions offered an excellent platform to the alumni and their families to meet their batch mates, exchange experiences, network with each other, and build a stronger bond with the institution. Happy faces and excited expressions brought a special feeling of enthusiasm to the entire campus. The current students were very happy and felt very excited in interacting with alumni. Apart from this Alumni Cell played an active role in the golden jubilee celebration.

### **Guest Lecture Series**

This year the Alumni Cell started a new initiative of conducting a series of guest lectures by our esteemed alumni. The initiative offered a great opportunity to present students to gain first-hand knowledge of various industries and career avenues from industry stalwarts. The alumni who came down for the guest series were Mr. Vikram Sampath, Mr. Vinay Dixit, Mr. Amit Kumar, and Mr. Raja Visweswaran.

### **Alumni Magazine**

The Alumni Cell helps in publishing the tri-annual alumni magazine that features alumni and institution related news, events, and activities together with career and alumni related reports and exclusive articles authored by industry professionals. The magazine serves as a continuing link between the alumni and the Institute.

### **Beta**

Beta, the Finance and Investments Club, conducts a diverse portfolio of activities ranging across the financial spectrum. Conducting national-level finance competitions, preparing students for a career in finance, and with a readership across 120 institutes in 20 countries for its publications, the club has, over the years, gained a prestigious standing in the financial industry.

The team at Beta was actively engaged in the conduct of events spanning the entire calendar year. Exchequer, the nation's first Finance Event involving the country's top 25 B-Schools, tested students on multiple dimensions of qualitative and quantitative skills. Events cut across diverse disciplines, spanning Private Equity, Investment Banking, Markets, and Retail Banking. Exchequer culminated with a talk by Nilesh Shah, the current President of Axis Bank and a former mutual fund manager who managed assets over Rs.70,000 crore.

Finomena, the week-long finance festival, through events such as speaker series and competitions, provided first-year students with an introductory platform to the world of finance, bridging any gaps in their understanding as well as increasing the awareness about the gamut of opportunities available in this field. The club, in partnership with Bloomberg, conducted an assessment test (BAT) which helped students benchmark their financial knowledge with peers globally.

The club made a conscious decision to re-brand IIM Ahmedabad's edition of *Money Manager* to *The Efficient Frontier* (TEF). TEF featured interviews and opinion pieces from CEOs and CFOs of some of the world's largest hedge funds and financial institutions. Industry leaders such as K.V. Kamath, Robert Kiernan, Dr. Subir Gokarn, Bruce Richards, Adri Guha, and many others fuelled discussions on generating above-market returns in turbulent times. The issue also featured selected articles from students in top B-Schools, which were chosen through a rigorous process of evaluation.

This year the club started a new event 'ViewPoint', the Budget Panel Discussion. Viewpoint included an distinguished panel of speakers comprising noted columnists, ex-regulators, and authors. The discussion provided an incisive picture of the fiscal budget and an analytical summary seldom seen anywhere in the press.

Beta Primer, the club's comprehensive handbook for Markets and IBD preparation, was very well received by students, providing them with an effective tool in their preparation towards summer and final placements. Beta Times, the periodical published by the club, disseminated the team's views on capital markets and mergers and acquisitions and complemented Beta Daily and Beta Word of The Day in keeping readers up-to-date with the latest happenings in the financial industry. The readership for these publications has grown to tremendously. One of the reasons for this rapid growth has been the club website, which has added more functionality.



## CCC

The Computer Centre Committee or CCC, as it is ubiquitously known on campus, is the student club that handles the IT infrastructure requirements of students on campus and addresses their IT related issues by acting as the students' representative for the institute administration.

CCC, with its bulk laptop bulk deal and Fachcha interaction group, enjoys the unique privilege of being the first student body to interact with the incoming batch. This relationship grows only stronger as CCC touches the lives of the students on campus everyday, be it through the LAN and Wi-Fi network, printers, institute mailbox or Dbab. Very few clubs can claim what CCC can – the ability to reach out to every single student on campus and help them in one way or the other.

Notable deals in the recent years have been that of external HDD, laptop mouse, pen drives, data cards and CUG for mobile phone connection. However, the most important deal, and by far the biggest transaction on campus is the laptop deal. Last year saw the deal acquiring a pan-IIM status, and effectively used the bargaining power of numbers (a direct application of Porter's five-force model). CCC procured highly durable ThinkPads at a great discount. Also notable was CCC's successful negotiations to ensure IIM-A was the first to receive laptop deliveries.

Last year also saw the transition from old Dbab to new Dbab, a social platform for the entire IIM-A community, be it students, TAs, faculty, staff or alumni, to get together and interact. Developed indigenously from scratch, CCC can proudly showcase the new Dbab as IIMA students' ability with technology and a successful endeavour that has brought generations of Wimwians together.

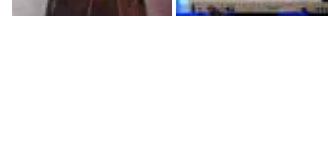
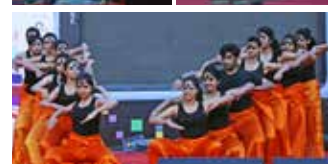
## Chaos

Chaos, the annual cultural festival, is the biggest B-school cultural fest held with participants coming in from across the world. Chaos 2012 created enormous tremors with more than 40 events in four days. A tremendous blend of various talent, music and skills were displayed by eminent and distinguished celebrities such as Ambi Subramaniam, Amaan and Ayaan Ali Khan on star nights while the rock night hosting bands such as Ashwamedh, Inner Sanctum, and Higher On Maiden gave new definition to term letting down the hair.

The fest had a wide gamut of contests including Mr. and Ms. Chaos, fine arts and photography exhibition, Rangoli competition, to Choreo and Fash P that radiated creativity, imagination and ingenuity.

A host of quizzes and literary events were conducted to gauge the interest levels in various fields. Blizzards of Rock saw college bands giving electrifying performances. While the photography workshop conveyed the art of telling a story through pictures, ethical hacking workshop met with enthusiastic participation. The calligraphy and wax modeling workshops unlocked the creativity and funneled the ingenuity, and dance workshops captivated the students with the swirls and whirls.

Shankar, Ehsaan, and Loy came down for the final night, the LKP was jam packed with animated students and even the performance by Rhythmic Pulse was exceedingly appreciated.





## Confluence

The largest event of its kind in Asia-Pacific, Confluence this year drew diverse participation from over 32 international B-schools as well as over 150 Indian B-schools right from corporate-houses to business leaders, from executives to managers, from faculty to students. Confluence hosts several discussion forums, business plan events, case study contests and competitions across finance, marketing, operations, and general management domain apart from panel discussions and speaker sessions. Confluence saw an involvement of over 5000 participants (including participants in the preliminary rounds) over the period of the summit. The year being the 50<sup>th</sup> year of the Institute, Confluence was organized on a grand scale with support from distinguished alumni, corporate world, faculty, and students.

The theme of the year, “Fostering Change, Championing Excellence”, was conceptualized on the evolution of post-modern India. It was built around shaping the change that we see around us, as much as how we shape ourselves to face that change that we see. The theme was also about creating this environment of change, a spirit of excellence, of originality, of being the change that you see.

The events were divided across finance, marketing, general management and strategy spheres to bring more clarity and ensure effective management. Kronos with its focus on the agri-business sector was a separate sphere of Confluence. A variety of events – case studies, quizzes, simulations games, on field competitions etc. across marketing, consulting, finance, operations and general management - challenged and excited participants while at the same time provided them with a platform to showcase their expertise. Prize money of around Rs.20 lakh was another big attraction.

This year, Confluence maintained its legacy of calling most inspiring minds from all over the world. Speakers included MDs and CEOs of reputed companies as well as personalities such as Rakesh Sharma and J.M. Lyngdoh.

## Consult Club

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

The club organized the immensely successful Sectorama 2011 – the flagship event of the club on sector-based case studies. Over 2000 teams from 80 B-schools participated which covered sectors like pharmaceutical and healthcare, retail, technology, media and telecom, automobile, financial services, and energy.

Procter & Gamble collaborated with the club to organize its strategy simulation game on Consumer and Market Knowledge (CMK). The event was conducted twice in the last year

- in October for PGP-1 students and in February for PGP-2 students. Each event witnessed participation from over 100 students.

The club published the magazine *Audire* in collaboration with the consulting clubs of IIM Bangalore and IIM Calcutta. This year's *Audire* raised the bar for the magazine by publishing interviews of eminent personalities such as K.V. Kamath (Chairman - Infosys Limited and Non-Executive Chairman - ICICI Bank) and Sanjeev Bikhchandani (Founder and CEO - naukri.com). The magazine also featured articles from students of the three IIMs. It also published Panorama, a monthly newsletter. Each edition of the newsletter covered a specific sector in detail including an analysis of the key drivers of the sector, emerging trends, major players, and effects of regulatory and policy changes. The newsletter also covered important news updates on the relevant sector. It maintained its own blog which covered several articles written on topics ranging from Management in Public Sector to Business of Bollywood.

The club released an updated version of the IIMA Case Book which featured case interviews conducted by consulting firms during summer and final placement to help students prepare better for their consult placements.

### Cultcomm

CultComm got the campus buzzing at times when it mattered the most, be it the New Year's Party, Valentine's Day, the Welcome party or the numerous festivals. Last year saw the students on campus celebrating festivals such as Holi, Diwali, Janmashtmi, Lohri, Christmas and Ganesh Chaturthi with CultComm being the active force behind this effort. There were excellent external events including Shamiana, a short movie screening on campus. The campus also witnessed SPICMACAY concerts and Garba, which saw students from outside campuses participating and enjoying with the IIMA community. Through a very well organised T-Nite, many PGPIs came together to exhibit their cultural skills while continuously increasing section bonding. There was a wide variety of events helping students nurture their creative side and showcase their talent. CultComm also tapped onto the dorm culture by organizing Inter-Dorm MatkiPhod competition during Janmashtmi and Rangoli competition during Diwali.

### Entre

Entre, the entrepreneurship club, aims to manifest and celebrate this spirit of entrepreneurship amongst students through various activities and events that are focused towards encouraging students in this direction.

The one of its kind Entre Store is one of the main USPs of the club. Through this store, a variety of merchandise is made available to students, faculty, and other members of the community. By running the store entirely by themselves and taking care of all the nitty-gritty of its functioning, the club's members are given the unique opportunity of getting hands-on entrepreneurial experience. Entre has also been known for organizing Entre Fair, a one of its kind event that invites start-ups and entre firms to the campus. This fair provides a platform for students from not only IIMA but also other business schools to interact and know more about these entrepreneurial ventures and facilitate opportunities to work with them. Entre has also initiated IdeaFest, a two day event that had famous personalities visiting the campus and delivering sessions on innovation and entrepreneurship.

### Equipoise

Equipoise began its yearly activities with the "Quiz-Master", a game that had achieved a lot of popularity the year before. This event actually managed to generate an excitement and a buzz over the occurrence of a quiz. Apart from the usual REMs it also hosted the Senior Economist and the Campus Recruitment Head of YES Bank, who provided a perspective on the current state of the Indian economy and the impact of its global linkages.



As a part of Confluence it held events including The Budget, a policymaking event and Oil-Barons, an oil trading simulation which saw approximately 150 teams participating from all over the country. In addition, the regular publication "Echo" continued to provide the team's opinions and articles on several economics issues and events. Kaleidoscope was circulated before the summer internship interviews, was an excellent region wise round-up of current economic affairs. A new initiative, "Eco-Concepts" was also circulated on a weekly basis. These articles briefed the batch on several key economic concepts that are essential for facing interviews.

### Exchange Council

The Student Exchange Programme gives students an opportunity to get exposed to different cultures and business practices from all over the world. Besides encompassing a vivid set of courses to choose from some of the world's best universities, the Institute also supports a double degree programme agreement with ESSEC - France, university of Bocconi - Italy and HEC - France. The Council works towards making the outgoing students' stay in their respective colleges more fulfilling by ensuring availability of foreign exchange for them by arranging bulk deals. Some of the other enterprises include Euro rail passes for convenience in travel, youth hostel cards for access to accommodation, and student cards. This year, the Council also took up a new initiative, the Exchange Fair, where the exchange students delivered presentations about their universities to first year students on campus.

### Faculty Student Interaction

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

**Coffee with Professor:** The programme is organized to provide students an opportunity to interact with faculty in a chilled-out manner where you can ask them anything and everything under the sun, be it academics, wildlife, sports or adventure.

**Teacher's day event:** On September 5, Teacher's Day was celebrated. Students put up a marvellous array of events for their cherished professors. We had professors sharing their teaching experiences with the students and also experiences about their student days. The highlights of the teacher's day celebration was recognizing and honouring professors with customized souvenirs and greeting cards with messages from students.

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

**Mentor-Mentee programme:** Having faculty members as mentors for students give students a chance to forge bonds with teachers, and get guidance in their area of interest. Mentors are assigned within the first two weeks after the new batch joins. Faculty members are also asked about their interest and availability. The club tries to maximize overlap of interests between mentors and mentees.

**Teacher's birthday celebrations:** The club organizes birthday celebrations of teachers where a cake-cutting ceremony is held in the mess, classrooms, office or faculty's houses.



### Forum for Industry Interaction

The Forum for Industry Interaction (FII) is the student consulting body. At its core, FII aims to form a successful partnership between students and industry to provide innovative and pragmatic solutions to domestic and international corporate companies, startups, and non-profit organizations in diverse sectors.

Last year many new benchmarks were set. The FII core team managed to increase the number of projects by 112 per cent over 2010-11. The annual revenue of FII touched Rs.10,00,000 showing a growth of 67.5 per cent from last year. Almost all the teams were given an “above average” rating by the client. Clients in 2011-12 ranged from startups to well-known multinational companies. Some of the major clients of FII in 2011-12 included big names like RBS, PwC, Amazon, GE, DLF, etc.

Formal presentations of FII were made during the IIMA alumni meet Synchrony in multiple cities across the world. Standardized pitching and client presentation templates were implemented. An FII policy document was created which contained detailed description of various FII policies and guidelines pertaining to the structure of project teams, roles of various stakeholders, etc.

A final award ceremony was organized in December where various stakeholders of FII – clients, project teams, faculty advisors, PGPM and FPM mentors - were invited and approximately Rs.7,00,000 distributed as prize money.

### Finesse

Finesse, the fine arts club, aims to promote fine arts in the IIMA community and also to keep the gray matter of the future managers and CEOs stimulated with free flowing ideas. The club provides opportunities not only to learn new forms of art but also to display their work in exhibitions held at campus. Last year, Finesse organized a variety of events throughout the year such as the painting exhibition, charcoal and dry pastel workshop, and a painting competition.

### Footloose

Footloose, the dance club, is a fun-filled group of enthusiasts for whom dancing is an inseparable part of their life. The club is involved in various events throughout the year ranging from Independence Day and Teacher’s Day celebrations to colourful Dance Nights. This year, the club had the privilege to perform in front of a large and prestigious audience, including the distinguished alumni during the Golden Jubilee celebrations. The event started with a classical dance performance which was followed by some great performances in the Hip-Hop, folk, and contemporary dance styles. The year also saw dance workshops organized by Footloose on various dance genres, like Salsa, Bollywood, and Tango.

### Genesys

GeneSys, the systems club of IIM-A, aims at providing exposure to the emerging trends of technology. A communication platform between future managers and industry, GeneSys acquaints participants with the various career options in technology: from IT consulting to technology marketing, to project management and business development.

The main event organized in 2011 was the CIO Round Table Conference as a part of Confluence 2011 which was the first ever CIO round table conference. The distinguished speakers included Mr. Sumit Chowdhury (Vice President and Partner at IBM), Mr. Prakash Shukla (Senior Vice President and CIO, Taj Hotels), Mr. Jagdish Belwal (CIO, Tata Motors), Dr. V. Subramaniam (Director, IT and CIO Otis India), Gururaj Rao (CIO, Mahindra & Mahindra

Financial Services Group), and Mr. Prashun Dutta (Senior EVP, Reliance Energy Limited). GeneSys also conducted REMs for PGP students in Managerial Computing and organized interaction sessions with PGPX students to increase awareness among PGP students about various career opportunities in IT. A mentorship programme was organized, where interested PGP students were assigned a PGPX mentor to help them make wise decisions in IT related roles during their internship.

### Golden Jubilee Committee

The Student's Golden Jubilee Celebration Committee organized various events during the Joy of Giving Week (October 2-8, 2011) which gave a platform for different people to give back to the society and feel the Joy of Giving. The bidding for Shadow-a-CEO, a national level charity event wherein students can bid to donate certain amount of money to spend a day with a CEO of their choice, received tremendous response. The main attraction of the week was 'A Day at IIM-A' which enabled people from outside the campus to spend a day at the Institute and experience the life of a first year student. What started as an auction of 50 seats turned into an invitation by lottery system when the bids skyrocketed and it seemed many people would be unable to match the bids in place and get a fair chance to be a part of it. The participants were encouraged to donate voluntarily with all the collections going to Prayaas. A cloth collection drive was organized to facilitate collection of used and unwanted clothes and distribute it to the needy.

In order to commemorate 50 years of existence of the Institute, a 'one of its kind' hand gesture based interactive installation was setup in the underpass between the old and new campus. The installation uses a stitched image from two projectors and the Microsoft Kinect 360 sensor to enable users to flip through images of the last 50 years to help the alumni relive the past and give students a glimpse of the Institute's evolution. With a data of about 750 images across various years, the installation was put on display during the Golden Jubilee Alumni meets.

### IIM Ahmedabad Cultural and Theatrical Society

IIMACTS this year started with Rubaroo, the three day theatre fest with an approximate footfall of more than 450. Under this event, IIMACTS successfully staged plays such as 'Park' (Hindi), 'Black Comedy' (English), and three short plays, celebrating Tagore's 150th birthday anniversary: 'Sampattisamarpan' (Bengali), 'Antim Paath' (Hindi) and 'On Curiosity' (English).

Gulzar's writings in *Khuda Hafiz* were embodied onstage on the occasion of the Independence Day. This year also saw the making of Kill, a short film based on Alex Broun's story which was screened at the Kala Ghoda festival in Mumbai and then at Natrani in Ahmedabad. Kill, ironically, brought alive another aspect and skills of drama in the form of short film making.

### IIM Ahmedabad's Support System

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

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

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

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

**Preparatory Programme:** Even before one joins the programme some students are asked to join the preparatory course with classes on Communication Skills, Computer Skills and Quantitative Methods. This is a month long course and approximately 20 per cent of the batch is enrolled. This course runs for one month before the regular course begins. This is again not on the basis of categories but during the interview process the faculty identifies candidates who need such help. This also takes care of the candidates from the vernacular medium.

**Student Mentors:** A team of over 50 second year students are directly aligned to first year students. Each mentor has a set of 8 or 10 students to which he/she would personally be responsible for and can guide through the programme. Essentially, this programme seeks to help the first year students identify opportunities that they are most interested in and make the most of them. The mentors are assigned as soon as admission letters are rolled out and help their mentees in all situations ranging from settling in on campus to making career choices. The first year at IIMA is rigorous and student mentors are usually the best help to navigate through all this and get through.

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

**Remedial Sessions:** These are conducted by students for each other in every course. This is usually done two or three times in every slot. These remedial sessions are the best ways to brush up on every lost bit of topic. Since its being administered by students, there is no pressure and no inhibitions to ask questions. These again can be as short as an hour and can go as long as 3 to 4 hours per session. It is common to see more than 100 students at such sessions.

**Students' Personal and Career Development Centre:** This is a centre with a professional counsellor that is available for students to discuss personal and professional development issues. The Mentorship Team and Student Council work very closely with the centre and make sure that the facility is well known to the student community.

**Dorm Living:** A dorm consists of 19-39 friends who live their daily lives together. Every dorm has a dorm representative and a group of friends who are always available next door.

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

## Insight

Insight 2011 took a step ahead by rechristening itself from a Market Research Fair to being the Marketing Summit of IIM-Ahmedabad. With introduction of new events such as Productomania, Ad-dicted, Social Revelation, and Online Researcher the scope of activities happening under the umbrella of Insight has widened allowing students to showcase their marketing acumen in diverse scenarios. Organized on October 22-23, 2011, Insight with



Simulation Games, Online events, Ad making event and an event with a social angle on marketing has significantly unearthed different aspects of marketing. The success of the event is evident from the overwhelming participation of over 400 students in workshops conducted by AC Nielsen. Professor Arvind Sahay, the faculty coordinator, took a professional marketing workshop for the sponsors giving them valuable insight on making their brands bigger.

### Literary Symposium Desk (LSD)

LSD made its first mark last year with IIMA's *Yearbook* by changing what was once a staid black and white affair into a repository of colourful memories.

The team then initiated the fachchas into the Lit culture of IIM A with the Lit Week. During this week events such as Just-a-minute, Pot-Pourri, Word Game and a Fachcha Quiz were held. Following that, Gift of the Gab, an event designed to allow people to make the most of their speaking skills, was organized.

A book discussion on the works of Ayn Rand hosted by two of the most respected professors – Professor Sebastian Morris and Professor Ajay Pandey – was well attended and generated good interest.

LSD members proved their mettle in inter-college competitions as well. Continuing their exploits in the quizzing arena, LSD members won first place for IIM Ahmedabad at Nihilanth, the inter IIT-IIM quizzing competition.

Literati, the LSD magazine providing outlet for creativity, and giving glimpses of the latent talent inside the walls of this august institution in the form of poetry and short stories was also published during the year.

### Media Cell

The media cell gave coverage to all the events at the Institute in print and electronic media. The cell sent out regular press releases for Confluence, Chaos, Insight, and the Golden Jubilee Celebrations.

### Mentorship Programme

The mentorship programme was started this year with the intention of gearing up the incoming batch on all aspects of Institute life. The programme itself was carried out over three stages through the year, the first being before the first years came into the campus, the second in helping them settle in to campus after they were here and acclimatizing them to the culture of the Institute, and the third phase was in maximizing their potential in academics and in the placement process. Based on the feedback received from the juniors, the mentorship programme in its first year has achieved unprecedented acceptance and results.

### Music Club

The Music Club is run by a group of students who have a strong passion for music. The aim of the club is to ensure high level of participation in its events among students on campus.

Some of the activities organized last year were:

- ▶ **Euphony:** Euphony was an unplugged acoustic night held at CT in mid July. Both Hindi and English songs were played during the event and the crowd turnout was very encouraging. The event also featured a medley of Hindi numbers which turned out to be the major crowd attraction.





- ▶ **Inter-IIM Jam:** The Inter-IIM jam was an open-jam session along with music enthusiasts from IIM Bangalore held in front of the mess. The event was held during *Sangarsh*, the Inter-IIM sports fest, and witnessed a high footfall with students from IIMA, IIMB, IIMC and IIML attending the event.
- ▶ **Wimwi Woodstock:** Wimwi Woodstock was a western music performance held at RJM in October last year. Loads of rock music enthusiasts attended the concert.
- ▶ **Chaos Inter-college competition:** The music club team participated in Decibel, the Inter College music competition held as part of Chaos.
- ▶ **Joy of Giving Performance:** As a part of the Joy of Giving Week campaign, the Music Club performed some peppy Bollywood numbers.
- ▶ **Independence Day Performance and Teacher's Day:** As has been the tradition, the Music Club performed at the Independence Day and Teacher's Day celebrations with songs.

### Niche

Niche, like the previous years, conducted remedial sessions and came out with Niche Chronicles, Jargon Demystified, brand updates, company profiles and articles on the fundamentals of marketing. All this was an effort to provide students with the quintessential marketing sense to ensure that they market themselves better to the recruiters. It organized a workshop by Lowes Lintas on the fundamentals of marketing to cater to the exclusive interests of advertising freaks. Furthermore, events conducted by a couple of major marketing firms in association with Niche attracted participation in great numbers and created a buzz about marketing as a career option among the batch.

'Beyond the Case' organized in Confluence 2011 captured a lot of mind space. It was the marketing flagship event which simulated a real time marketplace where participants designed their own stalls to sell articles sourced from a NGO. At the end of the academic year, Niche conducted 'Ad-Mad Show', an ad-spoof event which had a great turnout as expected.

Emporio, the monthly newsletter of Niche, made for interesting reading on a whole gamut of topics covering topics such as guerrilla marketing, red ocean strategy, crowdsourcing et al and brands that were trendsetters to brands that failed big time. These monthly newsletters were further supplemented by the Pan IIM newsletter, the *Looking Glass*, which had contributions from students across four IIMs.

### Panacea

Panacea is a Healthcare SIG at the Institute. Panacea conducted a Blood Donation Camp on July 17, 2011 with the help of the Indian Red Cross Society. Almost 115 students and staff voluntarily did the noble act of blood donation. Every donor was individually mailed his/her blood report stating the blood group, HIV1/2 status, HCV status, HBsAG status, VDRL test result, and Malaria parasite presence or absence.

In September 2011, Panacea came up with its first newsletter *Panacea Plus* which focused on the pharmaceutical industry.

In December 2011, a speaker session was organized on "Healthcare Sector in India." Professor K. V. Ramani provided a great deal of information and insight to students about the trends in the healthcare sector in India and highlighted the importance of the pharmaceutical sector as one of the fastest growing sectors providing employment to many skilled personnel.

In January 2012, Panacea arranged for bulk deal for the Hepatitis-A vaccine second dose for willing students. It received a huge response from all the students as the second dose was priced at almost half the price of the first dose everyone had before coming to campus. Nearly 173 students benefited from this bulk deal.

### Perspectives

Perspectives, the photography club, organized various photography workshops, walks and several competitions over the course of the year. The year kick started with a photography workshop for beginners and intermediate level photographers. This was followed by a photography competition during T-Nite which got numerous colorful and vibrant photographs as entries which captured the essence of T-Nite and the mad frenzy over those four days. Next on the list of activities was the Heritage Walk for which even the exchange students turned up in large numbers. Another initiative by the club was the photography competition for students on exchange. This attracted entries from Norway right down to Japan.

### Prakriti

The highlight of the year was the highly successful trip to Nalsarovar lake where the team joined hands with 40 earlybirds on campus on a cold winter morning and drove down 60 km to have a wonderful session of bird-watching and photography. Prakriti also made its mark by conducting the first ever Green Run. The enjoyable run around campus gained a lot of hype and buzz and saw a good participation from the entire IIMA community. The focus of the club's activities has always been spreading awareness about nature conservation.

### Prayaas

Prayaas is an endeavour to make a difference in the lives of small children who spend their lives around IIM A, to give them hope and support and a chance of a better future.

A new initiative under the Joy of Giving Week – *A day at IIMA* was started this year wherein 50 participants were invited from across the country to spend a full day on campus. The event helped raise Rs.56,000 for Prayaas. Alumni batches across the years have contributed over Rs.225,000. Prayaas also received Rs.100,000 from a foreign university for conducting its activities.

Prayaas provides medical facilities by arranging health camps for the kids. It has a crèche which runs throughout the day for the children of construction workers. Kids are taken outside to attend training workshops and participate in cultural events.

### Public Policy SIG

Public Policy SIG has been able to capture the imagination of the students by conducting events, guest lectures on the most recent and relevant policy issues ranging from the Lokpal movement to the draft of the Telecom Bill. In the past nine months, Public Policy SIG has given the students opportunities to interact with some of the eminent personalities in the policy domain including:

- ▶ Arvind Kejriwal, Social Activist
- ▶ Paranjoy Guha Thakurta, Activist, Commentator and Educationalist
- ▶ Dileep Cherian, Communications Consultant and Political Campaign Advisor
- ▶ Professor Sandeep Pandey, Social Activist, Recipient of Ramon Magsaysay Award
- ▶ Jagdeep S. Chhokar, founding member, Association of Democratic Reforms
- ▶ M.R. Madhavan, Core Member, PRS Legislative Research India
- ▶ Jerry Rao, founder and former CEO of Mphasis, Ernst & Young 'Entrepreneur of the Year - 2004'
- ▶ Kiran Sethi, Educational Entrepreneur, Founder, Riverdale High School
- ▶ Professor Frank Fischer, Fellow, The Center for Global Change and Governance, Rutgers University, USA

The SIG conducted many events which gave students an opportunity to discuss with who's who of academia. Senior journalist and visiting faculty, Mr. Paranjay Guha Thakurta hosted sessions on *Ethical issues with the Indian Media*, about the Karnataka mining scandal. Taking the role of students from beyond learning to contributing, the SIG organized a policy feedback session, where students under the guidance of Professor Rekha Jain critically analysed the New Telecom Policy and submitted their feedback to the government as part of public consultation process. The SIG also runs a policy newsletter where students, faculty and experts share their opinion on policy issues faced by our country.

### **Sportscomm**

As a first step Sportscomm maintains and continuously improves the sports ground and equipment infrastructure inside the campus for sports like cricket, soccer, volley ball, badminton, table tennis, pool, and a well-equipped gym. The latest addition to the infrastructure is an indoor sports complex behind the basketball court and a new cricket ground behind the new campus CRs. The complex will also give the IIMA community a chance to try their hands at a brand new sport, Squash.

At the start of every year, Sportscomm announces the beginning of a busy schedule with 'Yalgaar' - the faccha-tuccha sports meet, 'Shaurya', the inter-section tournament and 'Ultimate Frisbee'. The inter-section tournament brings out the spirit and enthusiasm of students which can only be compared to 'T-Nite'. To top it all, there is 'Sangharsh' - the inter-IIM sports tournament where the four big IIMs battle it out in 14 sports.

This year the IIMA community made Sportscomm proud through a clean sweep in both 'Shaurya' (10/11 Golds) and 'Sangharsh' (10/14 Golds) with huge margins.



## 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, maintaining, and providing access to materials (print and non-print) and electronic resources that address the interests and needs of members.

During the year, the library added 3271 books and 893 bound volumes of journals to its collection.

### Library Collection

	No. of Items
Books	1,75,729
Bound Volumes of Periodicals	43,125
Working Papers	2,257
Thesis	273 (31 Soft Copies)
Project Reports	1,713
Educational Video Cassettes	128
CDs (books, databases, training etc)	1,961
Journals Subscribed	1,157
Newspapers	30
Books Withdrawn	2,000

### E-Resources

The library subscribes to a number of company and industry databases, bibliographic databases, and E-journals.

#### ► Company/Industry/Country Databases held/ subscribed

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



▶ **E-journal Databases held/ subscribed**

ABI / Inform Complete (2000+ titles), ACM Digital Library (40+ titles), EBSCO Academic Search Premier (4500+ titles), EBSCO Business Source Complete (1200+ titles), EBSCO Psycarticles (66 titles), EBSCO Econlit (Abstracts), Elsevier - Business Management and Accounting, Decision Science Economics, Econometrics Finance and Computer Science (400+ titles), Emerald Management Extra (170+ titles), IEEE Electronic Library (IEL), IGI Full-Text (50+ titles), INFORMS (12 titles), Indian Journals.com - Business/Economics/Management Package (30 titles). JSTOR (1300+ titles), Kluwer - Springer Link (33 titles), Oxford University Press (86 titles), Project Muse (296 titles), Sage (400+ Titles), Taylor and Francis (41 titles), Wiley-Blackwell (500+ titles).

▶ **Back-Files of E-Journals maintained**

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 held/ subscribed**

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

▶ **Pecialized Search Software being used**

360 Core A-Z and 360 Federated Search, with facility of Remote Login for internal users are made available for use of E-resources.

## Services

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

## Publications

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

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

The library has started offering NICMAN (National Information Centre for Management) membership to facilitate business/management related research. It has also started documenting research in marketing in the context of emerging economies.



## WELFARE ACTIVITIES

A general health check-up for permanent staff above 40 years age (for self and spouse) was organized by the Welfare Committee during April - May, 2011. A total of 239 community members benefited from this activity.

On November 2, 2011, the committee organized a get-together to celebrate Gujarati New Year. Lighting lamps, bursting crackers, and distributing sweet packets formed part of the celebrations.

The Institute Day was celebrated on December 11, 2011. Awards were presented by the Director to 53 children and staff members for their performances in academics, sports, and social service. A cultural programme performed by artists from Mudra School of Performing Arts was organized.

The Welfare Committee caters to the need for higher education of staff children indirectly by providing interest-free loans. An employee may apply for loan for his ward who has passed higher secondary school examination. This year six staff members benefited from the Education Loan Scheme. The loan is recoverable in 10 monthly installments.

An amount of Rs.1,98,290 was disbursed to retired staff members of the Institute under Professor B. H. Jajoo - Welfare Committee Medical Scheme for Retired Staff Members.

Taekwondo and Yoga coaching classes are held regularly.

The Committee has also arranged for a separate sports facility for women employees.

The Welfare Committee lent support to the activities of the Staff Recreation Club on Republic Day, Independence Day, Talent Evening Programme, Christmas Celebrations, Navratri Celebrations, etc.











# APPENDICES







## POST-GRADUATE PROGRAMME IN MANAGEMENT

	Students in PGP	
	PGP I	PGP II
<b>Joined the Programme</b>	<b>372</b>	<b>371</b>
(-) Discontinued	-	-
(-) Permitted/asked to rejoin in 2012	1	-
(+) Repeaters	2	-
(+) Permitted to rejoin in 2011	2	-
<b>No. in the First/Second Year</b>	<b>375</b>	<b>371</b>
(-) Asked to withdraw	2	-
(-) Asked to repeat	1	-
(-) Not Graduated due to non-completion of academic requirements (Double degree and General)	-	10
(-) Not Graduated due to Academic Indiscipline	-	-
(+) Graduating from earlier year	-	1
(+) Students Graduated under Double Degree Programme	-	7
<b>Total promoted/graduated</b>	<b>372</b>	<b>369</b>

A1

New Elective Courses	
<ul style="list-style-type: none"> <li>• Behavioural Finance</li> <li>• Co-constructing Organizational Changes</li> <li>• Customer Analytics</li> <li>• Data Visualization for Decision Making</li> <li>• Foundations of Strategy Consulting</li> <li>• Innovations and Intellectual Property</li> <li>• Intercultural Communication Competence</li> <li>• Management of Technology for Sustainable Agriculture</li> </ul>	<ul style="list-style-type: none"> <li>• Managing Energy Business</li> <li>• Neuroscience and Consumer Behavior</li> <li>• Power and Politics in Organization</li> <li>• Principles of Transfer Pricing</li> <li>• Technology Strategy for Hi-tech Industries</li> <li>• Topics in Derivatives Pricing</li> </ul>

A2



## POST-GRADUATE PROGRAMME IN MANAGEMENT

A3

### IIMA Students on Exchange Programme

Name of the Exchange Institution	Outgoing IIMA Students	Name of the Exchange Institution	Outgoing IIMA Students
<b>Asia</b>		University of Bocconi	2
The Chinese University of Hong Kong	1	University of Cologne	8
<b>Australia</b>		University of Maastricht	2
Australian Graduate School of Management	3	University of Mannheim	3
<b>Europe</b>		University of St. Gallen	2
Copenhagen Business School, Frederiksberg	4	Vienna University of Economics and Business Administration	4
EDHEC	1	Munster School of Business and Economics	5
ESADE	1	WHU Koblenz Graduate School of Management	1
ESCP-EAP	12	<b>USA</b>	
ESC-Toulouse	4	The Anderson School at UCLA	1
ESSEC	8	Fisher College of Business, Ohio State University	2
European Business School	3	Darden School of Business School, University of Virginia	1
HEC School of Management	4	<b>Canada</b>	
Instituto de Empresa, Madrid	2	McGill University	1
Jonkoping International Business School	1	Sauder School of Business	1
HHL-Leipzig Graduate School of Management	2	Schulich School of Business	2
Norwegian School of Economics and Business Administration	1	<b>Total</b>	<b>90</b>
Pforzheim University of Applied Sciences	4	<b>Double Degree Programme</b>	
Solvay Business School	3	ESSEC	2
Stockholm School of Economics	1	University of Bocconi	5
		HEC School of Management	2
		<b>Total</b>	<b>9</b>





## POST-GRADUATE PROGRAMME IN MANAGEMENT

### Foreign Students on Exchange Programme

A4

Name of the exchange institution	Incoming Students	Name of the exchange institution	Incoming Students
<b>Asia</b>		Stockholm School of Economics	2
Asian Institute of Management	2	University of Bocconi	3
Nanyang Business School	1	University of Cologne	8
<b>Europe</b>		University of Maastricht	2
Copenhagen Business School	4	University of Mannheim	3
EDHEC	3	University of St. Gallen	2
ESADE	3	Vienna University of Economics and Business Administration	1
ESCP-EAP	10	Munster School of Business and Economics	1
ESC	4	WHU Koblenz Graduate School of Management	1
ESSEC	7	<b>USA</b>	
European Business School	2	Stern School of Business	1
HEC School of Management	4	University of Chicago Graduate School of Business	1
Aalto School of Economics and Business Administration	1	<b>Canada</b>	
Instituto de Empresa	1	Sauder School of Business	2
Jonkoping International Business School	1	<b>Total</b>	
HHL-Leipzig Graduate School of Management	2	<b>79</b>	
Manchester Business School	1	<b>Double Degree Programme</b>	
Norwegian School of Economics and Business Administration	1	ESSEC	1
Pforzheim University of Applied Sciences	3	University of Bocconi	2
Solvay Business School	2	HEC School of Management	1
		<b>Total</b>	
		<b>4</b>	

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## POST-GRADUATE PROGRAMME IN MANAGEMENT

A5

### Scholarships

#### Industry Scholarships Batch 2010-12

Name	Scholarship
Mr. Kapil Singh Dhaka	Infosys
Mr. Aditya Khandelia	ICICI
Mr. Manpreet Singh	Jet Age Finance Pvt. Ltd.
Mr. Gaurav Jagdish Singhal	SBI Mutual Fund
Mr. Nehul Malhotra	S.M. Shah
Mr. Manu Kapoor	IIMA Silver Jubilee/ PGP 87 Batch/ Faculty Memorial and Audco
Mr. Anurag Bhatt	IIMA
Mr. Ravish Kumar	IIMA
Mr. Subash Nehru S.	IIMA
Mr. Sanket Kabra	IIMA
Mr. Anupam Surana	IIMA
Mr. Abhishek Bansal	IIMA
Mr. Divay Mor	IIMA
Mr. Bhaskar Rakshit	IIMA
Mr. Rohit Chaudhary	IIMA
Ms. Sneha Dhandhanja	IIMA
Ms. Piyush Gupta	IIMA
Mr. Vaninder Singh	IIMA
Mr. Abhinav Gupta	IIMA

#### Aditya Birla Scholarships

##### PGP-I

Mr. Gopal Balakrishnan  
Mr. Maneesh Menon  
Mr. Nikhil Pratap Gulati  
Mr. Virendra Singh Shekhawat

#### Sir Ratan Tata Scholarships

Mr. Hemant Chhabra  
Ms. Richa Gupta  
Mr. Aditya Garg

#### Samsung Scholarships

Mr. Kapil Singh Dhaka  
Ms. Aditya Khandelia  
Mr. Nehul Malhotra

#### T. Thomas Scholarship

Mr. Mehul Malhotra

#### O.P. Jindal Engineering and Management Scholars

Mr. Anupam Surana

#### Industry Scholarships Batch 2010-12

Name	Scholarship
Mr. Gaurav Jagdish Singhal	Mphasis Award
Mr. Nehul Malhotra	IFCI Ltd.
Mr. Aditya Khandelia	IFCI Ltd.
Mr. Manpreet Singh	Jet Age Securities Pvt. Ltd.
Ms. Bharati Agarwal	S.M. Shah
Mr. Ankit Gupta	Monsanto
Mr. Pratik Kamaljeet Gupta	Surendra Paul and IIMA
Mr. Kapil Singh Dhaka	Dun & Bradstreet Information Services India Pvt. Ltd. and IIMA
Mr. Hemant Chhabra	IIMA
Mr. Sharat Nambissan K.P.	IIMA
Mr. Amit Kumar	IIMA
Mr. Abhimanyu Talwar	IIMA
Mr. Chandrachur Datta	IIMA
Mr. Abhishek Bansal	IIMA
Ms. Urvashi Gupta	IIMA
Mr. Nayan Virendra Nagori	IIMA
Mr. Chandresh Maithil	IIMA
Mr. Joshi Rohan Shirish	IIMA
Mr. Anandh Sundar Tripuri	IIMA

##### PGP-II

Mr. Aditya Khandelia  
Mr. Ashwin Krishna  
Mr. Ankit Gupta

Mr. Joshi Rohan Shirish  
Mr. Nikhil Vyas

Mr. Manpreet Singh  
Mr. Manu Kapoor

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

## POST-GRADUATE PROGRAMME IN MANAGEMENT

### Applications Received for PGP

A6

Category	Batch 2011-2013			Batch 2012-14		
	Male	Female	Total	Male	Female	Total
General	103441	39010	142451	101334	39690	141024
NC-OBC	16361	3528	19889	16454	3596	20050
SC	7503	2018	9521	7527	2287	9814
ST	1750	631	2381	1831	659	2490
DA	475	71	546	448	60	508
<b>Total</b>	<b>129530</b>	<b>45258</b>	<b>174788</b>	<b>127594</b>	<b>46292</b>	<b>173886</b>
<b>Percentage</b>	<b>74.11</b>	<b>25.89</b>	<b>100</b>	<b>73.38</b>	<b>26.62</b>	<b>100</b>

### PGP Admissions: 2012-2014 Batch

A7

Particulars	Gender	General Category	Reserved Category					Total
			NCOBC	SC	ST	DA	GMAT	
No. of CAT takers	Male	106447	17528	8044	2000	471	NA	134490
	Female	43097	4083	2566	778	68	NA	50592
	<b>Total</b>	<b>149544</b>	<b>21611</b>	<b>10610</b>	<b>2778</b>	<b>539</b>	<b>NA</b>	<b>185082</b>
No. of Applicants to IIMA	Male	101270	16454	7527	1831	448	64	127594
	Female	39672	3596	2287	659	60	18	46292
	<b>Total</b>	<b>140942</b>	<b>20050</b>	<b>9814</b>	<b>2490</b>	<b>508</b>	<b>82</b>	<b>173886</b>
No. of Candidates Called for Interview	Male	493	266	139	68	36	8	1010
	Female	59	48	38	19	2	1	167
	<b>Total</b>	<b>552</b>	<b>314</b>	<b>177</b>	<b>87</b>	<b>38</b>	<b>9</b>	<b>1177</b>
No. of Candidates Attended Interview	Male	478	246	129	54	34	5	946
	Female	58	44	36	14	2	1	155
	<b>Total</b>	<b>536</b>	<b>290</b>	<b>165</b>	<b>68</b>	<b>36</b>	<b>6</b>	<b>1101</b>



## POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT

B1

### List of Compulsory Courses

- |                                 |                                     |
|---------------------------------|-------------------------------------|
| 1. Agricultural and Food Policy | 3. Marketing of Agricultural Inputs |
| 2. Agricultural Finance         | 4. Strategic Food Marketing         |

### First Year Compulsory Courses, Common with PGP – 2011-2012

#### Slot 1

1. Financial Reporting and Analysis
2. Probability and Statistics I
3. Managerial Computing
4. Microeconomics
5. Individual Dynamics
6. Written Analysis and Communication I
7. Managing Ethically

#### Slot 2

1. Financial Reporting and Analysis
2. Internet Technologies for Business
3. Probability and Statistics II
4. Microeconomics
5. Interpersonal and Group Processes
5. Managing Computing
6. Financial Markets
7. Marketing Module I
8. Written Analysis and Communication I

#### Slot 3

1. Cost and Control System
2. Probability and Statistics III
3. Macroeconomics and Policy
4. Organizational Dynamics
5. Legal Aspects of Business
6. Financial Markets
7. Marketing Module II
8. Operations Management I
9. Spoken Business Communication (pass fail mode)

#### Slot 4

1. Cost and Control System
2. Decision Making I
3. Macroeconomics
4. Business Taxation
5. Legal Aspects of Business
6. Operations Management I
7. Socio-Cultural Environment of Business

#### Slot 5

1. Information Systems for Business
2. Decision Making II
3. Economic Environment and Policy
4. Business Research Methods
5. Corporate Finance
6. Marketing Module III
7. Operations Management II
8. Strategic Management
9. Personnel Competence and Capability Building Systems
10. Written Analysis and Communication II

#### Slot 6

1. Information Systems for Business
2. Economic Environment and Policy
3. Corporate Finance
4. Marketing Module IV
5. Operations Management II
6. Organizational Diagnosis
7. Business Research Methods
8. Strategic Management
9. Personnel Competence and Capability Building Systems
10. Written Analysis and Communication II





## POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT

### Electives Courses in Second Year

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Analyzing and Building Competencies</li> <li>• Agribusiness and Carbon Finance</li> <li>• Management of Micro-Finance</li> <li>• Strategic Management of Intellectual Property Rights</li> <li>• Management and Finance of Agro-Food Projects</li> <li>• Logistics, Supply Chain and, Infrastructure Management for Agribusiness</li> <li>• Managerial Communication for Agribusiness</li> <li>• Sales and Distribution Management for Agriculture</li> <li>• Digital Inclusion for Development</li> <li>• Seminar Course on Globalizing and Resurgent</li> </ul> | <ul style="list-style-type: none"> <li>India through Innovative Transformation</li> <li>• Theory and Practice of Business Negotiation</li> <li>• Rural Marketing</li> <li>• Shodh Yatra</li> <li>• Investigating Corporate Social Irresponsibility</li> <li>• Rural Advertising</li> <li>• Agricultural Futures and Option Markets</li> <li>• Market Research for Agribusiness</li> <li>• CINE: Understanding Creativity, Innovation, Knowledge, Networks and Entrepreneurship</li> <li>• Agri-entrepreneurship</li> <li>• Energy Markets and Agribusiness</li> <li>• International Agribusiness</li> </ul> |
|--|---|

### Students in PGP-ABM

B2

	PGP-ABM I (2011-12)	PGP-ABM II (2011-12)
Joined the Programme	38	40
Discontinued	-	-
Permitted /asked to rejoin in 2012	2	-
Repeaters	-	-
Permitted to rejoin in 2011	-	-
No. of the First/Second year	36	40
Asked to withdraw	-	-
Asked to repeat	1	-
Not Graduated due to non-completion of academic Requirements (Double degree and General)	-	-
Not Graduated due to Academic Indiscipline	-	-
Graduating from earlier year	-	-
Students Graduated under Double Degree Programme	-	-
<b>Total promoted /graduated</b>	<b>35</b>	<b>40</b>

### Awards/Scholarships

- **Mr. R. C. Mathur** (PMA 1972 batch of IIM, Ahmedabad) Award for Best All Rounder PGP-ABM Woman Student awarded to Ms. Arushi Chopra.
- **IIMA Award** has been given to **Ms. Kitty Agarwal** for her outstanding academic performance.



## POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT

### Applications Received for PGP-ABM

Category	Batch 2011-2013			Batch 2012-14		
	Male	Female	Total	Male	Female	Total
General	71572	25078	96650	106447	43097	149544
NC-OBC	12139	2409	14548	17528	4083	21611
SC	5341	1320	6661	8044	2566	10610
ST	1167	370	1537	2000	778	2778
DA	334	49	383	471	68	539
<b>Total</b>	<b>90553</b>	<b>29226</b>	<b>119779</b>	<b>134490</b>	<b>50592</b>	<b>185082</b>
<b>Percentage</b>	<b>75.60</b>	<b>24.40</b>	<b>100</b>	<b>72.67</b>	<b>27.33</b>	<b>100</b>

### PGP-ABM Admissions : 2012-2014

Sl. No.	Particulars	Gender	General Category	Reserved Category					Total
				NCOBC	SC	ST	DA	GMAT	
1	No. of CAT takers	Male	106447	17528	8044	2000	471	NA	134490
		Female	43097	4083	2566	778	68	NA	50592
		<b>Total</b>	<b>149544</b>	<b>21611</b>	<b>10610</b>	<b>2778</b>	<b>539</b>	<b>NA</b>	<b>185082</b>
2	No. of Applicants to PGP-ABM	Male	73213	12582	5583	1283	308	0	92969
		Female	25969	2536	1518	427	43	0	30493
		<b>Total</b>	<b>99182</b>	<b>15118</b>	<b>7101</b>	<b>1710</b>	<b>351</b>	<b>0</b>	<b>123462</b>
3	No. of Candidates Called for Interview	Male	138	81	43	15	8	0	285
		Female	33	9	14	9	1	0	66
		<b>Total</b>	<b>171</b>	<b>90</b>	<b>57</b>	<b>24</b>	<b>9</b>	<b>0</b>	<b>351</b>
4	No. of Candidates who attended interview	Male	71	50	22	8	4	0	155
		Female	15	5	6	5	1	0	32
		<b>Total</b>	<b>86</b>	<b>55</b>	<b>28</b>	<b>13</b>	<b>5</b>	<b>0</b>	<b>187</b>



## FELLOW PROGRAMME IN MANAGEMENT

### Graduating Students in 2012

Name	Area	Thesis Title	Thesis Advisory Committee Members
<b>Arvind Shatdal</b>	OB	Impact of Prework in Dyads on Information Sharing in Groups	Prof. Neharika Vohra (Chair) Prof. Deepti Bhatnagar Prof. Pradyumana Khokle
<b>Bhaskar Bhowmick</b>	BP	Discontinuities of Environmental Elements, Firm Responses, and Dynamic Capabilities: An Empirical Investigation of Interrelations in Select Indian Manufacturing Sectors	Prof. M.R.Dixit (Chair) Prof. N.Venkateswaran Prof. Pradyumana Khokle
<b>Dheeraj Kumar Pandey</b>	Marketing	Information Presentation in the Online Environment: The Role of Consumer -Generated Reviews	Prof. Bibek Banerjee (Chair) Prof. Arindam Banerjee Prof. Ankur Sarin
<b>Madhukar Dayal</b>	CISG	New Exact methods for Scheduling Multi Mode Multiple Resource Constrained Project Scheduling Problems	Prof. Sanjay Verma (Chair) Prof.V.Venkata Rao Prof. Diptesh Ghosh
<b>Twisha Anand</b>	OB	From 'Needing Help' to 'Seeking Help': A Cross-Cultural Exploration of Interpersonal Help Seeking Behaviour in the Software Industry	Prof. Deepti Bhatnagar (Chair) Prof. Neharika Vohra Prof. Kirti Sharda



## POST-GRADUATE AND FELLOW PROGRAMMES: STUDENT STRENGTH

	Post-Graduate Programme in Management	Post-Graduate Programme in Agri-Business Management	Fellow Programme in Management	Total
2001-02	353	60	45	458
2002-03	357	61	46	464
2003-04	424	55	49	528
2004-05	501	55	54	610
2005-06	493	56	69	618
2006-07	488	55	66	609
2007-08	518	54	75	647
2008-09	560	44	84	688
2009-10	602	54	79	735
2010-11	688	77	69	834
<b>2011-12</b>	<b>747</b>	<b>78</b>	<b>73</b>	<b>898</b>





## PLACEMENT

### Batch Profile

E1

Academic Background		Work Experience	
Function	% of students	Duration	% of students
Engineering/Technology	86	Fresher	40
Arts and Science	3	1 – 12 months	13
Dual Degree	5	13 – 24 months	20
Others	6	25 – 36 months	16
		>36 months	11

### Offers and Acceptance

E2

Cluster-wise Distribution				
Cluster	Offers	% of Offers	Acceptance	% of Acceptance
Cluster 1	99	22.35	93	25.55
Cluster 2	169	38.15	144	39.56
Cluster 3	121	27.31	86	23.63
Cluster 4	54	12.19	41	11.26
<b>Total</b>	<b>443</b>	<b>100.00</b>	<b>364*</b>	<b>100.00</b>

\*1 student back from placement holiday and placed

### New Recruiters

E3

• Alcor Fund	• HMEL(Hindustan Mittal Energy Ltd.)	• RedBus.in
• BMT Consultants (India) Pvt. Ltd.	• iDiscoveri	• Reserve Bank of India
• British Gas	• IIMA Fund (Vidya Vardhini Education Foundation)	• Roland Berger
• BuyThePrice	• Kansai Nerolac Paints	• Sterling and Wilson
• Citrus Payment Solutions Pvt. Ltd.	• Life Care Products	• Supermax
• Comviva Technologies Ltd.	• MAQ Software	• Trust Group
• D'Décor Home Fabrics Pvt. Ltd.	• Michael Page International	• Valcon Consulting
• Emami Ltd.	• Micro Labs Ltd.	• Vector Consulting
• FINO	• PBO PWS Consulting Services Pvt. Ltd.	• Visual IQ
• Gifting Inc.	• Perfect Relations Ltd.	• World Quant
• Glencore	• Power Finance Corporation	• Wrigley India
• Guavus Inc.	• PUG Securities (P) Ltd.	• Yebhi.com
• HDFC Ltd.	• Raymond	• Zynga Game Network India Pvt. Ltd.



## PLACEMENT

E4

### Location-wise Placement

	2010		2011		2012	
	No.	Per cent	No.	Per cent	No.	Per cent
India	271	97.13	270	88.82	322	88.46
USA	1	0.36	4	1.32	3	0.82
Europe/UK (London)	3	1.08	11	3.62	14	3.85
Asia Pacific (Hong Kong, Singapore, Tokyo)	2	0.72	17	5.59	17	4.67
Kuwait, UAE	2	0.72	2	0.66	8	2.20
<b>Total</b>	<b>279</b>	<b>100.00</b>	<b>304</b>	<b>100.00</b>	<b>364</b>	<b>100.00</b>

E5

### Foreign and Domestic Offers and Acceptances

	2010			2011			2012		
	Offers	Acceptances	% Acceptances to Offers	Offers	Acceptances	% Acceptances to Offers	Offers	Acceptances	% Acceptances to Offers
Overseas	8	8	100	34	34	100	42	42	100
Domestic	331	271	81.87	391	270	69.05	401	322	80.30
<b>Total</b>	<b>339</b>	<b>279</b>	<b>82.30</b>	<b>425</b>	<b>304</b>	<b>71.53</b>	<b>443</b>	<b>364</b>	<b>82.17</b>

E6

### Sector/Function-wise Placements

	2010			2011			2012		
	Overseas	Indian	% of Total	Overseas	Indian	% of Total	Overseas	Indian	% of Total
Sales/ Marketing	1	43	15.77	1	56	18.42	8	84	25.27
Investment Banking									
Commercial Banking/Finance	4	71	26.88	28	69	31.91	31	43	20.33
Systems/ IT/ ITES	1	47	17.20	0	17	5.59	0	26	7.14
Operations	0	0	0.00	0	11	3.62	1	1	0.55
Consulting	0	75	26.88	5	83	28.95	2	126	35.16
General Management (Retail, Manufacturing, Private Equity etc.)	2	35	13.26	0	34	11.18	0	42	11.54
<b>Total</b>	<b>8</b>	<b>271</b>	<b>100</b>	<b>34</b>	<b>270</b>	<b>100</b>	<b>42</b>	<b>322</b>	<b>100</b>



## PLACEMENT

### Sector-wise Top Recruiters

E7

Sector	Recruiter	Numbers Recruited	% to total acceptance
Consulting	IBM India Pvt. Ltd.	21	5.8
	BCG	17	4.7
	Accenture Services	14	3.8
	McKinsey and Company	9	2.5
Banking and Finance Services	Royal Bank of Scotland	11	3.0
	Morgan Stanley	5	1.4
	YES Bank	5	1.4
General Management	Reliance Industries Ltd.	6	1.6
	TAS	6	1.6
IT and Systems	Zynga India Game Network Pvt. Ltd.	5	1.4
	Microsoft Corporation India Ltd.	4	1.1
Marketing	SuperMax	13	3.6
	P&G	7	1.9
	Bharti Airtel Ltd.	7	1.9

### Pre-Placement Offers and Acceptance

E8

Name of Company	Offers Made	Accepted	Name of Company	Offers Made	Accepted
A T Kearney Ltd.	2	1	Ernst & Young	3	1
Accenture Services Pvt. Ltd.	3	2	Feedback Ventures	1	1
Aditya Birla Group	1	1	GE	1	0
Altisource	1	0	Goldman Sachs	4	4
American Express	1	0	Hay Group	3	3
Arthur D Little	1	1	Hindustan Unilever Ltd.	2	2
Axis Bank Ltd.	1	1	IFMR Trust	1	1
Bain and Company	2	2	InfoEdge – Naukri.com	1	0
Barclays Capital	3	3	Kale Consultants	1	0
Booz and Company	2	2	KPMG Advisory Services Pvt. Ltd.	1	1
Britannia Industries	1	0	Kraft Cadbury	2	2
Citigroup NA	2	2	Mahindra Mahindra	1	1
Cognizant Technology Solutions	3	0	Marico Industries	1	0
Credit Suisse securities (I) Pvt. Ltd.	1	1	McKinsey and Company	6	6
Deutsche Bank	2	2	Microsoft Corporation (India) Pvt. Ltd.	1	1
Development Bank of Singapore	1	1	Miebach Consulting	2	1
			Morgan Stanley	5	5



## PLACEMENT

Name of Company	Offers Made	Accepted
Nokia India Ltd.	1	1
Nomura International	4	4
P&G Hygiene and Health care Ltd.	4	3
Pricewaterhouse Coopers	1	1
Q-Equip Associates	1	0
Reliance Industries Ltd.	2	1
Standard Chartered Bank	4	1

Name of Company	Offers Made	Accepted
TATA Administrative Services	1	1
Tata Steel	1	0
The Boston Consulting Group	4	4
The Royal Bank of Scotland	12	11
Wipro Consulting	2	2
Wipro EcoEnergy	2	0
<b>Total</b>	<b>102</b>	<b>77</b>

E9

### Lateral Placements

Name of Company	Offers Made	Accepted
Accenture Services Pvt. Ltd.	6	6
Aditya Birla Group	4	4
Amazon Development Centre Ltd.	4	4
Cognizant Technology Solutions	9	4
Comviva Technologies Ltd.	2	1
Deloitte Consulting	5	2
Fractal Analytics	2	0
Hinduja Group	1	1
IMS Consulting	5	2
iNautix LLC.	4	1
InfoEdge - Naukri	1	1
Infosys Technologies Ltd.	3	2

Name of Company	Offers Made	Accepted
IxSight Technologies Pvt. Ltd.	2	0
L&T Power	1	1
Michael Page	3	1
Microsoft Corporation (India) Pvt. Ltd.	3	3
Mphasis	3	3
Pricewaterhouse Coopers	2	2
Punj Lloyd Ltd.	2	2
Shapoorji Pallonji Group	1	1
Siemens	1	1
Vector Consulting	1	1
Yebhi.com	1	1
<b>Total</b>	<b>66</b>	<b>44</b>

E10

### Student Opting for Entrepreneurship

Entrepreneurial Sectors	
<b>PGP</b>	
Aman Kumar Vig	Create software application in education field
Bhanu Pratap Singh Rana	Rural Development
Chandresh Maithil	Social business opportunity proposal Vatsalya Homes
Mohan Gandhi Ponnaganti	Entersoft Information Systems
Prateek Shah	Company in education technology
Shah Siddharth Bhaskar	Online Health Management and Pharmacy
<b>PGP-ABM</b>	
Kitty Agarwal	Operating joint venture between the NIF and Future Group





## PLACEMENT

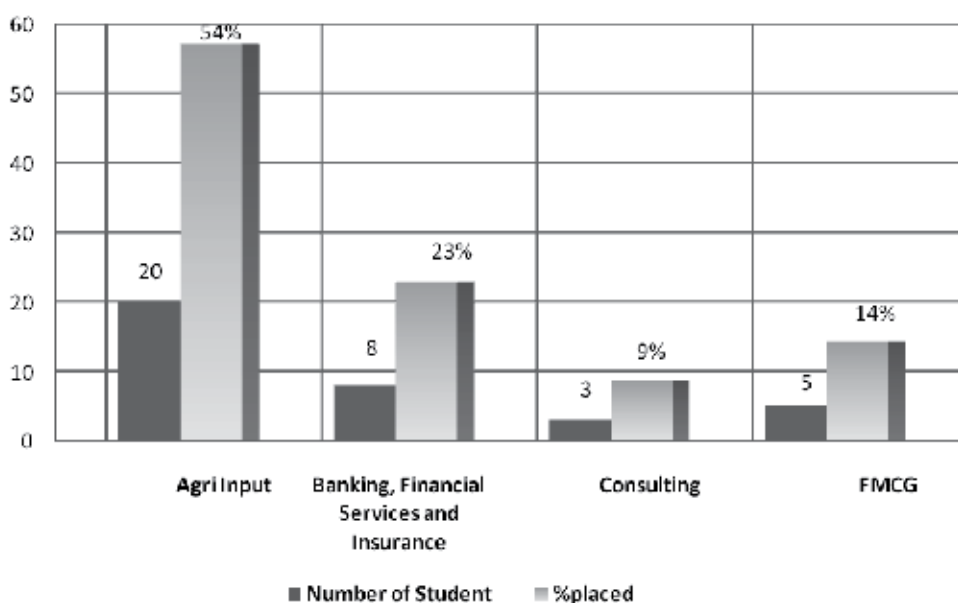
### Sector-wise Distribution of Summer Placement

E11

Sector	No. of Placement	Percentage
Finance	109	28.91
Marketing/Sales	107	28.38
Consulting	87	23.08
Systems/IT	27	7.16
Others	19	5.04
General Management	14	3.71
Operations	11	2.92
Human Resources (HR)	3	0.8
<b>Total</b>	<b>377</b>	<b>100</b>

### PGP-ABM Sector-wise Placement 2012

E12





## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

F1

### Ongoing Projects

Type of Project	Status		Projects			
	Ongoing	Initiated	Total	Completed	Withdrawn	
Research Project	3	14	17	11	-	
Seed Money Project	8	6	14	2	2	
Case Development Project	12	7	19	2	1	
Summer Internship Project			12			
Seminar Organized by R & P			20			
Working Papers			35			

The details of the above projects are given below:

### Research Projects Initiated

- Energy Labelling of Home Appliances and Consumer Behavior: II (Professors Rama Mohana Turaga and George Kandathil)
- A Logarithmic Goal Programming Model to Develop the Utility Function of a Railway Travel (Professor Goutam Dutta)
- From Compliance to Value Internalization: The Critical Role of the Match Between Employee's Pre-Socialization Habitual Behaviour and Organization's Expected Employee Behaviour: II (Professor George Kandathil)
- Hub-and Spoke Network Design with Stochastic Demand and Service Level Constraints (Professor Sachin Jayaswal)
- Procedural Dimensions of Layoffs: Studies of the IT Sector (Professor Premilla D'Cruz)
- Study of the Indian IPO Market Underpricing (Professors Sobhesh Kumar Agarwalla and Joshy Jacob)
- Examining the Influence of Service Quality on Customer Satisfaction and Patronage Intentions in Convenience Store Industry (Professor Dheeraj Sharma)
- Evaluating Customer Preference between Loyalty Schemes: Redemption Points or Complementary Rewards (Professors Sanjay Verma and Abraham Koshy)
- An Exploratory Study of Employee's Attitude towards Telecommuting: Scale Development and Validation (Professor Dheeraj Sharma)
- Business, Media Law and Internet (Professor Anurag Agarwal)
- Role of Culture in Celebrity Endorsement: A Review of Brand Endorsement by Celebrities in Indian Context (Professors Arvind Sahay and Abhishek)
- An Empirical Study of Price Movements of Airlines' Industry in Indian Market (Professor Goutam Dutta)
- Emotional Labour in Indian Call Centres (Professor Ernesto Noronha)
- How MNCs Compete with the Local Companies in the Low Income Markets (Professor Anand Kumar Jaiswal)



## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

### Seed Money Projects

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- Is there a Term Structure of Interest Rates for India?  
(Professor Vineet Virmani)
- Interventions for Empowerment of Craftsmen in India  
(Professor Ankur Sarin)
- Educating Street Children  
(Professor Rajeev Sharma)
- Cases in Corporate Social Irresponsibility  
(Professors Navdeep Mathur and Ankur Sarin)
- Game Theoretic Models in Supply Chain  
(Professor Sachin Jayaswal)
- Instruments of Social Welfare  
(Professor Ankur Sarin)

### Case Development Projects

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- Kwench Library Solutions  
(Professor M.M. Monippally)
- PPP for Farm Mechanization in Tribal Areas: DSAG-Gujarat  
(Professor Vaibhav Bhamoriya)
- CRM Strategy for All Cargo Global  
(Professor Sanjay Verma)
- Europa Group, Chennai  
(Professor S. Manikutty)
- Brand Development for Tihar Jail Factory Product  
(Professor Dheeraj Sharma)
- Development of TQM at Tata Steel: From 'Chalta Hai' to Deming Prize  
(Professors Goutam Dutta and A.K. Laha)
- Entrepreneurship through Last Mile Product Delivery Model: A Case Study of Villgro  
(Professors Vaibhav Bhamoriya and Abhishek)

### Research Projects Completed

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- Organizational Decline and Turnaround  
(Professor Sunil Maheshwari)
- A Logarithmic Goal Programming Model to Develop the Utility of an Airline Travel  
(Professor Goutam Dutta)
- Socio-Cultural Antecedents of Workplace Bullying in India  
(Professor Premilla D'Cruz)
- Work and Employment in Indian BPO after the Financial Crisis  
(Professors Ernesto Noronha and Premilla D'Cruz)
- Gender and Downward Influence: Study of Downward Influence Tactics Across Genders and Sectors  
(Professor Asha Kaul)
- Developing Low Cost Healthcare System for the Bottom of the Pyramid  
(Professor A.K. Jaiswal)
- Deprofessionalization or Professionalism Reinvented: The Case of Lawyers Working Legal Process Outsourcing (LPO) Firms in India  
(Professor Ernesto Noronha)
- High Commitment Management Practices in Indian Call Centres  
(Professor Premilla D'Cruz)
- Understanding the Dynamics of Depersonalized Bullying  
(Professor Premilla D'Cruz)
- A Logarithmic Goal Programming Model to Develop the Utility Function of a Railway Travel  
(Professor Goutam Dutta)
- Project Based Method of Teaching and Learning  
(Professors Rajeev Sharma and M.R. Dixit)



## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

### Seed Money Projects

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- From Compliance to Value Internalization: The Critical Role of the Match Between Employee's Pre-socialization Habitual Behaviour and Organization's Expected Employee Behaviour: I (Professor George Kandathil)
- Energy Labelling of Home Appliances and Consumer Behaviour (Professor Rama Mohana Turaga)

### Case Development Projects

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- Dastkar Andhra (Professor Ankur Sarin)
- Instep Global Internship Programme of Infosys Technologies Ltd., Bangalore (Professor Manjari Singh)

### Research Projects Withdrawn

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- Educating Street Children(Seed Money Project) (Professor Rajeev Sharma)
- Bayesian Data Mining (Seed Money Project) (Professors Arnab Kumar Laha, Prathap Oburai, and Sounak Chakraborty)
- Regency Hospital Limited (Case Development Project)\ (Professor Parvinder Gupta)

### Summer Internship Projects

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- Study of Price Movement of Competing Airlines on a Specific Flight Leg Literature Search on Application of Revenue Management and Dynamic Pricing in Energy and Electricity (Professor Goutam Dutta)
- Integrated Balancing and Workload Smoothing for U-shaped Assembly Lines with Resource Dependent Task Times (Professor Sachin Jayaswal)
- Routing Protocols for Ad-hoc Phone Mesh Networks (Professor Kavitha Ranganathan)
- Understanding the Pattern of Financing, Government Policies, and Role of Non-governmental Organization in Elementary Education and Literacy (Professor Rajeev Sharma)
- An Exploration Investigation of Effects of 'Bottom of Pyramid' Marketing on Low Income Consumers (Professor Anand Kumar Jaiswal)
- Single Allocation Hub Location Problem with Stochastic Demand and Service Level Constraints (Professor Sachin Jayaswal)
- Information Technology for Teaching and Learning: An Exploration (Professors Rajeev Sharma and Kavitha Ranganathan)
- The Vendor Location Problem (Professor Sachin Jayaswal)
- Earthwork Operations in Road Design (Professor Sachin Jayaswal)
- Hub-and-Spoke Network Design with Stochastic Demand and Service Level Constraints (Professor Sachin Jayaswal)
- Interactive Data Visualization for Decision Making (Professor Kavitha Ranganathan)
- Study of Engineering Educational Institutions from Management Perspective (Professor Mukul Vasavada)





## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

### Seminars organized at the Institute during 2011-12

Speaker	Topic	Date	Area
<b>Prof. Arvind Sahay</b> IIM Ahmedabad	Price Perception of Discounts on Individual Items on Consumer Led complementary Product Bundles: Reaction to End of Season Sales and Implications for Retailer Pricing	April 8, 2011	Research & Publications
<b>Dr. Suren Sista</b> IIM Bangalore	The Impact of Tacit Knowledge on Relationship Strength and Relationship Continuity in Business-to-Business Relationships between p-KIBS and their Clients	April 8, 2011	Mktg.
<b>Mr. Abhishek</b> Fellow, IIM Ahmedabad	The role of Haptic Touch on Product Evaluation in Different Shopping Situations	April 12, 2011	Mktg.
<b>Mr. Sanjeev Tripathi</b> Fellow, IIM Ahmedabad	If you Trust me, Will You Pay More	April 13, 2011	Mktg.
<b>Dr. Guda Sridhar</b> IIM Kozhikode	Executive Social Representation of Rurality and Product Adaptation – A Case of Rural Markets in India	April 14, 2011	Mktg.
<b>Mr. Kalyan Mitra</b> Patonomics AB, Sweden	Investment Decisions on Technology	May 7, 2012	CIIE
<b>Dr. Soumyadipta Acharya</b> Johns Hopkins University	Innovation in Biomedical Engineering	May 21, 2012	CIIE
<b>Dr. Monika Setia</b> Duke-NUS Graduate Medical School, Singapore	Factors Associated with Direct Care Worker Quits and Lay-Offs/Discharges: An Effect History Analysis Approach	June 21, 2011	PSG
<b>Prof. Anurag K. Agarwal</b> IIM Ahmedabad	Medical Negligence: Law and Interpretation	June 24, 2011	Research & Publications
<b>Dr. Ajay K. Jain</b> Management Development Institute Gurgaon	Social Power as means of Increasing Personal and Organizational Effectiveness: The Mediating role of Organizational Citizenship Behaviour	June 27, 2011	OB
<b>Dr. P. V. Viswanath</b> Department of Finance and Economics, Lubin School of Business, Pace University, New York	Dividend Policies of Exporting Firms in India	June 29, 2011	F&A
<b>Dr. Jonali Baruah</b> Southern Methodist University Dallas	Sparking Creativity in Groups: Thinking Inside and Out of the box	June 30, 2011	OB
<b>Dr. G. Shrinivasan</b> Faculty of Business Administration University of New Brunswick Canada	Executive and Changing Dynamics of Capitalism	July 1, 2011	F&A
<b>Prof. Sushanta Kumar Mishra</b> IIM Indore	Emotional Labor Strategies and its Consequences: Explaining Inconsistency in Research findings	July 4, 2011	OB



## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

Speaker	Topic	Date	Area
<b>Dr. Apratim Guha</b> University of Birmingham,	Mutual Information and a Two Sample Test	July 5, 2011	P&QM
<b>Prof. Shailendra Mehta</b> IIM Ahmedabad	Why is Harvard #1? Governance and the Dominance of US Universities	July 6, 2011	Research & Publications
<b>Ms. Ritu Mehta</b> Department of Industrial and Management Engineering, IIT Kanpur	The Impact of Perceived Crowding on Consumers' Store Patronage Intentions: Role of Optimal Stimulation Level and Shopping Motivation	July 22, 2011	Mktg
<b>Prof. Rajanish Dass</b> IIM Ahmedabad	A Meta Analysis on Adoption of Mobile Financial Services	July 27, 2011	Research & Publications
<b>Prof. Goutam Dutta</b> IIM Ahmedabad	An Optimization-based Decision Support System for Strategic Planning in Process Industries	August 4, 2011	Research & Publications
<b>Dr. Shuchi Sinha</b>	Future of Leadership Development in the National Health Service (NHS), UK: Insights from the NHS South West Clinical Fellowship (2010)	August 16, 2011	OB
<b>Prof. Peggy Hazard</b> Global Novations LLC,	Diversity and Inclusion: Effective Communication Strategies and Skills for Global Leaders	August 23, 2011	Research & Publications
<b>Mr. Deepak Gupta</b> Ministry of New Renewable Energy	Renewable Energy and the Opportunity in India	August 23, 2012	CIIE
<b>Mr. Deepak Gupta</b> Ministry of New and Renewable Energy	INFUSE - Indian Fund for Sustainable Energy – Renewable Energy and the Opportunity in India	August 25, 2012	CIIE
<b>Mr Justin Adams</b> B P Ventures	INFUSE - Indian Fund for Sustainable Energy – The International Perspective	August 23, 2012	CIIE
<b>Mr H K Mittal</b> Technology Development Board	INFUSE - Indian Fund for Sustainable Energy – Enabling Entrepreneurship in India	August 25, 2012	CIIE
<b>Dr Farooq Abdullah</b> Minister for New and Renewable Energy	INFUSE - Indian Fund for Sustainable Energy	August 23, 2012	CIIE
<b>Shri Narendra Modi</b> Chief Minister, Govt. of Gujarat	INFUSE - Indian Fund for Sustainable Energy	August 25, 2012	CIIE
<b>Prof. Ion Voicu Sucala</b> Technical University of Cluj-Napoca/Romania	Why Critical Management Studies?	September 1, 2011	Research & Publications
<b>Dr. Rudra Sensarma</b> University of Hertfordshire Business School Hertfordshire	Term Structure and Monetary Policy: A Case of Multiple Instruments	September 13, 2011	F&A



## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

Speaker	Topic	Date	Area
<b>Mr. Akil Amiraly</b> Postdoctoral Fellow Ecole Polytechnique, France	The Impacts of the Installation of the Water Meter in Indian Cities	September 21, 2011	Research & Publications
<b>Prof. Anand Kumar Jaiswal</b> IIM Ahmedabad	Paradoxical Tensions and Unique Opportunities of Hybrid Business Models: A Framework and an Illustrative Case Study	September 22, 2011	Research & Publications
<b>Dr. Jayant Anand</b> University of Wisconsin	Videoconferencing on “Supermarketization: Who Wins, Who loses?”	September 22, 2011	Mktg.
<b>Prof. Frank Fischer</b> Rutgers, State University of New Jersey	Critical Policy Analysis: Technical Knowledge in a World of Multiple Realities	September 30, 2011	Research & Publications
<b>Prof. Sunil Maheshwari</b> IIM Ahmedabad	Networking and Organizational Performance: Decline and Turnaround of a Firm in India	October 7, 2011	Research & Publications
<b>Prof. Utpal Bhattacharya</b> IIM Indore	A Chance Constraints Goal Programming Model for the Advertising Planning Problem	October 13, 2011	P&QM
<b>Prof. Sanjay Sharma</b> National Institute of Industrial Engineering, Mumbai	Management of Production-Inventory Systems (with a Focus on the Relevant Cost Formulation and Variation of Parameters)	October 13, 2011	P&QM
<b>Prof. Probal Chaudhuri</b> Indian Statistical Institute, Kolkata	On Fractile Regression	November 17, 2011	Research & Publications
<b>Dr. Ravindra Gokhale</b> IIM Indore	Scheduling Problems with Discrete and Batch Processor Machine in Automobile Gear Manufacturing	November 18, 2011	P&QM
<b>Dr. Sharadindu</b> Gautam Buddha University, Noida	Exploring Leadership Characteristics for Innovators	November 21, 2011	P&IR
<b>Dr. Manish Alagh</b> IIM Ahmedabad	Macroeconomics Linkages with Agriculture	December 8, 2011	CMA
<b>Dr. Youseph Yazdi and Dr. Soumyadipta Acharya</b> Johns Hopkins University	Identifying and Promoting Inexpensive Medical Technologies and Tackling Healthcare Challenges Using Technology	December 9, 2011	CIIE
<b>Prof. D. Sudharshan</b> Gatton College of Business and Economics University of Kentucky	Optimal Response to a Next Generation New Product Introduction: To Imitate or to Leapfrog?	December 9, 2011	Research & Publications
<b>Prof. Rajesh Kumar Tyagi</b> HEC Montreal	Impact of Improvement Programs on the Performance Survey of Canadian Hospital	December 20, 2011	Research & Publications
<b>Dr. Samita Sareen</b> Department of Economics, New York University	Commodity Bundling in Government Securities Auctions: An Analysis of the Primary Dealer Model in Canada	January 4, 2012	F&A
<b>Dr. Dhiman Bhadra</b> Department of Mathematical Sciences, Worcester Polytechnic Institute	A Bayesian Semiparametric Approach for Incorporating Longitudinal Information on Exposure History for Inference in Case-Control Studies	January 5, 2012	P&QM



## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

Speaker	Topic	Date	Area
<b>Dr. Arnab Bisi</b> Purdue University, West Lafayette	The Censored Newsvendor Problem: Parametric and Non-Parametric Methods	January 6, 2012	P&QM
<b>Prof. Satish Deodhar</b> IIM Ahmedabad	An Oliverian Twist to Evaluation of Mid Day Meal Scheme	January 10, 2012	Research & Publications
<b>Mr. Deep Mukherjee</b> University of Connecticut	Valuing the Impacts of Climatic Change and Relevant Adaption Investment in Dairy Sector: A Case Study from the United States	January 12, 2012	CMA
<b>Dr. Rafiq Dossani</b> Centre for South Asia Stanford University	Workforce Quality: How Ready is India to Lead Global Growth?	January 27, 2012	Research & Publications
<b>Mr. Srinivasa Addepalli</b> Tata Communications	Technology – Enabling & Empowering the Future	January 28, 2012	CIIE
<b>Dr. Sandip Gupta</b> Indian School of Business, Hyderabad	CDS Credit-Event Auctions	February 1, 2012	F&A
<b>Prof. Sabrina Bresciani</b> University of St. Gallen, Switzerland	Improving Organizational Communication Across Cultures with Knowledge Visualization	February 10, 2012	Research & Publications
<b>Dr. Nirjhar Nigam</b> Essec Business School	Building Legal Indexes to Explain Recovery Rates: An Analysis of the French and Bankruptcy Codes	February 14, 2012	F&A
<b>Dr. Simon Benninga</b> Tel Aviv University	Nonmarketability and the Value of Employee Stock Options	February 22, 2012	F&A
<b>Prof. Arup Bose</b> Indian Statistical Institute Kolkata	Extreme Screening Policies	February 29, 2012	Research & Publications
<b>Prof. Massimiliano Tani</b> Macquarie University Australia	Gaining External Knowledge through Business Visits	March 6, 2012	Research & Publications
<b>Prof. Ankur Sarin</b> IIM Ahmedabad	Management Education in India: Social Mobility for Whom?	March 20, 2012	Research & Publications





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### Books

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- D'Cruz, Premilla, *Workplace Bullying in India*, New Delhi: Routledge, 2012.
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- Gandhi, Vasant P. and Namboodiri, N. V., *Improving Irrigation Management in India: A Study of Participatory Irrigation Management in the States of Andhra Pradesh, Gujarat and Maharashtra*, New Delhi: Allied Publishers, 2011.
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### Monographs

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- Datta, Samar K. and Sriram, M. S., *Towards a Perspective on Flow of Credit to Small and Marginal Farmers in India*, New Delhi: Allied Publishers, 2012.
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Vijaya Sherry Chand; Choudhury, Geeta; Joshi, Samir; and Patel, Umesh, *Learning from Innovative Primary School Teachers of Gujarat*, Gandhinagar: Gujarat Educational Innovations Commission, Government of Gujarat, 2011.

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- Roy, K., "Development of Dynamic Capabilities for International Joint Ventures: An Investigation within the Context of an Emerging Economy," 27th EGOS Colloquium, Gothenburg, 2011.
- Roy, K., "Dynamic Capability as Epistemology of an Organization," Pre-Colloquium Paper Development Workshop (Strategy as Practice), 27th EGOS Colloquium, Gothenburg, 2011.
- Roy, K., "Theorizing Strategy: Some Constructivist Contemplations on Case Method-based Strategy Research," Academy of Management Annual Meeting, San Antonio, Texas, 2011.
- Sahay, Arvind and Sharma, Nivedita, "Building Corporate Reputation: The Case of Edelweiss," Global Marketing Dynamics Conference, Jaipur, July 25-26, 2011.
- Selvaraj, P. and Joseph, Jerome, "A Study of Executive Perceptions of Compensation Governance," Executive Compensation: Governance, Dispersion and Firm Performance, Academy of Management, San Antonio, Texas, August 15, 2011.
- Sethia, Deepak and Dholakia, Ravindra H., "Issues in Preparing Back Series of State Income with Base Year 2004-05: Challenges for State Bureaus," Annual Conference of IARNIW, Directorate of Economics and Statistics, Puducherry, March 15-16, 2012.
- Sharma, Dheeraj, "Effects of National Culture on the Deal Proneness," Cross Cultural Research Symposium: Business as Usual? A Multi-Cultural Perspective on Conducting Business Across Countries, Indian Institute of Management, Ahmedabad, November 10-12, 2011.
- Sharma, Garima; Jaiswal, Anand Kumar; and Singh, Jagdip, "Paradoxical Tensions and Unique Opportunities of Hybrid Business Models: A Framework and an Illustrative Case Study," Academy of Management, San Antonio, August 12-16, 2011.
- Sharma, Rajeev and Dixit, M. R., "Does it Cut Both Ways? Investigating the Relationship of 'Project Based' Teaching and Learning to Creativity of Children and Teachers," Creative Engagements, Thinking with Children, Oxford, July 3-6, 2011.
- Sharma, Rajeev, "Reaching the Unreached: Redefining Boundaries of School," Social Justice and Human Development, Allahabad, December 18-20, 2011.
- Sharma, Vijay Paul, "Commodity Derivative Markets and Indian Agriculture," National Seminar on Commodity Markets, SCMHRD, MCX and Forward Market Commission, Mumbai, February 18, 2012.
- Sharma, Vijay Paul, "Emerging Trends in Indian Agribusiness Sector," National Conference on Agribusiness and Food Industry: Opportunities and Challenges, MIT, Pune, November 10, 2011.
- Sharma, Vijay Paul, "Fertilizer Pricing and Subsidy Policy in India: Perspectives and Issues," 2011 FMB Fertilizer Conference and Exhibition, Cannes, October 19-21, 2011.



## PUBLICATIONS

- Sharma, Vijay Paul, "India Dairy Sector in Relation to Emerging International Trade," 40<sup>th</sup> Dairy Industry Conference, Indian Dairy Association, New Delhi, February 2-5, 2012.
- Sharma, Vijay Paul, "India's Agricultural Development under the New Economic Regime: Policy Perspective and Strategy for the 12<sup>th</sup> Five Year Plan," 71<sup>st</sup> Annual Conference of the Indian Society of Agricultural Economics, University of Agricultural Science, Dharwad, November 3-5, 2011.
- Sharma, Vijay Paul, "India-EU Free Trade Agreement: Likely Implications for the Indian Dairy Sector," Expert Consultation on Human Rights Impact Assessment (HRIA) on the EU-India FTA with Focus on the Right to Food, Anthra, Heinrich Boll Foundation, MISEREOR, and Third World Network, New Delhi, April 11-12, 2011.
- Sharma, Vijay Paul, "Rethinking Agricultural Input Subsidy Programmes in India: Challenges and Future Prospects," International Conference on Transformational Changes in Indian Agriculture: The Next Decade, NSFI, Indian Agricultural Research Institute, New Delhi, October 14-16, 2011.
- Singh, Manjari, "Resource-Based View of Gender Inclusivity in Corporate India," Tenth International Academy of Management and Business Conference, Istanbul, June 20-22, 2011.
- Singh, Sukhpal, "Contract Farming and Food Retail Chains for Agricultural Development in India: A Smallholder Perspective," National Seminar on Indian Agriculture at Crossroads, Institute of Development Studies, Jaipur, September 28-29, 2011.
- Singh, Sukhpal, "Does Contract Farming Help in Increasing Productivity and Income to Growers?" National Seminar on Productivity in Agriculture, College of Agricultural Banking, Pune, September 2-3, 2011.
- Singh, Sukhpal, "Labour in Global Food Value Chains in India: The Gender Dimensions," Annual Conference of the Indian Society of Labour Economics, Udaipur, December 17-19, 2011.
- Singh, Sukhpal, "Organic Producer Supply Chains in India: Learning for Bihar," International Conference on Organic Bihar, Patna, June 22-24, 2011.
- Singh, Sukhpal, "Post-Green Revolution Agro-Industrial Entrepreneurship among Capitalist Farmers in India: Cases of Punjab and Andhra Pradesh," Rethinking Economic History: Circulation, Exchange, and Enterprise in India, Nehru Memorial Museum and Library, New Delhi, March 14-15, 2012.
- Singh, Sukhpal, "Regional Food Production and Trade Networks in Asia: Organization and Dynamics with Special Reference to India," ADB Workshop on Strategic Partnership for Policy Development and Action to Foster Regional Cooperation in South Asia, IPS, Colombo and RSI, New Delhi, Colombo, July 11, 2011
- Singh, Sukhpal, "South Asian Agrifood Trade in Networks in India: Standards and 'Race to Nowhere'," Two Decades of Globalization in India: How Have Firms and Consumers Responded, Gujarat Institute of Development Research, Ahmedabad, India International Centre, New Delhi, April 22-23, 2011.
- Sinha, Piyush Kumar, "Finding and Converting Opportunities," Indian Retail Forum, September 21-22, 2011.
- Taylor, Phil; D'Cruz, Premilla; Noronha, Ernesto; and Scholarios, Dora, "From Boom to Where: The Experience of Post-Crisis Work and Employment in Offshored BPO," 29<sup>th</sup> ILPC Conference, Leeds, April 5-7, 2011.
- Turaga, Rama Mohana; Richard, Howarth and Mark, Borsuk, "Individual Responsibility and its Influence on Sustainable Behaviours: An Experimental Study in the Context of Mercury-Reducing Actions," Sixth Biennial Conference of the United States Society for Ecological Economics, East Lansing, June 26-29, 2011.
- Vohra, Neharika; Rathi, N.; and Bhatnagar, Deepti, "Developing Leadership Skills among Employees through Outdoor Experimental Training," Second Indian Academy of Management Conference, IIM Bangalore, December 19-21, 2011.





### CASES, RESEARCH, AND CONSULTING

Year	Cases Completed (Cumulative)	Research Projects Completed Cumulative)	Consulting Projects Completed (Cumulative)
2001-02	2868	621	1788
2002-03	2889	636	1854
2003-04	2920	649	1957
2004-05	2933	655	2044
2005-06	2945	675	2118
2006-07	2977	709	2137
2007-08	2988	729	2186
2008-09	3037	749	2272
2009-10	3050	791	2405
2010-11	3062	792	2510
<b>2011-12</b>	<b>3068</b>	<b>793</b>	<b>2634</b>



## MANAGEMENT DEVELOPMENT PROGRAMMES

### Distribution of Participants

Programmes	No. of Programmes	No. of Participants			Total
		Public Sector	Private Sector	Foreign	
General Management	4	28	211	11	250
New Programmes	11	57	191	51	299
Regular/Repeat Programmes	43	243	971	49	1263
<b>Total</b>	<b>58</b>	<b>328</b>	<b>1373</b>	<b>111</b>	<b>1812</b>

### General Management Programmes

Programme	No. of Participants			
	Public Sector	Private Sector	Foreign	Total
3-TP Middle Management Programme June 19 - July 16, 2011	7	68	4	79
3-TP Senior Management Programme July 31 - August 20, 2011	9	50	7	66
Small and Medium Enterprises Programme October 9 - 22, 2011	3	24	0	27
3-TP Middle Management Programme January 15 - February 11, 2012	9	69	0	78
<b>Total</b>	<b>28</b>	<b>211</b>	<b>11</b>	<b>250</b>

### New Programmes

Programme Area / Group / Centre	No. of Participants			
	Public Sector	Private Sector	Foreign	Total
<b>General Management Programmes</b>				
General Management Programme in Bhutan July 18 - 30, 2011	13	12	31	56
General Management Programme in Bhutan January 15 - 28, 2012	1	10	17	28
<b>Business Policy</b>				
Business Leadership and Law February 23 - 25, 2012	9	5	0	14
<b>Centre for Gender Equity, Diversity and Inclusivity</b>				
Working Conference 'Managing You and Me in Roles and Systems' (MAYUMERS) March 14 - 20, 2012	5	11	2	18



## MANAGEMENT DEVELOPMENT PROGRAMMES

Programme Area / Group / Centre	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
<b>Communication</b>				
Taking People Along: Managing by Persuasion August 8 - 13, 2011	1	36	0	37
<b>Marketing</b>				
International Business November 21-26, 2011	1	17	0	18
B2B Marketing March 12-17, 2012	1	33	1	35
<b>Personnel and Industrial Relations Area</b>				
Strategic Human Resource Management August 1-6, 2011	1	26	0	27
Managing by Inspiring August 17 - 19, 2011	2	23	0	25
Human Resourcefulness Management September 5-7, 2011	11	13	0	24
<b>Public System Group</b>				
Urban Transportation February 5-11, 2012	12	5	0	17
<b>Total</b>	<b>57</b>	<b>191</b>	<b>51</b>	<b>299</b>

### Regular/Repeat Programmes Offered

Programme	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
<b>Global Programme</b>				
Global Management Programme on Luxury August 22 - 27, 2011	0	3	3	6
<b>Business Policy</b>				
Contract Management September 5 - 9, 2011	13	32	4	49
Strategies for Growth October 17 - 22, 2011	0	24	0	24
Organizational Leadership for the 21st Century November 21 - 24, 2011	16	20	2	38
Innovation, Corporate Strategy, and Competitive Performance November 28 - December 3, 2011	2	17	0	19
Knowledge Management December 19-24, 2011	2	8	1	11



## MANAGEMENT DEVELOPMENT PROGRAMMES

Programme	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
<b>Centre for Management in Agriculture</b>				
Agricultural Input Marketing January 16–22, 2012	4	28	1	33
Harnessing Intellectual Property for Strategic Competitive and Collaborative Advantage February 9 -11, 2012	8	5	0	13
<b>Communication Area</b>				
Effective Communication Strategies: Men and Women @ Work April 25 - 29, 2011	5	12	0	17
The Winning Edge: Communication Strategies for Leaders September 19 - 24, 2011	1	36	0	37
<b>Computers and Information Systems Group</b>				
Strategic Planning of Information Systems November 21 - 26, 2011	4	11	3	18
ERP Systems: Technology Planning and Implementation December 19 - 21, 2011	14	13	0	27
Strategic IT Management for CIOs January 23-27, 2012	5	19	0	24
<b>Educational</b>				
Strategic Leadership for Schools in a Changing Environment October 10 - 15, 2011	0	34	0	34
Innovating for Excellence: Programme for Leaders in Management Education December 12 - 17, 2011	1	30	2	33
<b>Finance</b>				
Advanced Corporate Finance October 31 - November 5, 2011	7	39	2	48
Strategic Cost Management February 6 - 9, 2012	4	16	1	21
<b>Marketing</b>				
Customer Based Business Strategy May 5 - 7, 2011	0	49	0	49
Pricing for Profit August 24 - 27, 2011	2	47	1	50
Advanced Data Analysis for Marketing Decisions August 29 - September 3, 2011	1	34	0	35
Managing Retailing January 2 - 7, 2012	0	20	2	22
Enhancing Sales Force Performance February 13 -16, 2012	0	43	2	45



## MANAGEMENT DEVELOPMENT PROGRAMMES

Programme	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
<b>Organizational Behaviour Area</b>				
Leadership and Change Management September 19 - 23, 2011	15	36	1	52
Enhancing Leadership Capacities and Potential Among Professional Women November 7 - 10, 2011	9	20	0	29
Interpersonal Effectiveness and Team Building January 2 - 5, 2012	8	43	0	51
Creativity and Innovation as Core Competence: Developing Personal and Organizational Capability March 27 - 30, 2012	2	21	0	23
<b>Personnel and Industrial Relations Area</b>				
Negotiation Skills Clinic July 25 - 27, 2011	7	39	8	54
Performance Management and Competitive Advantage November 28 - December 1, 2011	3	13	0	16
Advanced Human Resource Management December 4 - 9, 2011	6	32	0	38
<b>Production and Quantitative Methods</b>				
Advanced Quality Management July 4 - 8, 2011	3	27	0	30
Project Management August 29 - September 3, 2011	23	29	1	53
Delivering Logistics Solutions September 4 -10, 2011	3	16	1	20
Risk: Modeling and Management September 5 - 9, 2011	15	10	1	26
Revenue Management and Dynamic Pricing September 26 - 29, 2011	2	23	5	30
Supply Chain Management November 28 - December 3, 2011	5	22	1	28
Advanced Analytics for Management December 5 - 9, 2011	1	20	0	21
Food Supply Chain Management February 12 - 18, 2012	10	8	0	18
Workshop on Project Risk Management February 20 - 22, 2012	5	8	1	14





## MANAGEMENT DEVELOPMENT PROGRAMMES

Programme	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
<b>Public Systems Group</b>				
Aviation Management August 28 - September 3, 2011	4	10	1	15
Strategic Port Management for Senior Management October 16- 22, 2011	5	2	4	11
Public Private Partnerships (PPPs) in Infrastructure October 17 - 22, 2011	24	13	0	37
Legal and Regulatory Issues in Infrastructure November 21 - 26, 2011	1	15	0	16
<b>Centre for Management of Health Services</b>				
Hospital Management December 18 - 22, 2011	3	24	1	28
<b>Total</b>	<b>243</b>	<b>971</b>	<b>49</b>	<b>1263</b>



## CENTRE FOR MANAGEMENT IN AGRICULTURE

- **Capacity Building for Trade Competitiveness and Price Realization of Indian Agriculture (revised)**

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

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

An additional chapter on post-harvest losses of fruits and vegetables and other perishable commodities has been incorporated in the report.

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

**GLOBAL RANKING**

**International Rankings: Financial Times Masters in Management Rankings 2011**

**FT.com Masters in management 2011**  
 FINANCIAL TIMES FT.com Business School Rankings

Current rank	Rank in 2010 [1]	Rank in 2009 [1]	Average of rank over 3 years [1]	School name	Country
1	4	-	-	Universität St.Gallen	Switzerland
2	2	1	2	Cems	See table note
3	1	3	2	ESCP Europe	France, UK, Germany, Spain, Italy
4	3	2	3	HEC Paris	France
5	5	6	5	EM Lyon Business School	France
6	12	-	-	WHU - Otto Beisheim School of Management	Germany
7	8	-	-	Indian Institute of Management, Ahmedabad (IIMA)	India
8	9	-	-	Essec Business School	France
9	5	7	7	Grenoble Graduate School of Business	France, Singapore
10	11	10	10	Rotterdam School of Management, Erasmus University	Netherlands
11	13	8	11	Mannheim Business School	Germany
12	10	-	-	Esade Business School	Spain
13	27	33	24	Imperial College Business School	UK

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

## GLOBAL RANKING

### International Rankings: Financial Times Global MBA Rankings 2012

FT.com		Global MBA Rankings 2012		FINANCIAL TIMES		FT.com Business School Rankings	
Rank in 2012	Rank in 2011	Rank in 2010	3 year average rank	School name	Country	Audit year <sup>(1)</sup>	Salary today (US\$)
1	4	4	3	Stanford Graduate School of Business	US	2010	191,657
2	3	3	3	Harvard Business School	US	2008	177,876
3	1	2	2	University of Pennsylvania: Wharton	US	2008	176,299
4	1	1	2	London Business School	UK	2010	154,783
5	7	6	6	Columbia Business School	US	2009	171,647
6	4	5	5	Insead	France / Singapore	2009	144,422
7	9	8	8	MIT: Sloan	US	2009	158,083
8	8	6	7	IE Business School	Spain	2009	152,127
9	9	11	10	Iese Business School	Spain	2009	135,302
10	6	9	8	Hong Kong UST Business School	China	2011	127,600
11	11	-	-	Indian Institute of Management, Ahmedabad (IIMA)	India	2011	175,076
12	12	9	11	University of Chicago: Booth	US	2012	154,449
13	14	15	14	IMD	Switzerland	2009	139,644
14	25	28	22	University of California at Berkeley: Haas	US	2012	143,935

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

GLOBAL RANKING

**International Rankings: The Economist – Full-time MBA Rankings 2011**

The Economist		Country
2011 Full time MBA ranking		
Rank	Business School	Country
1	Dartmouth College - Tuck School of Business	United States
2	Chicago, University of - Booth School of Business	United States
3	IMD - International Institute for Management Development	Switzerland
4	Virginia, University of - Darden Graduate School of Business Administration	United States
5	Harvard Business School	United States
6	California at Berkely, University of - Haas School of Business	United States
7	Columbia Business School	United States
8	Stanford Graduate School of Business	Canada
9	York University - Schulich School of Business	Spain
10	IESE Business School - University of Navarra	United States
11	Massachusetts Institute of Technology - MIT Sloan School of Management	United States
12	New York University - Leonard N Stern School of Business	United Kingdom
13	London Business School	France
14	HEC School of Management, Paris	United States
15	Pennsylvania, University of - Wharton School	United States
16	Carnegie Mellon University - The Tepper School of Business	Spain
17	ESADE Business School	United States
18	Northwestern University - Kellogg School of Management	France
19	INSEAD	United States
20	Duke University - Fuqua School of Business	Republic of Korea
76	Yonsei University School of Business	United Kingdom
77	Aston Business School	India
78	Indian Institute of Management - Ahmedabad	United States
79	Southern Methodist University - Cox School of Business	Canada
80	Concordia University - John Molson School of Business	Canada
81	Calgary, University of - Haskayne School of Business	Canada



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

## GLOBAL RANKING

### International Rankings: Eduniversal Best Master Ranking in Agribusiness / Food Industry Management 2011

**Best Masters.com**  
The best Masters and MBA worldwide 2011/2012

Agribusiness / Food Industry Management - WORLDWIDE

**Best master ranking in  
Agribusiness / Food Industry Management**

Country Rank School / Programme

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



## PERSONNEL

M1

### New Appointments

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- Chitra Singla, Assistant Professor, Business Policy Area
- Dheeraj Sharma, Associate Professor, Marketing Area
- Abhishek, Assistant Professor, Marketing Area
- Vidhi Chaudhri, Assistant Professor, Communication Area
- Mahendra Gujarathi, Visiting Professor, Finance and Accounting Area
- George Kandathil, Assistant Professor, Organizational Behaviour Area (he was earlier Visiting Assistant Professor)
- Kavitha Ranganathan, Assistant Professor, Computer and Information Systems Group (she was earlier Visiting Assistant Professor)
- Kirti Sharda, Assistant Professor, Organizational Behaviour Area (she was earlier Visiting Assistant Professor)
- Cdr. Manoj Bhatt (Retd.), Chief Administrative Officer
- Debjit Roy, Assistant Professor, Production and Quantitative Methods Area
- N Balasubramanian, Srikant Gokhale and Sunil Unny Guptan have been appointed as Adjunct Faculty during year.
- Victor Pareira\*
- Pratik M. Sheth\*
- Unnati R Agrawal\*
- Sunil M Patel\*
- Ramiya D Nair\*
- Cherian Mathew\*
- Dipali N Solanki\*
- Prabhu Chauhan\*
- Kishore Tapodhan\*

\* Formal appointment was given during this financial year.

M2

### Resignations

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- |                                       |                   |
|---------------------------------------|-------------------|
| • Professor Vinod Ahuja               | • Dr. Alok Jain   |
| • Professor Anshuman Tripathy         | • John Varghese   |
| • Professor Bibek Banerjee            | • Unnati Agrawal  |
| • Professor Nagesh Rao                | • Pragnesh Parekh |
| • Professor T. Madhavan (end of term) | • Viral Y. Shah   |
| • N.V. Pillai (end of term)           |                   |

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



## PERSONNEL

### Retirements

M3

- Mistry A.M.
- Vaghela Ambalal
- Dodiya V.C.
- Vaghela Hirabhai
- Thakore Juhaji P.
- T.M. Chandragopi
- Dalvi V. B.
- Desai Pratima
- Hiwale Sudhakar
- Govindarajan S.
- Pandya R.A.
- Sadhu Hasmukh P.
- Mohana Gangadharan
- Nair Manjula
- Vijayan V.
- Acharya K.N.

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

### Voluntary Retirement

- Professor Sunil Maheshwari

The Institute thanks him for his devoted and distinguished services.

### Leave of Absence

M4

- Professor Abraham Koshy has been granted leave without pay for one year from August 1, 2011.
- Professor N. Venkiteswaran has been granted extension of leave without pay for one more year from July 14, 2011, to enable him to continue the assignment with Thiagarajar School of Management.
- Dr. Preeta Vyas has been granted extension of leave without pay for one year from January 10, 2012.

### Rejoined

M5

- Professor Prathap Oburai rejoined on April 1, 2011 after availing leave without pay from August 31, 2009 to March 31, 2011.
- Professor Rakesh Basant rejoined on May 31, 2011 after availing leave without pay from January 15, 2011 to May 30, 2011.
- Professor Bibek Banerjee rejoined on December 1, 2011 after availing leave without pay from December 1, 2010 to November 30, 2011.
- Professor Arindam Banerjee rejoined on February 1, 2012 after availing leave without pay from February 1, 2011 to January 31, 2012.
- Professor Sukhpal Singh rejoined on March 21, 2012 after availing leave without pay from March 28, 2011 to March 20, 2012.
- Pranaya Srivastava, Project Manager, rejoined on January 31, 2012, after availing leave without pay from February 1, 2011 to January 30, 2012.



## PERSONNEL

M6

### Promotions

- Professor Amit Garg promoted as Professor
- Professor Diptesh Ghosh promoted as Professor
- Professor Asha Kaul promoted as Professor

M7

### Manpower

Year	Faculty	Research Staff	Administrative Staff	Total
2001-2	84	61	430	575
2002-3	80	58	367	505
2003-4	76	69	359	504
2004-5	79	58	329	466
2005-6	81	69	314	464
2006-7	83	63	316	462
2007-8	86	69	311	466
2008-9	94	79	319	492
2009-10	92	68	329	489
2010-11	88	71	327	486
<b>2011-12</b>	<b>88</b>	<b>66</b>	<b>316</b>	<b>470</b>



## BOARD OF GOVERNORS

### Chairman

#### A. M. Naik

Chairman and Managing Director  
Larsen & Toubro Ltd.  
Mumbai

### Members

#### Vibha Puri Das

Secretary  
Department of Higher Education  
Ministry of Human Resource  
Development  
New Delhi

#### A.N. Jha

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

#### Dr. Pushpito K. Ghosh

Director  
Central Salt & Marine Chemicals  
Research Institute  
Bhavnagar

#### A.K. Joti

Chief Secretary  
Government of Gujarat  
Gandhinagar

#### Hasmukh Adhia, IAS

Principal Secretary  
Education Department  
Government of Gujarat  
Gandhinagar

#### S.S. Mantha

Chairman  
All India Council for Technical  
Education  
New Delhi

#### Sanjay S. Lalbhai

Chairman and Managing  
Director  
Arvind Ltd.  
Ahmedabad

#### Chintan N. Parikh

Chairman and Managing Director  
Ashima Limited  
Ahmedabad

#### Dr. Hasit Joshipura

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

#### Ashank Desai

Founder and Past Chairman  
Mastek Limited  
Mumbai

#### Sunil B. Mittal

Chairman & Group CEO  
Bharti Enterprises Ltd.  
New Delhi

#### Dr. Amrita Patel

Chairman  
National Dairy Development  
Board  
Anand

#### Rama Bijapurkar

Management Consultant  
Mumbai

#### Noel N. Tata

Managing Director  
Trent Limited  
Mumbai

#### Kewal Handa

Managing Director  
Pfizer Ltd.  
Mumbai

#### N.C. Vasudevan

Director General  
National Productivity Council  
New Delhi

#### Rakesh Basant

Professor  
Indian Institute of Management  
Ahmedabad

#### Prem Pangotra

Professor  
Indian Institute of Management  
Ahmedabad

#### M.S. Banga

CD and R LLP  
London  
United Kingdom

#### Samir K. Barua

Director  
Indian Institute of Management  
Ahmedabad

### Secretary

#### Cdr. Manoj Bhatt (Retd.)

Chief Administrative Officer  
Indian Institute of Management  
Ahmedabad

- **Dr. Vijaypat Singhania**, Chairman Emeritus, Raymond Ltd. Completed his 5 year term as Chairman, Board of Governors on March 28, 2012.
- **Shri S.K. Ray**, Financial Adviser (HRD), MHRD, GoI, relinquished his membership as an Ex-officio member on appointment of Shri A.N. Jha, JS & FA, MHRD, GoI.
- **Shri N.V. Pillai**, CAO, relinquished his position as Secretary, on appointment of Cdr. Manoj Bhatt (Retd.) as CAO w.e.f. November 01, 2011.





## IIMA SOCIETY MEMBERS

### Hiren S. Mahadevia

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

### Senior Vice President (HR)

Alembic Limited  
Vadodara

### Kartikya V. Sarabhai

Chairman  
Ambalal Sarabhai Enterprises Ltd.  
Ahmedabad

### Amol Sheth

Chairman and Managing Director  
Anil Limited  
Ahmedabad

### Nitin J. Nanavaty

Managing Director  
Apurva Containers Pvt. Ltd.  
Ahmedabad

### Prafull Anubhai

Chief Executive  
Arohi Consultants Pvt. Ltd.  
Ahmedabad

### Sanjay S. Lalbhai

Chairman and Managing Director  
Arvind Ltd.  
Ahmedabad

### Anang A. Lalbhai

Managing Director  
Arvind Products Ltd.  
Ahmedabad

### Gokul M. Jaykrishna

Asahi Songwon Colors  
Ahmedabad

### Chintan N. Parikh

Chairman and Managing Director  
Ashima Limited  
Ahmedabad

### Jalaj Dani

President - International  
Asian Paints Limited  
Mumbai

### Managing Director

ABB Limited  
Bangalore

### The Associated Cement Cos. Ltd.

Mumbai

### Sunil S. Lalbhai

Chairman and Managing Director  
Atul Limited  
Atul, Gujarat

### N.V. Venkatasubramanian

Chief Executive  
Audco India Ltd.  
Chennai

### Amrut Rath

Vice President (HR)  
Bajaj Auto Ltd.  
Pune

### Ulhas Sangekar

General Manager (HR & Marketing)  
Bank of Baroda  
Mumbai

### Kamlesh Patel

I/C Principal  
Bank of Baroda Staff College  
Ahmedabad

### D.B. Mohapatra

Zonal Manager  
Bank of India  
Ahmedabad

### V.RS. Natarajan

Chairman and Managing Director  
BEML Limited  
Bangalore

### Ashok K. Puri

Chairman and Managing Director  
Bharat Heavy Electricals Ltd.  
New Delhi

### C.L. Rathi

Deputy Managing Director  
Birla VXL Ltd.  
New Delhi

### H C Bijawat

The Bombay Dyeing and Mfg. Co. Ltd.  
Mumbai

### Pankaj R. Patel

Chairman and Managing Director  
Cadila Healthcare Limited  
Ahmedabad

### M.M. Murugappan

Chairman  
Carborundum Universal Ltd.  
Chennai

### Naveen Kshatriya

CEO/MD  
Castrol India Limited  
Mumbai

### General Manager (Operations)

Central Bank of India  
Mumbai

### Chief Executive Officer

CitiBank, N.A.  
Mumbai

### Anang K. Shah

Managing Director  
Crystal Quinone Pvt. Ltd.  
Ahmedabad

### DCM Limited

New Delhi

### Sunil K. Aggarwal

Director  
Devidayal Rolling & Refineries Pvt. Ltd.  
Mumbai

### Bharatbhai U. Patel

Chairman and Managing Director  
Shri Dinesh Mills Ltd.  
Vadodara

### A.K. Purwaha

Chairman and Managing Director  
Engineers India Ltd.  
New Delhi

### Joint Managing Director

The Escorts Group  
Faridabad

### N. Shankar

Chairman-cum-Managing Director  
Export Credit and Guarantee Corp. of India Ltd.  
Mumbai



## IIMA SOCIETY MEMBERS

### General Insurance Corporation of India

Mumbai

### Dr. Hasit Joshipura

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

### Samir S. Somaiya

Chairman and Managing Director  
Godavari Biorefineries Ltd.  
Mumbai

### Atanu Chakraborty, IAS

Managing Director  
Gujarat State Fertilizers and Chemicals Ltd.  
Vadodara

### Arvind Agarwal

Managing Director  
Gujarat State Financial Corporation  
Gandhinagar

### Piyush O. Desai

Chairman  
Gujarat Tea Processors & Packers Ltd.  
Ahmedabad

### Leena Nair

Vice President – Human Resources  
Hindustan Lever Ltd.  
Mumbai

### Akhilesh Joshi

Chief Operating Officer and Whole-time Director  
Hindustan Zinc Ltd.  
Udaipur

### Chairman

ICICI Bank Limited  
Mumbai

### Chief Executive (Personnel)

Indian Oxygen Ltd.  
Kolkata

### Mukesh D. Ambani

Chairman  
Indian Petrochemicals Corporation Ltd.  
Vadodara

### Rahul N. Amin

Chairman and Managing Director  
Jyoti Ltd.  
Vadodara

### Chairman and Managing Director

Larsen and Turbo Ltd.  
Mumbai

### K.V. Rangaswami

Member of the Board and President – Construction  
Larsen and Toubro Limited  
EC and C Division  
Chennai

### Chairman

Life Insurance Corporation of India  
Mumbai

### Hrishikesh A. Mafatlal

Chairman  
Mafatlal Industries Ltd.  
Mumbai

### Rajiv Ranjan

President (Textiles)  
Mafatlal Industries Ltd.  
Ahmedabad

### Rajeev Dubey

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

### Janmejay Bhagubhai

Managing Director  
Manish Organics India Ltd.  
Ahmedabad

### Varun Arya

President  
Marwar Education Foundation  
Jodhpur

### Ashank Desai

Founder and Past Chairman  
Mastek Limited  
Mumbai

### K.K. Mehrotra

Chairman-cum-Managing Director  
MECON Limited  
Jharkhand

### Chairman and Managing Director

M M T C Limited  
New Delhi

### Niraj Bajaj

Chairman and Managing Director  
Mukand Ltd.  
Mumbai

### Wholetime Director

National Peroxide Ltd.  
Mumbai

### A.R. Sekar

CMD (Officiating)  
The New India Assurance Company Ltd.  
Mumbai

### Managing Director

N R C Ltd.  
Mumbai

### Himanshu Joshi

Circle Head  
Punjab National Bank  
Ahmedabad

### Rajesh R. Mehta

Vice Chairman  
Rohit Group of Enterprises  
Ahmedabad

### Anuj R. Mehta

Director  
Rohit Group of Enterprises  
Ahmedabad

### Saurabh N. Shodhan

Sakarlal Balabhai and Co. Ltd.  
Ahmedabad

### Suhrid S. Sarabhai

Director  
Sarabhai Holdings Pvt. Ltd.  
Ahmedabad

### R.K. Carpenter

Chairman  
Sarabhai Management Corporation P. Ltd.  
Ahmedabad

### Tapan Haresh Chokshi

Partner  
Saurabh Corporation  
Ahmedabad

### A.S. Kasuwal

Shriram Mills Charitable Trust  
Mumbai



## IIMA SOCIETY MEMBERS

### **B.V. Mehta**

Managing Director  
Sayaji Industries Ltd.  
Ahmedabad

### **P.R. Mafatlal**

Shanudeep Private Ltd.  
Mumbai

### **Sunil Kanojia**

Group President  
Sintex Industries Ltd.  
Kalol

### **Ravi Malhotra**

Managing Director  
Sirhind Steel Ltd.  
Ahmedabad

### **S.A. Ramesh Rangan**

Chief General Manager  
State Bank of India  
Ahmedabad

### **J.S. Sahni**

Managing Director  
SICOM Ltd.  
Mumbai

### **Chairman and Managing Director**

State Trading Corporation of India  
Ltd.  
New Delhi

### **M. Ravindranath**

Vice President-Manufacturing  
Tata Chemicals Limited  
Mithapur

### **H.M. Nerurkar**

Managing Director  
Tata Steel Limited  
Jamshedpur

### **Dr. Sangram Tambe**

Vice President – HR and  
Administration  
Tata Motors Limited  
Mumbai

### **Dr. Gobind Baghasingh**

Executive Vice President and  
CHRO  
The Tata Power Company Ltd.  
Mumbai

### **T.P. Vijayasarathy**

Director  
Torrent Power Ltd.  
Ahmedabad

### **N. Kannan**

Jt. General Manager  
Tractor Engineers Ltd.  
Mumbai

### **T. Venkateswara Rao**

Chairman  
TVRLS  
Ahmedabad

### **R. Haresh**

Secretary and Treasurer  
T.V.S. Charities  
Madurai

### **R. Haresh**

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

### **Deputy G.M. - Corporate Human Resources**

Voltas Limited  
Mumbai

### **Subhash Chandra Bhatnagar**

Ahmedabad

### **S. Chaudhuri**

Distt. Hardwar

### **Mahipal Dalal**

Ahmedabad

### **Dr. Biharilal Kanaiyalal**

Ahmedabad

### **Rajiv C. Lalbhai**

Ahmedabad

### **Jyotindra N. Mehta**

Ahmedabad



## ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

### Administration

#### Director

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

#### Dean

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

#### Dean (Faculty)

**Ajay Pandey**  
Fellow (IIMA)

#### Dean (Alumni and External Relationships)

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

#### Chief Administrative Officer

**Cdr. Manoj Bhatt (Retd.)**  
ME (Pune Uni.), Masters in Fin. Mgt (Mumbai Uni), Prog. in Busi. Admin (IIMA), Project Mgt. Professional (PMP),  
Member of the Faculty

### Faculty

#### BUSINESS POLICY

**Anurag K. Agarwal**  
LL.M. (Harvard), LL.D. (Lucknow)

**D. Karthik**  
Fellow (IIMA)

**Akhileshwar Pathak**  
Ph.D. (Edinburgh)

**M.R. Dixit**  
Ph.D. (IIT, Kanpur)

**S. Manikutty**  
Fellow (IIMA)

**Sunil Sharma**  
Fellow (IIMA)

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

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

**Chitra Singla**  
Fellow (IIMB)

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

**N. Venkiteswaran\***  
A.C.A.

#### CENTRE FOR MANAGEMENT IN AGRICULTURE

**Vaibhav Bhamoriya**  
Fellow (IIMA)

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

**Sukhpal Singh**  
Ph.D. (Bangalore)

**Samar K. Datta**  
Ph.D. (Rochester)

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

**Vasant P. Gandhi**  
Ph.D. (Stanford)

#### COMMUNICATION

**Vidhi Chaudhri**  
Ph.D. (Purdue)

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

**Asha Kaul**  
Ph.D. (IIT, Kanpur)

**Meenakshi Sharma**  
M.A., Ph D (Queensland)

\* On leave



## ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

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### COMPUTER AND INFORMATION SYSTEMS GROUP

**Rajanish Dass**  
Fellow (IIMC)

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

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

**Rekha Jain**  
Ph.D. (IIT, Delhi)

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

**Sanjay Verma**  
Fellow (IIMC)

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

---

### ECONOMICS

**Rakesh Basant**  
Ph.D. (Gujarat)

**Ravindra H. Dholakia**  
Ph.D. (MSU)

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

**Satish Deodhar**  
Ph.D. (Ohio State)

**Errol D'Souza**  
Ph.D. (JNU)

---

### FINANCE AND ACCOUNTING

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

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

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

**Shailesh Gandhi**  
Fellow (IIMA)

**Ajay Pandey**  
Fellow (IIMA)

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

**Mahendra Gujarathi**  
Ph.D. (Bentley)

**Premchander**  
Fellow (IIMA)

**Vineet Virmani**  
Fellow (IIMA)

**Joshy Jacob**  
Fellow (IIML)

**Rajendra Patel**  
AICWA, ACA, PGDM (IIMA)

---

### MARKETING

**Abhishek**  
Fellow (IIMA)

**Abraham Koshy\***  
Fellow (IIMA)

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

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

**Prathap Oburai**  
Ph.D. (Strathclyde)

**Piyush Kumar Sinha**  
Ph.D. (SP University)

**Anand Kumar Jaiswal**  
Fellow (XLRI)

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

---

### ORGANIZATIONAL BEHAVIOUR

**Deepti Bhatnagar**  
Fellow (IIMA)

**Parvinder Gupta**  
Ph.D. (IIT, Kanpur)

**Kirti Sharda**  
Fellow (IIMC)

**George Kandathil**  
Ph.D. (Cornell)

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

**Neharika Vohra**  
Ph.D. (Manitoba)

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

**Ernesto Noronha**  
Ph.D. (TISS, Mumbai)

\* On leave





## ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

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### PERSONNEL AND INDUSTRIAL RELATIONS

**Jerome Joseph**  
Ph.D. (Madras)

**Manjari Singh**  
Fellow (IIMC)

**Biju Varkkey**  
Fellow (NIBM, Pune)

---

### PRODUCTION AND QUANTITATIVE METHODS

**Tathagata Bandyopadhyay**  
Ph.D. (Calcutta)

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

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

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

**Diptesh Ghosh**  
Fellow (IIMC)

**Debjit Roy**  
Ph.D. (Wisconsin-Madison)

**Pankaj Chandra\***  
Ph.D. (Pennsylvania)

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

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

**Goutam Dutta**  
Ph.D. (Northwestern)

**Saral Mukherjee**  
Fellow (IIMC)

**Prahalad Venkateshan**  
Ph.D. (Case Western Reserve)

---

### PUBLIC SYSTEMS GROUP

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

**Prem Pangotra**  
Ph.D. (Wisconsin)

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

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

**G. Raghuram**  
Ph.D. (Northwestern)

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

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

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

**Ankur Sarin**  
Ph.D. (Chicago)

---

### RAVI MATTHAI CENTRE FOR EDUCATIONAL INNOVATION

**Rajeev Sharma**  
Ph.D. (Allahabad)

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

---

### ADJUNCT FACULTY

**S.C. Bhatnagar**

**T.V. Rao**

**N. Balasubramanian**

**A.K. Jain**

**M.S. Sriram**

**Srikant Gokhale**

**Brij Kothari**

**Mukul Vasavada**

**Sunil Unny Guptan**

\* On leave



## ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

### Officers

#### Nina Badlani

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

#### Kaushik Bhatt D.

M.Com., Second L.L.B.  
Accounts Officer

#### Bhatt Pankajkumar K.

M.Com.  
Accounts Officer

#### S. Bhattacharya

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

#### Gandhi Kamlesh

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

#### Gohil Laxmandev B.

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

#### Gurumurthy R.

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

#### R. Mahadeva Iyer

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

#### Jansari Kanchanben K.

B.A.  
Material Reproduction Officer

#### Jayasankar S.

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

#### Joshi K. S.

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

#### Avinash G. Lad

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

#### Solanki N.R.

B.Com.  
House Keeping Officer

#### Jatin M. Nagori

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

#### Kamal U. Pandya

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

#### Ravindranath N. Pandya

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

#### Victor Pareira

M.A.  
Programmes Officer  
Student Activities

#### Ramachandran K.V.

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

#### Ishita Nilesh Solanki

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

#### Revathi Srinivasan

M.A. (Mysore)  
Manager, MDP

#### Pranaya Srivastava

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

#### Harendra J. Vadher

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

### Library

#### Anil Kumar H.

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

#### Shreyasi K. Parikh

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

#### Pandya U.P.

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

#### Hima B. Soni

B.A., M.Lib. Sc. (Sagar)  
Deputy Librarian

### Research Staff

#### Jayant Bhatt

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

#### Ketan Bhatt

M.Sc. (IIT, Mumbai)

#### Shruti Dave

Ph.D. (SP University)

#### Sunil Kumar Garg

M.Sc. (Udaipur)  
MBA (IGNOU)

#### Sonal Kureshi

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

#### J.G. Makwana

M.Sc. (Gujarat)  
A.I.C.W.A.

#### Mohan Paliwal

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

#### 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

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

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

PDA(C)/OAD(C)/SAR/IIM/A'bad/2011-12/ O.W. 219

Date: 6-11-2012

To,  
Secretary of 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

**Subject: Audit Report on the Accounts of the Indian Institute of Management,  
Ahmedabad for the year 2011-12.**

Sir,

The annual Accounts of the Indian Institute of Management, Ahmedabad for the year 2011-12 were audited between 18-07-2012 and 25-07-2012 under section 20 (I) of the Comptroller & Auditor General's (Duties, Powers and Conditions of services) Act 1971. Following documents are sent herewith:

Audit Report including Audit Certificate for the year 2011-12.

Certified copy of Annual Accounts of Indian Institute of Management, Ahmedabad year 2011-12.

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

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

Encl: as above

Yours Faithfully

Sd/  
Deputy Director/CA (E) & ITRA

PDA(C)/OAD(C)/SAR/IIM/A'bad/2011-12  
Date:

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 Houses of Parliament. The date of placement of Audit Report before both Houses of Parliament along with a printed copy of the Audit Report may be furnished to Audit. The printed report may carry the name of the Principal Director of Audit (Central) along with Designation.

Sd/  
Deputy Director/CA (E) & ITRA

## **Separate Audit Report of the Comptroller & Auditor General of India on the Accounts of Indian Institute of Management Ahmedabad for the year ended 31 March 2012**

We have audited the attached Balance Sheet of Indian Institute of Management Ahmedabad for the year ended 31 March 2012, Income & Expenditure Account and Receipts & Payment Account for the year ended on that date under Section 20(1) of the Comptroller & Auditor General's (Duties, Power, & Conditions of service) Act, 1971 read with Rule 18 of Indian Institute of Management, Rules. The audit has been entrusted for the period upto 31.03.2012. These financial statements are the responsibility of Indian Institute of Management Ahmedabad's management. Our responsibility is to express an opinion on these financial statements based on our audit.

- 2) This separate audit report contains the comments of the 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 Law, Rule and Regulations (Propriety and regularity) and efficiency cum performance aspect etc. if any are reported through inspection reports/CAG's Audit Report separately.
- 3) We have conducted our audit in accordance with the auditing standards generally accepted in India. These standards require that we plan and perform the audit to obtain the reasonable assurance about whether the financial statements are free from the material misstatements. Audit includes examining, on test basis, evidences supporting the amounts and disclosure in the financial statements. Audit also includes assessing the accounting principles used and significant estimates made by the management, as well as evaluating the overall representation of financial statements. We believe that our audit provides a reasonable basis for our opinion.
- 4) Based on our audit, we report that:
  - (i) We have obtained all the information and explanation, which to the best of our knowledge and belief were necessary for the purpose of our audit.
  - (ii) The Balance Sheet, Income & Expenditure Account and Receipt & Payment Account dealt with by this report have been drawn up in uniform format of accounts for Central Autonomous Bodies issued by the Ministry of Finance.
  - (iii) In our opinion, proper books of accounts and other relevant records have been maintained by the Indian Institute of Management in so far as it appears from our examination of such books
  - (iv) Subject to our observations in the preceding paragraphs, we report the Balance Sheet, Income and Expenditure Account and Receipt and Payment Account dealt with by this report were in agreement with the books of Accounts
  - (v) 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 of Accounts and subject to the significant matters stated above, as other matters mentioned in annexure I to this Audit Report give a true and fair view in conformity with accounting principles generally accepted in India.
    - a. In so as it relates to the Balance Sheet, of the state affairs of the Indian Institute of Management, Ahmedabad as at 31 March 2012
    - b. In so far as it relates to Income & Expenditure Account of the surplus for the year ended on that date.

**For and on behalf of the C&AG of India**

Sd/-  
Principal Director of Audit (Central)

Place: AHMEDABAD

Date: 02/11/2012

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**BALANCE SHEET AS AT 31ST MARCH, 2012**

(₹ in Lakhs)

	Schedule	As at 31.03.2012	As at 31.03.2011
<b>FUNDS AND LIABILITIES</b>			
Corpus Fund	1	6,363.52	5,549.02
Reserves and Surplus	2	70.09	64.26
Capital/Earmarked / Endowment Funds	3	29,315.93	25,006.50
Current Liabilities and Provisions	4	11,985.71	8,188.51
<b>TOTAL</b>		<b>47,735.25</b>	<b>38,808.29</b>
<b>ASSETS</b>			
Fixed Assets	5		
Gross Block		17,945.59	14,890.84
Less : Depreciation Fund		9,976.51	8,639.87
		<b>7,969.08</b>	<b>6,250.97</b>
Capital Work in Progress		552.23	923.06
		<b>8,521.31</b>	<b>7,174.03</b>
Investments of Funds	6	35,168.17	29,401.12
Current Assets, Loans, Advances, etc.	7	4,045.77	2,233.14
<b>TOTAL</b>		<b>47,735.25</b>	<b>38,808.29</b>
Significant Accounting Policies	18		
Notes forming part of Accounts	19		

Date : June 18, 2012

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

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

Sd/-  
**Manoj Bhatt**  
 Chief Administrative  
 Officer

Sd/-  
**S. K. Barua**  
 Director

Sd/-  
**C. Vijaykumar, I.A.A.S.**  
 Deputy Director/ITRA  
 Office of the Principal  
 Director of Audit (Central)  
 Audit Bhavan, Navrangpura,  
 Ahmedabad - 380 009



## INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

**INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED ON 31ST MARCH, 2012**

(₹ in Lakhs)

	Schedule	2011-2012	2010-2011
<b>INCOME</b>			
Fees and Other Income from Long Duration Programmes	8	7,734.85	6,159.11
Income from MDPs, Programmes and Projects	9	5,237.28	5,122.46
Grants	10	0.00	0.00
Interest Income	11	475.57	432.99
Other Income	12	1,017.91	1,117.47
Transfer from Funds	13	649.18	434.34
<b>TOTAL (A)</b>		<b>15,114.79</b>	<b>13,266.37</b>
<b>EXPENDITURE</b>			
Establishment Expenses	14	6,089.45	4,706.42
Administrative Expenses	15	1,083.25	1,061.26
Expenditure on MDPs, Programmes and Projects	16	3,420.34	3,340.19
Direct Expenditure on Long Duration Programmes	17	2,369.81	1,878.88
Depreciation	5	1,336.99	1,157.44
<b>TOTAL (B)</b>		<b>14,299.84</b>	<b>12,144.19</b>
Excess of Income over Expenditure for the Year (A-B)		814.95	1,122.18
Less: Transfer to Corpus Fund		814.50	438.50
<b>NET SURPLUS</b>		<b>0.45</b>	<b>683.68</b>
<b>CARRIED TO INCOME &amp; EXPENDITURE ACCOUNT IN BALANCE SHEET</b>		<b>0.45</b>	<b>683.68</b>
Significant Accounting Policies	18		
Notes forming part of Accounts	19		

Date : June 18, 2012

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

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

Sd/-  
**Manoj Bhatt**  
Chief Administrative  
Officer

Sd/-  
**S. K. Barua**  
Director

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 1 - CORPUS FUND**

(₹ in Lakhs)

Fund Account	As at 01.04.2011	Addition	Deduction	As at 31.03.2012
1. General Fund (Corpus)	69.80			69.80
2. Endowment Fund (Corpus)				
(i) Revenue Surplus	5,438.50	814.50 (a)		6,253.00
(ii) Donation u/s. 80G (2) (a) (iii f)	9.72			9.72
3. IIM Society Membership Fee Fund	31.00			31.00
<b>TOTAL</b>	<b>5,549.02</b>	<b>814.50</b>	-	<b>6,363.52</b>
PREVIOUS YEAR'S TOTAL	5110.52	438.50	-	5549.02

(a) Transferred From Income and Expenditure Account

**SCHEDULE 2 - RESERVES AND SURPLUS**

(₹ in Lakhs)

Fund Account	As at 01.04.2011 Credit	As at 01.04.2011 Debit	Addition	Deduction	As at 31.03.2012
1. General Fund	63.90		5.38 (a)		69.28
2. Income & Expenditure Account	0.36		0.45 (b)		0.81
<b>TOTAL</b>	<b>64.26</b>	-	<b>5.83</b>	-	<b>70.09</b>
PREVIOUS YEAR'S TOTAL	59.62	683.32	687.97	0.00	64.26

(a) Interest credited during the year

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

Date : June 18, 2012

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

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

Sd/-  
**Manoj Bhatt**  
Chief Administrative  
Officer

Sd/-  
**S. K. Barua**  
Director

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

Fund Account	As at 01.04.2011				Addition				Deduction			As at 31.03.2012
	Interest	Grants	Donation	Fees and Other Income	Others	Capital Expenditure	Revenue Expenditure	Transferred to Income and Expenditure Account	Others			
<b>(i) FUNDS FOR CAPITAL EXPENDITURE</b>												
1 Value of Land Donated by GOG			90.90									90.90
2 Capital Funds for Building			1,836.94		3,162.39	a		187.22				4,812.11
3 Grant from GOI-MHRD for OBC Expansion		1,827.88										-
4 Capital Funds for Furniture, Fixtures, Equipments, Computers etc.			898.49		339.59	a		158.49	0.23	b		1,079.36
5 Campus Infrastructure and Development Fund			11,561.68	1,576.48								13,138.16
<b>(ii) FUNDS FOR CII</b>												
1 Fund for CII			139.83	6.90	42.00		2.00				6.81	183.92
<b>(iii) ACADEMIC ACTIVITIES</b>												
1 Fund for CMA Programme			246.90	20.76			29.34		14.52	c	1.04	301.12
2 Fund from GOI - Min. of Agri for CMA				150.00							2.97	13.09
3 Research, Publication & Thrust Area Fund			375.36	31.18			35.83		144.58	e	70.87	516.08
4 Donation under section 80 G (2) (a)(iii f)			921.68	62.34	288.40						33.40	1,239.02
5 CMA Research Fund - (Ayush I & II) AKG							14.76				0.27	14.49
6 Donation for Regional Mgt. Study Centre			61.99	5.22							0.12	67.09
7 Centre for Infrastructure Policy & Regulation			7.09									7.09
8 Centre for Education Innovation (Donation including interest)			24.93	2.09							27.02	-
9 Fund for Alumni Activities			175.32	14.54			57.63				51.13	196.36
10 Fund for Vikalpa from Ford Foundation			8.20									8.20
11 Fund for Expenses on Computer			389.48	32.75			324.25				111.96	531.95

Fund Account	As at 01.04.2011				As at 31.03.2012					
	Interest	Grants	Donation	Fees and Other Income	Others	Capital Expenditure	Revenue Expenditure	Transferred to Income and Expenditure Account	Others	
<b>(iv) CHAIRS</b>										
1 Chairs Funds	61.17			15.36			18.65	144.58	f	781.73
<b>(v) STUDENTS AID</b>										
1 Endowment Fund For Scholarship to Students (Including Interest on Investment of Funds)	38.29						7.80			343.32
2 Fund for Students' Welfare				56.06			38.50			138.13
<b>(vi) OTHER FUNDS</b>										
1 House Building Advance Fund (including interest on investment)	30.64			4.56						397.81
2 Fund for Conveyance advance to Faculty & Staff	3.70			0.52						47.91
3 Pension Fund	53.47						53.47			635.77
4 Retirement Benefit Fund	353.11									4,551.80
5 Faculty, Officer & Staff Development & Welfare Fund	16.13			62.30			42.83			220.52
<b>TOTAL</b>	<b>2,308.77</b>	<b>2,019.88</b>	<b>288.40</b>	<b>602.61</b>	<b>3,661.08</b>	<b>3,484.05</b>	<b>278.75</b>	<b>649.18</b>	<b>159.33</b>	<b>29,315.93</b>
Previous Year's Total	1,770.23	1,462.91	227.91	515.04	73.46	28.74	292.42	434.34	32.75	25,006.50

a Appropriated for purchase of Fixed Assets

b Adjustment on account of sale of Fixed Assets

c Transferred from Fund for GOI for CMA.

d Transferred to CMA Fund

e Transferred from Chair Fund

f Transferred to Research, Publication and Trust Area Fund

Break up of Interest Income	2011-12	2010-11
Interest Allocated	2,306.84	1,761.14
Interest Earned	1.93	9.09
<b>Total</b>	<b>2,308.77</b>	<b>1,770.23</b>

Date : June 18, 2012

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

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

Sd/-  
**Manoj Bhatt**  
Chief Administrative  
Officer

Sd/-  
**S. K. Barua**  
Director

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

(₹ in Lakhs)

Particulars	As at 31.03.2012		As at 31.03.2011	
<b>A. Current Liabilities</b>				
1. Statutory Liabilities:				
a) Professional Tax	0.02		0.13	
b) Tax Deducted at Source	71.94	71.96	41.65	41.78
2. Other Current Liabilities:				
a) Project / Programmes	2,717.61		2,215.22	
b) Students	97.67		67.65	
c) Outstanding Liabilities for Expenses & Others	2,155.20		1,712.88	
d) Deposits Accepted	415.11		324.92	
e) Scholarships to be credited to students	5.56	5,391.15	5.12	4,325.79
<b>B. Provisions</b>				
a) Retirement Benefits	6,483.49		3,780.96	
b) Others	39.11	6,522.60	39.98	3,820.94
<b>TOTAL</b>		<b>11,985.71</b>		<b>8,188.51</b>

Date : June 18, 2012

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

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

Sd/-  
**Manoj Bhatt**  
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	
	As at 01.04.2011	As at 31.03.2012	Deduction 31.03.2012	As at 31.03.2012	As at 31.03.2011	As at 31.03.2012
1.Land (Including Land Donated by GOG)	107.00	107.00		107.00	107.00	107.00
2.Buildings	9,446.96	12,159.32	5,687.27	6,472.05	4,733.70	4,733.70
3.Furniture & Fixtures	1,455.42	1,505.74	786.21	719.53	763.59	763.59
4.Plant & Machinery	1,371.19	1,531.48	0.23	923.90	602.54	602.54
5.Computers & Peripherals	1,398.28	1,468.99	0.12	1,409.91	39.63	39.63
6.Vehicles	12.52	12.52		8.68	4.51	4.51
7.Library Books	1,099.47	1,160.54	1,160.54	-	-	-
Previous Year's Total	<b>14,890.84</b>	<b>3,055.30</b>	<b>0.35</b>	<b>9,976.51</b>	<b>7,969.08</b>	<b>6,250.97</b>
Capital Work in Progress including Payment against Running Bills	14,381.58	512.80	3.31	8,639.87	6,250.97	6,895.84
<b>TOTAL</b>				<b>552.23</b>	<b>8,521.31</b>	<b>7,174.03</b>

Date : June 18, 2012

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

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

Sd/-  
**Manoj Bhatt**  
Chief Administrative  
Officer

Sd/-  
**S. K. Barua**  
Director

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

(₹ in Lakhs)

Particulars	As at 31.3.2012	As at 31.3.2011
1 In Government Securities	16,299.77	20,399.77
2 In Fixed Deposits with Schedule Banks and Public Sector Companies	18,869.05	9,002.05
<b>TOTAL</b>	<b>35,168.82</b>	<b>29,401.82</b>
Less : Provision for Premium/Discount on Redemption of Investments	0.65	0.70
<b>TOTAL</b>	<b>35,168.17</b>	<b>29,401.12</b>

Note:

(₹ in Lakhs)

Book Value of Quoted Investments	74.77	74.77
Market Value of Quoted Investments	73.35	75.04
Book Value of Unquoted Investments	35,094.05	29327.05

Date : June 18, 2012

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

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

Sd/-  
**Manoj Bhatt**  
Chief Administrative  
Officer

Sd/-  
**S. K. Barua**  
Director

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

(₹ in Lakhs)

	As at 31.03.2012	As at 31.03.2011	
<b>A. CURRENT ASSETS</b>			
Inventories:			
Stationery and Stores Stock	19.18		7.97
Cash on hand (Including Imprest)	0.48		0.25
Postage Stamps on Hand ( Including Franking Machine Advance)	1.47		1.89
Bank Balances:			
a) In Current Accounts			
- Rupee Account	575.74		457.31
- Foreign Contribution Account	36.54		61.89
	612.28		519.20
b) In Savings Accounts			
- Rupee Account	85.18	697.46	327.11
			846.31
<b>TOTAL (A)</b>	<b>718.59</b>		<b>856.42</b>
<b>B. LOANS, ADVANCES AND OTHER ASSETS</b>			
Loans & Advances to :			
a) Employees	30.40		36.18
b) Students	7.67		8.85
c) Others	519.48	557.55	321.26
	557.55		366.29
Security Deposits		59.79	53.05
CENVAT Credit Receivable		178.87	172.45
TDS Receivable		127.86	19.76
OBC Grant Receivable		1,327.88	-
Income Accrued:			
a) Interest Accrued	851.42		585.91
b) Income Outstanding	223.81	1,075.23	765.17
			765.17
<b>TOTAL (B)</b>	<b>3,327.18</b>		<b>1,376.72</b>
<b>TOTAL (A + B)</b>	<b>4,045.77</b>		<b>2,233.14</b>

Date : June 18, 2012

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

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

Sd/-  
**Manoj Bhatt**  
 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)

	2011-2012	2010-2011
a) Fees and Other Income		
I Two Year - Post Graduate Programme		
1) Post Graduate Programme	4,955.78	4,275.19
Less : Family Income Linked Fee Waiver	440.50	829.06
	<b>4,515.28</b>	<b>3,446.13</b>
2) PGP - Agri-Business Management	511.49	467.39
Less : Family Income Linked Fee Waiver	74.86	152.75
	<b>436.63</b>	<b>314.64</b>
II One Year - Post Graduate Programme		
1) PGP - Executives	2,065.67	1,736.92
b) Fellow Programme in Management	187.83	166.38
c) Income from Common Admission Test (Net)	209.05	283.25
d) Placement Income		
1) Post Graduate Programme	312.89	190.39
2) PGP - Executives	7.50	21.40
<b>TOTAL</b>	<b>7,734.85</b>	<b>6,159.11</b>

**SCHEDULE 9 - INCOME FROM MDPs, PROGRAMMES AND PROJECTS**

(₹ in Lakhs)

	2011-2012	2010-2011
a) Income from Management Development Programmes(MDPs) *	1,990.78	2,055.30
b) Consultancy Project Income	3,035.66	2,663.77
c) Research Project Income	210.84	403.39
<b>TOTAL</b>	<b>5,237.28</b>	<b>5,122.46</b>

\*Includes Income from Faculty Development Programme (FDP)

**SCHEDULE 10 - GRANTS**

(Irrevocable Grants Received)

(₹ in Lakhs)

	2011-2012	2010-2011
From Central Government		
a) Ministry of HRD	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>

Date : June 18, 2012

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

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

Sd/-  
**Manoj Bhatt**  
Chief Administrative  
Officer

Sd/-  
**S. K. Barua**  
Director

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 11 - INTEREST INCOME**

(₹ in Lakhs)

	2011-2012	2010-2011
a) Interest on Investments		
1) Government Securities	1,497.96	1,698.74
2) Fixed Deposit with Banks and Public Sector Companies	1,303.84	508.36
b) Interest on Saving Bank Accounts	11.18	9.28
(A)	<b>2,812.98</b>	2,216.38
Less:		
1) Provision for Premium on Redemption of investments	(0.05)	(0.05)
2) Transferred to Earmarked & Endowment Funds	2,312.22	1,765.44
3) Transferred to Project Accounts	25.24	18.00
(B)	<b>2,337.41</b>	1,783.39
<b>TOTAL (A-B)</b>	<b>475.57</b>	<b>432.99</b>

**SCHEDULE 12 - OTHER INCOME**

(₹ in Lakhs)

	2011-2012	2010-2011
a) Surplus on Sale/disposal of obsolete Assets:		
(Acquired out of Grants)	-	0.28
b) Income from Other Sources		
1) Income from Campus Facilities (Net)*	692.94	797.62
2) Rent	99.71	66.19
3) Scholarship from Industries	60.67	68.15
4) Royalty Income	37.04	32.17
5) Miscellaneous Income	127.55	153.06
<b>TOTAL</b>	<b>1,017.91</b>	<b>1,117.47</b>

\*Includes Income from IMDC/KLMDC/MSH/New Campus

Date : June 18, 2012

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

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

Sd/-  
**Manoj Bhatt**  
Chief Administrative  
Officer

Sd/-  
**S. K. Barua**  
Director



INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 13 - TRANSFER FROM FUNDS**

(₹ in Lakhs)

	2011-2012	2010-2011
(To the extent of expenditure incurred)		
1) Fund from Min. of Agriculture & Contribution from CMA Fund	128.78	148.74
2) Chairs	18.65	29.61
3) Various Capital Grant (To the extent of depreciation)	345.71	76.86
4) Depreciation Fund (Written back on account of Sale of Assets)	0.00	3.31
5) Pension Fund (interest only)	53.47	45.78
6) Computer Fund	102.57	127.60
7) Centre for Innovation and Incubation	-	2.44
<b>TOTAL</b>	<b>649.18</b>	<b>434.34</b>

**SCHEDULE 14 - ESTABLISHMENT EXPENSES**

(₹ in Lakhs)

	2011-2012	2010-2011
a) Salaries and Wages	2,299.57	2,135.73
b) Allowances and Bonus	26.59	28.33
c) Contribution to Provident Fund	57.55	57.55
d) Staff Welfare Expenses	53.81	63.90
e) Expenses on Employees' Retirement and Terminal Benefits #	3,405.62	2,127.38
<b>Total</b>	<b>5,843.14</b>	<b>4,412.89</b>
f) Other Establishment Expenses		
1) Centre for Management in Agriculture(CMA)	113.70	133.01
2) Consultancy & Research Projects *	109.45	113.41
3) Chairs (Faculty and Staff)	15.38	28.72
4) Centre Activities	7.78	18.39
<b>Total</b>	<b>246.31</b>	<b>293.53</b>
<b>TOTAL</b>	<b>6,089.45</b>	<b>4,706.42</b>

#Includes Rs. 53.47 Lakhs met out of Interest on Pension Fund (Previous Year Rs. 45.78 Lakhs)

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

Date : June 18, 2012

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

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

Sd/-  
**Manoj Bhatt**  
Chief Administrative  
Officer

Sd/-  
**S. K. Barua**  
Director

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 15 - ADMINISTRATIVE EXPENSES**

(₹ in Lakhs)

	2011-2012	2010-2011
a) Electricity Charges (Net)	169.66	163.22
b) Campus Repairs and Maintenance	319.59	247.87
c) Furniture/Equipments Repairs and Maintenance	50.86	46.65
d) Travelling and Conveyance Expenses	58.47	49.10
e) Computer Expenses	102.57	127.60
f) Security Expenses	102.62	90.35
g) Postage, Telephone and Communication Charges(Net)	38.76	35.96
h) Legal & Professional Charges	29.84	18.32
i) Insurance	11.26	5.30
j) Advertisement	6.97	6.69
k) Rates and Taxes	37.18	38.32
l) Staff Mess Expenses	14.97	15.49
m) Vehicles Operations and Maintenance	1.01	1.97
n) Printing and Stationery (Net)	12.86	19.05
o) Auditors Remuneration	2.10	2.10
p) Miscellaneous Expenses	96.79	81.68
q) Golden Jubilee Celebration	27.74	111.59
<b>TOTAL</b>	<b>1,083.25</b>	<b>1,061.26</b>

Date : June 18, 2012

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

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

Sd/-  
**Manoj Bhatt**  
Chief Administrative  
Officer

Sd/-  
**S. K. Barua**  
Director

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 16 - EXPENDITURE ON MDPs, PROGRAMMES / PROJECTS\***

	(₹ in Lakhs)	
	2011-2012	2010-2011
1) Consultancy & Research Projects	2,413.77	2,264.20
2) Management Development Programmes (MDPs)	941.31	1,017.60
3) CMA Other Expenses	15.08	15.73
4) Centre Activities	3.53	8.39
5) Chairs	3.27	0.89
6) I.T. Modernization	1.93	1.63
7) Faculty & Professional Development Expenses	41.45	31.75
<b>TOTAL</b>	<b>3,420.34</b>	<b>3,340.19</b>

\*Does not include expenditure on salaries and allowances which are included in Establishment Expenditure (Schedule - 14)

Date : June 18, 2012

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

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

Sd/-  
**Manoj Bhatt**  
 Chief Administrative  
 Officer

Sd/-  
**S. K. Barua**  
 Director

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

(₹ in Lakhs)

	2011-2012		2010-2011	
<b>a) POST GRADUATE PROGRAMME (PGP)</b>				
I Two Year - Post Graduate Programme				
1) Post Graduate Programme	579.46		588.26	
2) PGP - Agri Business Management	56.93	636.39	35.51	623.77
II One Year - Post Graduate Programme				
1) PGP - Executive		631.24		510.33
<b>b) FELLOW PROGRAMME IN MANAGEMENT (FPM)</b>				
1) FPM Expenses		48.24		72.11
<b>c) SCHOLARSHIPS AND FELLOWSHIPS</b>				
1) Educational Scholarship	61.99		71.88	
2) Need Based Scholarships out of PGP Fees	305.20		7.80	
3) Fellowship to FPM students	347.13	714.32	303.63	383.31
<b>d) OTHER ACADEMIC ACTIVITIES</b>				
1) Library Services (Other than Books)	331.94		287.12	
2) I I M A Bulletin & Website : C D Rom	7.68	339.62	2.24	289.36
<b>TOTAL</b>		<b>2,369.81</b>		<b>1,878.88</b>

\*Does not include allocated overhead expenditure

Date : June 18, 2012

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

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

Sd/-  
**Manoj Bhatt**  
 Chief Administrative  
 Officer

Sd/-  
**S. K. Barua**  
 Director

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 18: SIGNIFICANT ACCOUNTING POLICIES**

**1. ACCOUNTING CONVENTION**

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

**2. INVENTORY VALUATION**

Stock of stores and stationery are valued at cost.

**3. FIXED ASSETS**

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

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

**4. DEPRECIATION**

- 4.1 Depreciation on Buildings has been provided on Straight Line Method while Depreciation on other Assets has been provided on Written Down Value Method. The rates of depreciation are as specified in the Income Tax Act, 1961 except for Buildings of main Campus. In this case, where separate figures of residential and non-residential building are not available and major portion of the Building is for residential purpose, the rate of depreciation applied is 5%, the rate fixed by the Income Tax Act for residential building; instead of 10% for non-residential building.
- 4.2 Depreciation on assets where actual cost is equal to or less than ₹ 5,000/- item-wise is provided at the rate of 100%.
- 4.3 Capital Grants / Funds (Govt. and Non-Govt.) related to Fixed Assets are treated as Deferred Income and recognized in the Income and Expenditure Account on a systematic and rational basis over the useful life of the assets, i.e. Capital grants / Funds are allocated to Income over the periods and in the proportion in which depreciation is charged.

**5. REVENUE RECOGNITION**

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

Interest on Investments is recognized on accrual basis.

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

**6. INTEREST ON INVESTMENT**

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

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

**7. FOREIGN CURRENCY TRANSACTIONS**

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

**8. GOVERNMENT GRANTS**

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

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

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



**9. INVESTMENTS**

Long Term Investments are carried at cost.

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

**10. RETIREMENT BENEFITS**

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

**11. CONTINGENT LIABILITIES**

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

## INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

**SCHEDULE 19: NOTES FORMING PART OF ACCOUNTS****1. GOI – MHRD GRANT FOR OBC EXPANSION**

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

Particulars	(₹ in Lakhs)	
	2011-2012	2010-2011
Balance as per Last Balance sheet	1,540.20	248.11
Grant Received during the year	500.00	1,272.00
Grant Receivable during the year	1,327.88	0.00
Interest Credited	0.00	20.09
Capital Expenditure incurred	3,368.08	0.00
Balance at the end of the year	0.00	1,540.20

**2. UNEXECUTED CAPITAL CONTRACT**

Unexecuted Capital Contract (Net of Advances) is ₹ 471.08 Lakhs (Previous year ₹ 1,360.74 Lakhs), for which sufficient fund is available in Campus & Infrastructure Development Fund.

**3. CONTINGENT LIABILITIES**

Service Tax demands in dispute ₹ 23.91 Lakhs (Previous year ₹ 661.99 Lakhs).

**4. CURRENT ASSETS, LOANS AND ADVANCES**

In the opinion of the Management, the current assets, loans and advances have a value on realization in the ordinary course of business, equal at least to the aggregate amount shown in the Balance Sheet.

**5. TAXATION**

The Institute has obtained Exemption from Income Tax u/s. 10 (23C) (vi) of the Income Tax Act, 1961 vide letter No.CC-IV/ABD/10 (23C) cell/10 (23C) (vi) IIM/2010-11/1305 dated 31/01/2011 from the Office of the Chief Commissioner of Income Tax, Ahmedabad. It will be in force till it is withdrawn by the competent authority. In view of this, no provision for Income tax has been considered necessary.

**6. OTHER ITEMS**

6.1 Out of the total expenditure for Centre for Management in Agriculture (CMA) of ₹ 132.79 Lakhs (Previous year ₹ 148.74 Lakhs), ₹ 122.39 Lakhs (Previous year ₹ 130.50 Lakhs) has been met out of Fund from Ministry of Agriculture and balance ₹ 10.40 Lakhs (Previous year ₹ 18.24 Lakhs) from Institute's own fund (CMA fund).

6.2 Tax Deducted at Source from:

Particulars	(₹ in Lakhs)	
	2011-2012	2010-2011
a) Interest Income	1.63	0.00
b) Placement Income	15.18	1.43
c) MDP/Consultancy	92.85	3.16
d) Other Income	8.75	0.66

## 6.3 Expenditure in Foreign Currency

(₹ in Lakhs)

Particulars	2011-2012	2010-2011
a) Foreign Travel	181.46	135.50
b) Books and Case Materials	249.79	114.48
c) Others	15.19	77.22

## 6.4 Earning in Foreign Currency

(₹ in Lakhs)

Particulars	2011-2012	2010-2011
a) Consultancy & Research Project Income	286.78	312.02
b) Placement Income	72.11	13.89
c) Fees & Other Income	371.52	276.06

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

6.6 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 19**

Date : June 18, 2012

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

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

Sd/-  
**Manoj Bhatt**  
Chief Administrative  
Officer

Sd/-  
**S. K. Barua**  
Director

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**RECEIPTS AND PAYMENTS FOR THE YEAR ENDED 31ST MARCH, 2012**

RECEIPTS		PAYMENTS		₹ in Lakhs	
		2011-2012	2010-2011	2011-2012	2010-2011
<b>1.1</b>	<b>Opening Balances</b>				
1	Cash in hand	0.25	0.25	3,387.78	3,325.17
2	Bank balances			1,083.25	1,061.26
	- in current accounts	519.20	923.89	2,369.82	1,878.88
	- in savings accounts	327.11	34.07	6,840.85	6,265.31
3	Franking Advance	1.89	1.45		
		848.45	959.66	3,420.34	3,340.19
<b>1.2</b>	<b>Interest Received on</b>				
1	Investments	2511.05	2002.84	182.80	170.20
2	Saving Bank Account	11.18	9.28	46.30	42.36
3	Loans, Advances etc.	7.00	9.09	42.83	75.93
		2529.23	2021.21	6.82	3.92
				3,699.09	3,632.60
<b>1.3</b>	<b>Grant Received</b>				
1	OBC Grant	500.00	1272.00	5,767.00	3,995.77
2	TDB Seed Support Grant	42.00	56.91		
3	C M A Fund from GOI	150.00	134.00	2,684.53	1,311.82
		692.00	1462.91		
<b>1.4</b>	<b>Other Income Received</b>				
1	Fees	7690.30	6184.62	11.22	0.80
2	Project/Program/Services	5255.21	5134.65		
3	Sale of Assets	0.02	0.28	6.42	29.84
4	Donations	288.41	227.91	41.78	203.15
5	Misc. Receipts	1017.91	1117.19	108.10	-
6	CII Fund Income	2.00	3.25	191.24	-
7	Computer Centre Receipts	324.25	281.37	347.54	232.99
8	Academic Activities Receipt	137.56	118.71		
9	Students Aid Fund	56.06	62.56	-	1,718.21
10	Retirement Benefit Fund	-	1.07	6.74	-
				2,718.21	1,718.21
				6.74	-

₹ in Lakhs

	RECEIPTS	2011-2012	2010-2011	PAYMENTS	2011-2012	2010-2011
11	Chair Fund	15.35	0.00			
12	Faculty, Officer & staff Dev & welfare Fund	62.30	48.06	<b>2.9 Closing Balances</b>	0.48	0.25
		14849.37	13179.67	1 Cash on Hand		
				2 Bank balances		
				- in current accounts	612.29	519.20
				- in savings accounts	85.18	327.11
				<b>3 Franking Advance</b>	1.46	1.89
					699.41	848.45
<b>1.5</b>	<b>Changes in Current Assets</b>					
1	TDS Refund		3.31			
2	Loans & advances		265.90			
3	Statutory Dues	71.96	41.78			
4	Deposits Accepted	90.20	71.40			
5	Security Deposits		0.11			
		162.16	382.50			
<b>1.6</b>	<b>Changes in Current Liabilities</b>					
	Project/Program & Others Liabilities	975.17	-			
	<b>TOTAL</b>	<b>20056.38</b>	<b>18005.95</b>	<b>TOTAL</b>	<b>20,056.38</b>	<b>18,005.95</b>

Date : June 18, 2012

Sd/-	Sd/-	Sd/-	Sd/-
<b>Laxmandev B.Gohil</b> Manager (Accounts & Compliance)	<b>Nina Badlani</b> Group Head (Finance & Budgets)	<b>Manoj Bhatt</b> Chief Administrative Officer	<b>S. K. Barua</b> Director
			<b>C. Vijaykumar, I.A.A.S.</b> Deputy Director/TRA Office of the Principal Director of Audit (Central) Audit Bhavan, Navrangpura, Ahmedabad - 380 009





# GOLD MEDALISTS 1966-2012

## 1966

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

## 1967

- Vijay Bhargava
- Jayant Kumar Dey

## 1968

- John Caius Camillus
- Gramma Kasturi Jayaraman
- Biji K. Kurien
- Ravi V. Sarathy

## 1969

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

## 1970

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

## 1971

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

## 1972

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

## 1973

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

## 1974

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

## 1975

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

## 1976

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

## 1977

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

## 1978

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

## 1979

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

## 1980

- Sanjay Bhargava
- Vipul Prasad Jain
- Sridhar Seshadri

## 1981

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

## 1982

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

## 1983

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

## 1984

- Sunil Gulati
- Pappu Jagdish Rao

## 1985

- Harsh Lal
- Cadambi P. Janardhan
- Srinath Mukherji

## 1986

- Anil Ahuja
- Rajeev Ahuja
- Devina Mehra

## 1987

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

## 1988

- Rajiv Agarwal
- Sanjay Gupta
- Saurabh Garg

## 1989

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

## 1990

- Vipin Gupta
- Monish Kumar
- Milind Shahane

## 1991

- Aggarwal Vijay
- S. Nagarajan

## 1992

- Chetankumar B. Shah
- Sanjeev Chhabra
- Vivek Rastogi

## 1993

- Sanjay Kumar Jain
- Gautam Kumra
- Rohit Chatterjee

## 1994

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

## 1995

- Ashutosh Padhi
- Nitin Malhan
- Sanjay Purohit

## 1996

- Samit A. Parekh
- Bhupender Singh
- Purva Indurkar

## 1997

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

## 1998

- Sumat Rajpal
- Avinash Agarwal
- Vipul Bansal

## 1999

- Amit Bordia
- Anupam Mortins
- Prashant

## 2000

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

## 2001

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

## 2002

- Vikas Gupta
- Manikandan Natarajan
- Mohit Khurana
- Suman Ann Thomas (PGP-ABM)

## 2003

- Amar Makhija
- Ramnath Balasubramanian
- Nitin Dahiya
- Ramprasad BK (PGP-ABM)

## 2004

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

## 2005

- Philip T. Jacob
- Manoj Gupta
- Gaurav Saigal

## 2006

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

## 2007

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

## 2008

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

## 2009

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

## 2010

- Samrat Ashok Lal
- Rohan Choudhary
- Himanshu Sharma
- Vinod Kumar Ramachandran (PGPX)
- Sanjeet Kumar Pandy (PGP-PMP)

## 2011

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

## 2012

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



### Chief Guests at Convocations

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

