

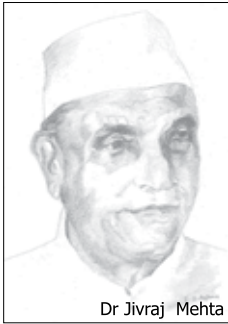


विद्यावित्तियोगाह्निकाः
IIM
AHMEDABAD

भारतीय प्रबंध संस्थान अहमदाबाद
Indian Institute of Management Ahmedabad

53rd वार्षिक प्रतिवेदन
Annual Report
2014-15

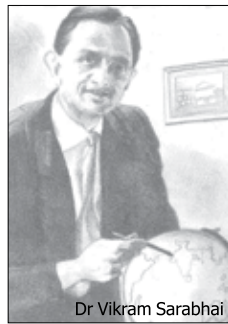
Founding Fathers
1911-1947
ANNEBANK



Dr Jivraj Mehta



Kasturbhai Lalbhai



Dr Vikram Sarabhai

Our Past Chairmen
1947-1978
ANNEBANK



Dr. Jivraj N. Mehta



Shri Prakash Tandon



Shri. S.L Kirloskar



Shri Keshub Mahindra



Mr. V. Krishnamurthy



Mr. A.P. Venkateswaran



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भारतीय प्रबंध संस्थान अहमदाबाद
Indian Institute of Management Ahmedabad

FIFTY-THIRD
ANNUAL REPORT
2014-15





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Vision

Educating Leaders of Enterprises

Mission

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

Objectives

To create knowledge through applied and conceptual research, relevant to management and its underlying disciplines, and to disseminate such knowledge through publications.

To establish educational facilities to prepare young men and women for careers in management and related fields in all forms of organizations.

To develop teachers and researchers in management with specialization in different fields relating to management.

To improve the decision making skills and administrative competence of practicing managers through innovative and cutting edge management education programmes and providing opportunities for continuing education.

To provide advisory services so as to enhance: a) the decision making skills and processes in organizations, and b) the effectiveness of public policies.

To improve the quality of management education and research in other management schools by building their capabilities through meaningful collaborations.

To globalize the institute's operations and linkages in the context of any or all of the above objectives so as to emerge as the pre-eminent management school in India that is globally respected.





THE YEAR IN RETROSPECT & THE PATH AHEAD

This year we mark the 50th convocation of our PGP program, an achievement only possible due to the efforts of several who have dedicated their lives to the Institution. We have seen distant vistas because we have stood on the shoulders of giants. Whatever the Institute has achieved or hopes to achieve is built on the foundations of dedicated work of the generations before us.

We have rededicated ourselves to the purpose of *educating leaders of enterprises*. Towards that objective, we have prioritized activities titled: *connect, nurture, and grow*. This note provides an opportunity to look back at the path we have been on and look ahead to where the Institution is headed. I highlight here a few initiatives we have taken this past year at the Institute, and some of what we look forward to doing, in each of these priorities.

We aim to strengthen connections in four spheres: alumni, research, practice and community. This past year, we made an unprecedented effort to reach out to our alumni. More than 350 alumni and their families participated in the seven alumni reunions organized at IIMA over December and January. Our Dean (Alumni & External Relations) and I visited with twelve alumni chapters in India and abroad. Several of these meetings were organized around workshops, panel discussions, or public lectures. Our alumni enjoyed coming to the chapter meetings and expressed a strong desire to strengthen ties with the Institute. In the coming year, we hope to *engage intensively with our alumni* to ensure that they feel connected, staying abreast with new thinking and Institute developments but also being able to contribute their experience and insights.



To strengthen *connection* with research, we made a concerted effort to participate in international conferences such as the Academy of Management. We initiated a Policy conference and a Society conference to highlight research to policy framers and reflective practitioners, and a Summer School for doctoral students from the country and beyond. We collaborated with our alumnus Professor Kash Rangan, a world-renowned authority on social enterprise to organize a conference on Corporate Social Responsibility. We worked with GNLU and IIT Kanpur to organize a conference on Law and Economics. These efforts are complementary to our ongoing commitment to regular research seminars organized by our Research & Publications office, and Pan-IIM Data Analytics, Marketing in Emerging Economies, and India Finance conferences. Our management journal *Vikalpa* has tied up with the international publishing house Sage to increase its reach. During this coming year, besides honoring ongoing commitments, we hope to launch a new Marketing journal and a new e-magazine in collaboration with a global partner, organize colloquia led by world-class faculty during the winter months, and encourage visiting research appointments.

We have tried to reinforce our *linkages with practice* by strengthening and streamlining our Executive Education program. Last year, over 4,000 middle and senior level executives went through more than 130 Executive Education programs. We have a significant presence in Executive Education in the Middle East, and take pride in our program for Armed Forces veterans who seek to start second careers in the corporate sector.

Outside of North America, IIMA is probably the most prolific producer and user of field-based case studies in the world. We have established a Case Centre at the Institute to strengthen further our case writing, distribution, and teaching capability. The Case Centre has established distribution relationships with Harvard Business Publishing and Ivey School.

During this coming year, we wish to continue to strengthen Executive Education, offer joint programs with international partners such as Harvard University, strengthen our international presence in Executive Education particularly in the littoral states of the Indian Ocean, and develop e-learning capability to reach geographically dispersed practitioners. We plan to offer workshops on case teaching jointly with Harvard Business Publishing and send our faculty on

global colloquia on case teaching. We plan to invite practitioners who have spent several years in positions of responsibility to join our faculty as Professors of Management Practice and share their insights and wisdom with our students and faculty.

In strengthening *connection with the community*, we are following the path blazed by our founders. Ravi Matthai's commitment continues to this day with our colleagues working with the Artisans Alliance of Jawaja. This past year, we organized an open day for college students to experience a "Day at IIMA." Under the aegis of *Prayaas*, our PGP students volunteered to work with children from underprivileged backgrounds. Our faculty and students have worked with local schools and communities to help implement Right to Education Act. Our Heritage Club members have taken IIMA community members on memorable walks through historic parts of Ahmedabad city.

This coming year, besides continuing current activities, we plan to use the under-bridge space in front of the heritage campus to offer enrichment programs to children, and collaborate with local academic institutions to establish the Ahmedabad-Gandhinagar educational cluster.

For over 30 years, we have contributed to the education of management scholars through our Faculty Development Program. To contribute meaningfully to building capacity in the nation, we have offered to mentor the new IIM being established in Nagpur.

To *nurture* a high-performance work environment, we encourage our students to engage in academics but also extracurricular activities. The impact of *Confluence*, *Chaos* with its 60,000 attendees, *Entre fair*, *Insight*, and *Connexion*, their success in *Sangharsh*, the over two dozen active clubs, the sports events and festivals all demonstrate that our students excel not just in academia but in the pursuit of well-rounded lives.

A high-performing work environment encourages individuals with diverse backgrounds and experiences to enrich the entire community's learning. By paying greater attention to holistic evaluation of candidates' qualities in the admissions process, our entering PGP class had 28% women, the highest ever in the Institute's history, and a more diverse disciplinary background than past classes.

This coming year, we hope to continue to encourage a rich mix of students to enter our program by offering PGP seats to foreign citizens and deferred admission to candidates who, in our judgment, might benefit from some work experience. We plan to strengthen our exchange program, to which 128 of our PGP students went last year, dual degree opportunities, and the international immersion program, all of which provide rich international exposure.

To maintain a vibrant research environment, and also to continue to contribute to management education in the country, we have been steadfastly committed to our FPM program. This past year, we significantly revamped our FPM program to keep it rigorous and relevant. We have also revamped our PGP program and our PGP-ABM program, renamed PGP-FABM to emphasize the importance of “Food and Agribusiness,” and are in the process of reviewing our PGPX program. Through all this change, we have encouraged our faculty to offer a broad range of elective courses, creating an atmosphere that bubbles with excitement and energy. Our Centre for Innovation Incubation and Entrepreneurship is offering a channel of support and a nurturing ecosystem to the increasingly large number of graduating students and alumni attracted to entrepreneurship.

Our faculty have established, on their own initiative, a Performance Credit System to ensure that individual faculty goals are aligned with institutional goals and encourage faculty to engage in high quality research and teaching. An environment of autonomy and stretch has led to a significant jump in research productivity. We are refining the Faculty Confirmation and Promotion norms and hope to circulate those among Faculty this coming year, to ensure we have transparency and alignment on the norms.

We wish to continue to nurture high performance by offering faculty the resources and the environment to pursue their interests, and recognizing and rewarding outstanding work. Our alumni and corporate well-wishers have contributed 11 faculty chairs to honor and recruit outstanding faculty. In the coming months, we hope to identify faculty against each of these chairs even as we work with alumni and donors to raise funds for more chairs.

We have taken steps this past year to *grow* in a strategic manner, ensuring we maintain our strategic focus and quality standards. Our faculty has increased to a record number of 95. Executive Education

has grown significantly this past year. We plan to continue to increase activity levels significantly this coming year. Physical capacity permitting, our PGP program should expand. The PGPX review is contemplating whether to grow the program cohort. We are also considering establishing a Public Policy Program in the near future.

As our programs grow, physical infrastructure becomes a binding constraint. We have appointed an architect to conserve and restore our beloved, but aging, heritage campus, and a master architect to help grow our physical footprint commensurately with our ambitions. Our electronic and communication infrastructure also needs a major revamp. We plan to initiate this critical multi-year upgrade project in the coming year.

We have made progress this past year and have plans to continue to press ahead on our priorities this coming year. It was heartening that the recent visit of the EQUIS Peer Review Team validated our priorities and renewed our accreditation for five years, the first time we have received renewal for such a duration, the maximum length of time permissible under EQUIS norms.

However, I have no illusions. Whatever we have accomplished is only possible with the entire community working together to achieve our goal of being the premiere institution for educating leaders of enterprises, and I look forward to everyone's continued cooperation in our shared endeavor.

Ashish Nanda



ACADEMIC PROGRAMMES

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

Offered since 1964, the Post-Graduate Programme in Management (PGP) is the longest running programme at the Institute

The 51st batch of the Post-Graduate Programme in Management (PGP) got off to a start on June 26, 2014, with 394 students. At the end of the year, 393 students were promoted to the second year.

The second year of the programme (Golden Jubilee Batch) commenced on June 11, 2014, with 375 students. At the end of the second year, 377 students (including Double Degree) graduated.

Students	GEN	NC-OBC	SC	ST	DA	Total
First Year	185	104	62	28	14	393
Second Year	186*	99	54	28	10	377

Details are given in Appendix A1.

Given below is the category-wise break-up of students:

* Includes four Double Degree students

Preparatory Programme

The preparatory programme is meant for newly joining students who are found relatively under-prepared in communication and mathematical skills. Conducted before the start of the regular session, 99 students attended this programme from June 2 to 13, 2014.

Orientation Programme

An orientation programme for new students was held from June 18 to 20, 2014. In addition to addresses by the Dean 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 Harvard cases since that is the dominant pedagogical tool.

Curriculum

The curriculum is revised periodically by the PGP Review Committee to keep pace with latest research. This year, first year students took 31 compulsory courses (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 elective courses. During the second year, a total of 126 courses were offered as electives of which 17 courses were offered for the first time. These are as below:

Aviation Business Strategies	Leadership for Professional Services Firms
Communication Skills for Team and Leadership Effectiveness	Management Control and Metrics for Organizational Performance
CSR: Transforming money to impact	Microfinance Management
Doing Business in India	Mysteries in Management
Employee Performance Management and Appraisal Systems	Practice of Social Business: Human Centered Problem Solving
Health Insurance	Strategies in the Internet Economy
Human Resource Management in the Service Sector	Strategic Transformation and Change in the Indian Economy
Innovation, Live	Venturing in Health Care
International Trade: Theory and Policy	

Double Degree Programme and One-term Exchange Programme

Double Degree Programme

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

ESSEC, Cedex, France
University of Bocconi, Milan, Italy
HEC School of Management, Paris, France
European Business School (EBS), Oestrich-Winkel, Germany
University of Cologne, Germany

Eleven second year students participated in the Double Degree programmes at ESSEC Business School, University of Bocconi, HEC, and European Business School. At the same time, five students from the University of Bocconi and two students from HEC participated in the second year of PGP.

One-Term Exchange Programme

In line with internationalization of PGP and with a view to providing international exposure to students, the Institute collaborated with several international business schools for exchange of students during the academic year 2014-15.

One-hundred and twenty-eight students went to partnering universities abroad, while 83 students from partnering universities abroad took courses at the Institute.

Details of institutions participating in the exchange programme and number of students are given in Appendixes A2 and A3.

Scholarships

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

Industry Scholarships

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

Aditya Birla Scholarships

The Aditya Birla Group selected 10 students for their scholarship worth Rs.1,75,000 each during the year.

Sir Ratan Tata Scholarships

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

IIMA Special Need-Based Scholarships

The Institute gave 198 scholarships worth Rs.6,23,59,250, under the special need-based scholarship scheme (SNBS) during the academic year. Scholarships ranged from Rs.79,000 to Rs.6,09,000. Maximum support of 70 per cent of the total course fee was given to 31 students.

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

SC: Out of 18 applications received from first year students, twelve applications were sent to the Ministry along with eleven renewal applications. The grant for these scholarships is awaited. Grants received for the previous year were disbursed.

ST: Out of 8 applications received from first year students, five applications were sent to the Ministry along with four renewal applications. The grant for these scholarships was received and disbursed.

IIMA SC/ST Scholarships

During 2014-15, 185 students received SC/ST scholarships of Rs.1500 each.

Scholarships Instituted by Other Agencies

- ▶ The OP Jindal Scholarship worth Rs.1,50,000 was awarded to Sharad Sen Sharma of PGP II.
- ▶ The T. Thomas Scholarship worth Rs.1,00,000 was awarded to Abhinav Gupta of PGP II.
- ▶ Dunia Finance Scholarships for scholastic excellence worth Rs. 1,00,000 per scholarship were awarded to following four students:

- | | |
|---------------------------------|------------------------------|
| 1. Mr. Akash Kumar, PGP-II | 2. Nishant Naveen, PGP-II |
| 3. Mr. Aviral Bhatnagar, PGP-II | 4. Mr. Roushan Bharti, PGP-I |

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

Details of the scholarships are given below:

Sponsor	Amount (Rs.)	Awardee/s	Class/Batch
Tega Industries (Shri. Madan Mohanka)	1,00,000	Ms. Roopal Soni	PGP-II/2013-15
Shri BV Doshi	3,00,000	S Vijay Kumar	PGP-II/2013-15
Shri Dipak Gupta	3,00,000	Bhaumik Jain	PGP-II/2013-15
	3,00,000	Karan Singhania	PGP-II/2013-15
Peri Viswanath Scholarship, Class of 2001	4,00,000	John Joy	PGP-II/2013-15 (for two years)

Sponsor	Amount (Rs.)	Awardee/s	Class/Batch
Scholarships Merged with SNBS			
Warburg Pincus	16,80,000		PGP-I/PGP-II & ABM-I/ABM-II
Shri Arun Nanda	16,50,000		PGP-I /PGP-II & ABM-I/ABM-II
Shri Deep Kalra	2,50,000		PGP-I /PGP-II & ABM-I/ABM-II
Industry NBS Fund	10,000		PGP-I /PGP-II & ABM-I/ABM-II

State Government Scholarships

The following state government sponsored scholarships were disbursed:

Sponsor	Amount (Rs.)	Awardee	Class/Batch
Maharashtra State	6,10,000	Sangade Mahesh Sitaram	PGP-II/2013-15

Other Awards

Shri S.K. Seth Memorial Award

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

S. Umopathy Prize

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

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

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

Desh Ratna Dr. Rajendra Prasad Gold Medal for Scholastic Performance

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 PGP. This year, the award was given to Agrawal Rahul Satish.

PGP Woman All Rounder Excellence Cash Award

This award is 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 Ms. Shreya Chandra Shekar.

PGP Woman All Rounder Excellence Gold Medal

This award is instituted by Quetzal Foundation to recognize the all-round performance of an outstanding woman student. This year, the award was given to Ms. Shreya Chandra Shekar.

Sajeev Sirpal Academic and Creativity Excellence Award

This award was instituted in memory of Shri Sajeev Sirpal (PGP 1984) by Ms. Kanaka Sirpal (1984) and friends to recognize excellence in academics and creativity among students. This year, the award was given to Agrawal Rahul Satish.

Smt. J. Nagamma Memorial Award

This award was instituted in memory of Smt. J. Jagamma by her son Pramod Kunju (PGP 1999) to recognize excellence in academics. It is given to a student who obtains highest CGPA at the end of the first year. This year, the award was given to Agrawal Rahul Satish.

Shri G.C. Mital Entrepreneurship Aid

This award was instituted by Mr. Ankit Mital (PGP 2005) to be given to students who wish to start their own venture. This year Nishant Agarwal and Paras Malhotra received the award.

Outstanding Sportsperson Award

This award was instituted by Mr. Sunil Chainani (PGP 1980) and is given to a student who gives excellent all-round performance in sports during the tenure at the Institute. This year, the award was given to Ms. Gitika Chadha and Ms. Anshika Sinha.

Admission

CAT 2014 was conducted as a computer-based test on October 16 and 22, 2014.

Details of admission process and the comparative figures are given in Appendixes A4 and A5.

2. POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT

Increasing environmental concerns and challenges of working in a highly market oriented environment requires the agri-food industry to respond dynamically to changes in policies and managing those changes.

The Post-Graduate Programme in Agri-Business Management (PGP-ABM) is designed to transform young men and women into dynamic professional managers, leaders, and entrepreneurs to take up the challenge of organizations in food, agribusiness, rural and allied sectors.

Admission

The programme has been well received by the student community. The Institute received 1,23,874 applications in 2014-15. After an intensive selection process, which included the Common Admission Test, group discussion, and interview, 46 students were admitted to the programme.

Details are given in Appendixes B1 and B2.

Preparatory Programme

In order to strengthen mathematical, communication, and computer skills, all newly admitted students were asked to attend a preparatory programme from June 2 to 14, 2014.

Orientation Programme

A welcome and orientation programme for the new batch was held during June 19-20, 2014. There was an interaction and dialogue with the PGP-ABM Executive Committee and a briefing on computer and library facilities at the Institute. A session on case preparation and case discussion was held to introduce students to teaching through cases.

The second year of the programme got off to a start on June 11, 2014, with 38 students. At the end of the year, 36 students graduated.

Details are given in Appendix B3.

Curriculum

The first year of the programme is common with PGP. Students took 31 compulsory courses.

In the second year four sector-specific compulsory courses and 23 elective courses covering different aspects of agribusiness were offered. Two new elective courses - International Agri-Food Trade and Risk Management in Agribusiness – were offered.

Rural Immersion Module

The objective of the Rural Immersion Module is to give students an exposure to rural life, learning from interaction with villagers, and becoming familiar with rural environment, society, institutions, and economy. The first phase of the module was organized from March 28 to April 8, 2014. Students were divided into nine groups. Six groups were placed with BAIF, Pune, and three groups were placed in Mehsana, Bardoli, and Amalsad. The second phase was organized from December 10 to 21, 2014, at the same locations.



Scholarships

The government of India scholarships for SC/ST was awarded to all SC/ST students. To help economically weaker students, the Institute awarded need-based scholarships.

Award

Mr. R.C. Mathur (PMA 1972 batch of IIM, Ahmedabad) Award for Best All Rounder PGP-ABM Woman Student was given to Ms. Geeta Garg.

Exchange Programme

Five second year students went to ESSEC MS Agribusiness School, and two students went to the University of British Columbia, and spent a term there. Three students from ESSEC and one student from the University of British Columbia, spent a term at the Institute.

Amaethon 2015

Amaethon 2015, one of the largest food and agribusiness summits of its kind, started on a colorful note on January 16, 2015, with over 1100 participants from India and abroad. Students from SAARC countries Nepal, Bhutan, and Sri Lanka participated for the first time. The inaugural address was delivered by Ms. Mohini Datt of the World Bank. Panel discussions were held on a wide range of topics and several workshops were conducted.

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

PGPX 2014-15 commenced on April 8, 2014. The batch had 85 students including 13 female students. The profile of the batch is given in Appendix C1.

Programme Structure and Courses

Spread over five academic terms, PGPX is structured around six segments: Induction, Building Blocks, Preparing for Top Management, International Immersion, Electives, and Capstone. Twenty-four core/compulsory and 46 elective courses, including four new courses were offered.

Details of courses are given in Appendix C2.

International Immersion Programme

A two-week academic training at foreign institutions was held from September 1 to 12, 2014. Participants travelled in three groups to:

- ▶ Chinese University of Hong Kong, Hong Kong (35 students)
- ▶ Warwick Business School, University of Warwick, Coventry (31 students)
- ▶ ESCP, Paris (19 students)

Doing Business in India

This module was offered for 20 exchange students from Warwick Business School, University of Warwick. It covered topics such as:

- ▶ Building and Managing Customer Relation in the Indian Market
- ▶ Business in India
- ▶ Indian Economy and the WTO
- ▶ Indian Economy: Microeconomic Perspective
- ▶ Indian Financial System
- ▶ IPR – Copyright and Publishing in India: Remedies Available
- ▶ IPR – Trademarks: How Indian Law Evolved
- ▶ Leadership and Change
- ▶ Marketing to the Indian Customer
- ▶ PPPs in India
- ▶ Setting up Shop and Growing a Business in India
- ▶ Technology Transfer: Contracts and Disputes
- ▶ Understanding India and the Indian Customer

As part of the programme, participants visited Motif Enterprises (KPO) and the GVK EMRI (108 Ambulance Services) Centre in Ahmedabad.

Another module was organized for 15 exchange students from ESCP, Paris. This module offered following courses:

- ▶ Business in India
- ▶ Economic Policy Reforms
- ▶ Growth History in India
- ▶ India: A Macro Overview of the Country, Its Culture, Nationhood, History, and Consumers
- ▶ Legal Environment including Intellectual Property Rights
- ▶ Prospects for the Indian Economy
- ▶ Tackling the Indian Distribution System
- ▶ Understanding the Indian Consumer

As part of the programme, participants visited Gujarat Tea Processors (marketers of Wagh Bakri Tea), ATIRA, and the Centre for Innovation, Incubation, and Entrepreneurship at the Institute.

Academic Performance and Scholarships

All 85 students graduated successfully. Following awards were given:

- ▶ Gold Medal to the PGPX topper: Mr. Anshul Srivastav

- ▶ Academic Merit Awards carrying cash of Rs.20,000 each to top five students: Mr. Anshul Srivastav, Mr. Gaurav Gupta, Mr. Prasun Bansal, Mr. Puneet Sharma, and Mr. Hafiz Karim P.M.
- ▶ All-round Excellence Award carrying cash of Rs.50000 sponsored by Shri Arun Duggal (Chairman of Shriram Capital Ltd., IIMA Visiting Faculty, and alumnus 1974 batch) : Mr. Mukul Shastry
- ▶ Shapoorji Pallonji Rising Star Award of Academic Merit : Mr. Anshul Srivastav

International Recognition

PGPX continued to be ranked among the best in the world in the *Financial Times'* FT Global MBA Rankings 2014. It was ranked second in Career Progress and 26th overall.

ConneXion2014

ConneXion 2014, the annual business conclave, was organized during November 6 to 8, 2014. It kicked off with a traditional 10km run outside the campus. Around 45+ business leaders attended the event to present their views on the central theme of "Resurgent India: Tapping Infinite Potential" which had several sub-themes. The keynote speaker and senior executives shared their thoughts and exchanged ideas with students and faculty.

X-Biz

X-Biz was conducted in a war game format this year and focused on "Building India's Indigenous Defence Prowess." Industry, government experts, and activists mentored participating teams. There were various stakeholders each represented by student teams (from IIMA, IIMB, IIMC, and IIML), industry leaders from companies like Boeing, L&T, and Lockheed Martin) and government and military officers. Student presentations were evaluated by the experts and the winning team was from the Institute.

PGPX Alumni Meet

A large contingent of PGPX alumni came for the alumni meet. They shared stories of their success and the contribution of PGPX in their careers. The event culminated with a felicitation ceremony of the PGPX3.

Admission

Over four hundred applications were received for the programme beginning April 2015. Final offers were made to 102 candidates and 20 were placed in waitlist of which four were activated. Eighty-five candidates joined the programme of which 16 are women students. Another six candidates deferred their joining for the batch starting in April 2016.

4. FELLOW PROGRAMME IN MANAGEMENT

Since the beginning, 305 students have received the title of "Fellow of IIMA". With the addition of 14 graduated in 2015, the number of graduates stands at 319. At present there are 37 students in thesis phase and 38 students doing course work.

Names of graduated students of 2015 and thesis details are given in Appendix D.

Awards

IFCI Thesis Awards

Title of the Thesis	
Varsha Varma	Language Abstraction in Marketing Communication: Online Reviews of Product Failure Context
Safal Batra	Does Strategic Planning Determine Innovation in Organizations? A Study of Indian SME Sector

Professor Tirath Gupta Memorial Thesis Awards

Title of the Thesis	
Avijit Khanra	Essays of the Newsboy Problem
Atul Arun Pathak	An Integrative Delineation of the Determinants of Dynamic Capabilities: A study in the Information Technology Industry

Conferences / Doctoral Colloquium / Consortium Participation

Conferences		Doctoral Colloquium / Consortium	
International Conferences	11	International Doctoral Colloquium	1
Domestic Conferences	7	Domestic Doctoral Colloquium	1
Total Conferences	18	Total Doctoral Colloquium	2
Total Students Participated	10	Total Students Participated	2
Paper Publications			
		Total Papers published	14
		Total number of students involved	5

Student strength in PGP, PGP-ABM, and FPM in the last 10 years is given in Appendix E.

5. FACULTY DEVELOPMENT PROGRAMME IN MANAGEMENT

The Faculty Development Programme (FDP) is a 15-week residential programme 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 the structure and curriculum of the programme have been reworked to address emerging developmental needs of management educators.

The 36th FDP was conducted from June 9 to September 27, 2014. Thirty management teachers, including four from Nepal, attended the programme. There were twelve women faculty members among participants. Nine of the 30 held doctorates in various disciplines related to management. Fellowships were given to seven self-sponsored participants. Research grants were extended to participants who wished to work on Gujarat-based research studies.

The FDP alumni network has 732 members, including 87 management teachers from Nepal, Bangladesh, Maldives, Sri Lanka, Bhutan, and Ethiopia. Over the years the alumni have been contributing significantly towards the quality of management education in India and abroad.



PLACEMENT

PGP

The placement process for graduating students was successfully completed within three clusters. The process, with the concept of “dream application”, allowed students to choose the sectors and functions of their choice for final placement.

Placement Process

Placement was conducted in two stages. The first was the lateral process where firms interviewed students with prior work experience and offered them mid-level managerial positions. The second stage was the final placement process where firms were grouped into cohorts based on the profile offered, and groups of cohorts were invited to campus across different clusters.

Sectoral Overview

More than 115 firms participated in the placement process, including laterals. Companies from multiple sectors across different geographies hired candidates for a wide range of functions.

Sector-wise Top Recruiters

Sector	Recruiter	Numbers Recruited	% to total acceptance (361)
Consulting	Accenture	21	5.82
	BCG	11	3.05
	McKinsey & Company	10	2.77
	KPMG	8	2.22
	Bain & Company	8	2.22
Banking and Finance Services	Yes Bank	10	2.77
	Goldman Sachs	5	1.39
	DB-CIB	4	1.11
Conglomerates	Aventus Capital	4	1.11
	Aditya Birla Group	8	2.22
	Future Group	8	2.22
IT and Systems	CK Birla	5	1.39
	Amazon	13	3.60
	Hopscotch	6	1.66
Consumer Goods	Snapdeal	6	1.66
	Hindustan Unilever	6	1.66
	ITC	4	1.11
Media/Communications	Procter & Gamble	4	1.11
	Star India	6	1.66
Engineering/Tech	Samsung India	10	2.77
	EdgeVerve	6	1.66





Entrepreneurship

The Institute has always encouraged students to take up entrepreneurship as a career and this year, eleven students opted out of placement to start their own ventures. The start-ups are in various sectors like adventure tourism, data analytics, e-commerce, and food processing. In line with its culture of fostering entrepreneurship, the Institute has offered a placement holiday to these students, wherein they will be allowed to participate in placement in one of the next two years in the event that their venture does not succeed.

PPO Placement

Based on the performance of students in summer internships, 130 pre-placement offers were extended by 60 companies out of which 77 offers were accepted.

Lateral Placement

About 50 per cent of the batch was eligible for lateral placement, which provided students an opportunity to optimally leverage their work experience. Firms which participated in the laterals process included Aditya Birla Group, Alvarez & Marsal, Amazon, Flipkart, Google, Microsoft, Practo, and Star TV India amongst others. About 35 firms participated and extended 123 offers of which 93 were accepted.

PGP-ABM

The batch, comprising 38 students, pursued career opportunities of their choice within the agribusiness, food and allied domains. The robust placement process was well received by both recruiters and students, effectively matching talent with opportunities. Companies created special roles for candidates based on their profiles.

The batch attracted a diverse pool of recruiters, ranging from MNCs to small and medium enterprises as well as notable start-ups. Yes Bank, and Syngenta, were the top recruiters, recruiting four and three students respectively. Bikanervala, Coromandel, EW Nutrition, Future Group, Proctor & Gamble, and United Breweries hired for the first time. Regular recruiters such as ESP, Godrej Agrovet, Rabo Bank, and Tafe also came for placement.

Three students opted out of placement to launch their entrepreneurial venture. The Institute provides a two-year placement holiday to students who launch their own start-ups.

PPO Placement

Based on performance in summer internships, nine pre-placement offers were extended by six companies of which seven offers were accepted.

PGPX

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

Firms that came for recruitment included Bharti Airtel, Tata Capital, Accenture, Ericsson, Goldman Sachs, Amazon, Virtusa, etc. Bharti Airtel and Tata Capital made the largest number of offers.

The placement office continues to provide full support to students still to be placed, by facilitating interaction between these students and firms that express interest.

FPM

FPM final placement has moved from fixed placement to rolling placement since past three years. The Institute has succeeded in asking some of the firms to create profiles for FPM candidates which will be beneficial for all doctoral candidates.

Details of placement are given in Appendix F.

CONVOCATION

The fiftieth convocation was held on March 21, 2015. Mr. Ajay Banga, President and Chief Executive Officer, MasterCard, delivered the convocation address. At the convocation, 14 FPM students were awarded the title of Fellow of the Indian Institute of Management, Ahmedabad, 377 students were awarded the Post-Graduate Diploma in Management, 36 students were awarded the Post-Graduate Diploma in Agri-Business Management, and 85 students were awarded the one-year Post-Graduate Diploma in Management for Executives.

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



Mr. Ajay Banga, President and Chief Executive Officer, MasterCard, at the fiftieth Convocation

PGP

Agrawal Rahul Satish
Rakshit U. Agarwal
Abhinav Gupta

PGP-ABM

Sidharth Aggarwal

PGPX

Anshul Srivastav

Gold Medalists



Agrawal Rahul Satish



Rakshit U. Agarwal



Abhinav Gupta



Sidharth Aggarwal



Anshul Srivastav



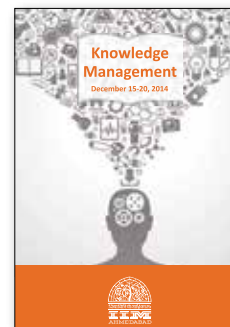
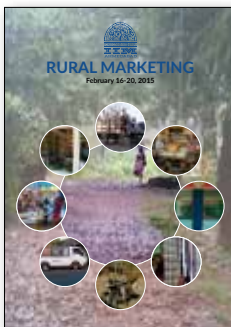
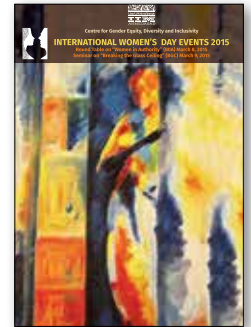
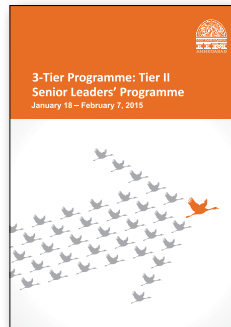


EXECUTIVE EDUCATION PROGRAMMES

In 2014-15, the Institute offered 62 executive education programmes (EEPs). They attracted 1,978 executives from private and public sector organizations including government departments. The EEP activity resulted in 12,941 participant-days. During the year, two programmes - Creativity and Innovation as Core Competence: Developing Personal and Organizational Capability, and Warehouse Design and Management - were offered twice.

Of the 62 programmes, three were regular general management programmes. Of the remaining 59 programmes, six were new programmes and 53 were repeat offerings.

Details are given in Appendix G.





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.

Project Status

Type of Project	Status		Projects	
	Projects Ongoing	Projects Initiated	Completed	
Research Projects	9	18	11	
Seed Money Projects	7	13	10	
Internship Projects			46	
Seminars Organized by R and P			37	
Working Papers written			108	
Books Written			10	
Book Chapters			30	
Articles in Journals			134	
Papers presented			103	

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

Vikalpa: The Journal for Decision Makers

Vikalpa: The Journal for Decision Makers is a quarterly publication of the Indian Institute of Management, Ahmedabad. Currently in its 40th year of publication, *Vikalpa* is recognized as a premier management journal, communicating developments in the field of management to academicians and managers. The focus of the journal is on applied research that meets the standards of academic rigour and reflections that are relevant to practising managers.



Vikalpa has now entered into a publishing agreement with Sage Publishers, for publishing both online and print versions of *Vikalpa*. With this, *Vikalpa* goes Open Access aligned with the Institute's goal of reaching out to the international audience. In this partnering arrangement, ownership and editorial control remains with *Vikalpa* while Sage commits to publishing and marketing *Vikalpa*, disseminating it in the national and international space and giving it a place in abstracting and indexing services. *Vikalpa* now has a branded HomePage on the Sage platform where researchers will be able to search across the journal's content.

Every issue of *Vikalpa* usually has the following features. *Perspectives* presents emerging issues and ideas that call for action or rethinking by managers, administrators, and policy makers in organizations. *Research* has analytical or research-based articles that focus on the resolution of managerial and academic issues. *Interfaces* presents articles which are of practical utility to managers and which would help them in updating their managerial skills. *Notes and Commentaries* covers preliminary research, review of literature, and comments on published papers. *Colloquium* includes debate on a contemporary topic. *Management Case* describes a real-life situation faced, a decision or action taken by an individual manager or by an organization at the strategic, functional, or operational levels; *Diagnoses* features analyses of the Case by academicians and practitioners. *Vikalpa* also features *Book Reviews*.

Vikalpa is a peer-reviewed journal. All contributions received are put through a two-stage review process; a preliminary screening and double-blind review; accepted contributions are edited suitably. All manuscript submissions and review processes are routed through the Sage Track.



CASE CENTRE

The IIMA Case Centre was set up in April 2014. Major activities of the Case Centre are case writing, case distribution, and case teaching.

Case writing activity has been strengthened by putting in a system of case support which is a form of peer review. This support is available for any new case and technical note registration. Submission of a teaching note was made mandatory for registration of a case. The Case Centre registered a total of 129 articles including 59 case studies, 23 technical notes, and 47 teaching notes during the year. An award was instituted for the first time for recognizing the best case written by an Institute faculty. The Philip Thomas Memorial Case Award, instituted by Professor Rishiksha T. Krishnan, an alumnus, was awarded to Professor Neharika Vohra during the pre-convocation ceremony.

IIMA cases are distributed primarily through two channels – online sales through IIMA Case Website and offline sales through contracts with educational institutions. The Centre decided to increase the number of distribution channels and discussions were started during the year with Harvard Business Publishing, Ivey Publishing, and a few other publishing houses. A contract for distribution of the Institute cases through Ivey Publishing was signed during the year. Contract with HBP is in the final stage.

The Case Centre is committed to strengthening the case ecosystem not just inside the Institute but also nationally. To support the adoption of case method of learning in other management institutions, the Centre collaborated with Harvard Business Publishing to offer a Case Method Teaching Seminar in India. This was a two-day seminar for management educators with the first day conducted by a faculty member from Harvard Business School and the second day by an Institute's faculty. It is planned to offer 2-3 such seminars in a year.



INTERDISCIPLINARY CENTRES AND GROUPS

1. CENTRE FOR GENDER EQUITY, DIVERSITY, AND INCLUSIVITY

GENDER STUDIES RESOURCES AT IIMA

During 2014-15, publications and audio-visual materials were consolidated into a collection under a new distinct classification for gender studies at the Library. Videos of events organized by the GEDI Centre are also being placed in this collection.

GEDI Colloquia Series

Professor Rebecka Arman of the University of Gothenburg was hosted by the GEDI Centre during the academic year to discuss new research collaboration. During her sojourn, Professor Arman offered a GEDI Colloquium on the theme “To be (born) or not to be: Gender justice from the lens of assisted reproduction technologies” on January 16, 2015.

Ms. Deepika Kothari addressed a GEDI Colloquium on “Matriarchy in India and its roots in our cultural traditions” on March 10, 2015. On this occasion, the film made by her was also screened and discussed.

Research Projects

Ajeet N. Mathur and Anita Kerai initiated a new research study on the burgeoning commercial surrogacy industry in which India (besides Nepal and Thailand) is a major hub and whose value exceeds the value of bilateral trade between India and many advanced countries. The purpose of the first exploratory study completed was to scope the prospects of launching a more detailed investigation around policy research questions arising out of new GATS trade in services that present new challenges for gender justice from emerging innovations in business models. The first paper prepared on the topic was submitted for the 10th National Public Policy Conference in Bangalore where it was among the papers selected for presentation.

This paper focused on policy voids and vacuums that enable exploitative labour markets to function when activities lie in a gray zone in relation to business ethics or propriety but cannot be termed as unjust or unlawful or illegal. The absence of adequate policies regarding cross-border outsourcing of motherhood through commercial surrogacy has made India one of the international hubs for surrogate motherhood even before policies have been thought out and formulated. The paper concluded that the problem is threefold: (a) this produces outcomes of slavery, prison labour, and forced labour if women are forced and caged into this; (2) rights of the unborn are affected as there is no guarantee that the person born will be recognized as a natural person belonging either to the state in which he/she is born or by the state to which the donors of the sperm or egg may belong because several countries such as Germany do not recognize surrogacy as a means to parenthood; and (3) there is no policy or mechanism that would enable the fostering of babies in the country in which they are born

or in the country from where the donors originate if the donors become unable to raise the baby in India or elsewhere. Policy and regulation gaps such as this raise questions about civil obligations of the State with regard to decent work, human rights, international migration, and Modes 2 (Consumption abroad) and 4 (Movement of Natural Persons) under WTO's General Agreement on Trade in Services (GATS). Above all, this raises the all-important question of whether there are any limits to human uses of human beings.

International Women's Day Events

The Centre organized two events on March 8-9, 2015 to celebrate International Women's Day as open enrolment programmes for:

- ▶ Sharing experiences in their own lives, roles and organizations with an eye on creating networks and groups for making an agenda for more research on gender equity and diversity
- ▶ Listening to what policy-makers, practitioners, and scholars are thinking and doing on gender justice
- ▶ Knowing what research at the Institute has found out about GEDI practices in different organizations
- ▶ Developing a deeper understanding of potential capacity building initiatives for gender justice and harmony.

Round Table on "Women in Authority"

The theme arose from the concerns about how men and women at workplace connect and interact in a plurality of working relationships as peers, "seniors", "juniors" in task roles and as mentors-/protegees, coaches-coachees, etc. in helping relationships. More and more men and women as "couples" work in remunerative employment in the same or different organizations and are concerned about work-life balance, gendered division of work in families and in workplaces, and politics of organizational relatedness. Speakers from academia, business, entrepreneurship, a range of professions and vocations, and the civil services shared their experiences.

The questions explored two distinct tracks of inquiry: How are policy-makers, practitioners, and scholars engaging with these challenges? How many men and women grappling with these issues in their lives and work? The speakers included Dr Kamal Nagpal, Director, Retina Foundation, Prof Sari Mattila, IIM Bangalore, Ms Praneet Bakshi, American Express, Prakash Kulkarni, Director, Praga Tools, Ms Yeshaswini Ramaswamy, Founder of the Women Entrepreneurship Programme at IIM Bangalore, Prof Jyothsna Latha Belliappa, Azim Premji University, Ms Gauri Trivedi, IAS, and Ms Nitthya J., Antarnad Foundation. Prof Ajeet N. Mathur, IIM Ahmedabad, shared the results from IIMA GEDI Centre initiatives. The roundtable concluded that women as professionals are particularly vulnerable if they are constrained to limit development of their capabilities within a limited range of behaviour consistent with masculine paradigms.

Seminar on "Breaking the Glass Ceiling"

Since much has been said and written about the "glass ceiling" as an unseen barrier that prevents women from rising beyond certain levels in organizational hierarchies or to positions of responsibility in which there is no reason they should be so excluded, the questions explored included: Is there a glass ceiling? How have successful women breached it? What diversity practices facilitate gender equity, diversity and inclusivity? Are pay practices inequitable? What strategies can organizations adopt to circumvent the glass ceiling? What may women professionals do to break the glass ceiling? The keynote speaker was Professor Indira J. Parikh, Founding President of Flame University. This was followed by interactive panel discussions,

and post-lunch break-out sessions, concerning these issues led by Professor Asha Kaul, Prof Sharon Barnhardt, Prof Pavan Mamidi, Prof Manjari Singh, and Prof Biju Varkkey.

2. CENTRE FOR INFRASTRUCTURE POLICY AND REGULATION

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

Customized Training Programmes

- ▶ Conducted a two-week training programme for the Department of Economic Affairs on public policy. Participants included officer trainees of the 2013 batch of the Indian Economic Service (IES). The programme was conducted to hone the participants personal skill building, enhance their understanding of public policy, and deepen their understanding of the economic environment.
- ▶ Conducted a two-week programme on finance for the Comptroller and Auditor General of India. Participants included officer trainees of the 2013 batch of the Indian Audit and Accounts Service (IA&AS).
- ▶ Conducted two programmes on project management and PPPs for senior officials of the Delhi Jal Board.
- ▶ Conducted a management development programme for Power Exchange India Ltd (PXIL) on “Power Transmission in India: System, Issues, and Perspectives”.
- ▶ Conducted the second executive development programme for officers of the Indian Audits and Accounts Service (IA&AS). The programme is aimed to hone technical and managerial skills of IA&AS officers.
- ▶ CIPR assisted in the conduct of the in-company L&T IPM programme.
- ▶ CIPR conducted the advanced mid-career training programme for senior most officers of the Indian Revenue Service (Chief Income Tax Commissioners) of the Central Board of Direct Taxes (CBDT). The programme was conducted in two phases. Phase I involved an intensive three week residential training programme at the Institute while Phase II was held at Harvard Business School.
- ▶ CIPR conducted the strategic leadership programme for senior officials of the Life Insurance Corporation of India (LIC). The programme focused on insurance markets, trends and expected changes, economic trends, and changes as well as leadership in the organizational context.
- ▶ CIPR conducted the strategic leadership programme for senior officials of MMTC Limited.

3. CENTRE FOR INNOVATION INCUBATION, AND ENTREPRENEURSHIP

The Centre for Innovation Incubation and Entrepreneurship (CIIE) is an incubator and entrepreneurship promotion centre set up in collaboration with the Government of India’s Department of Science and Technology and the Gujarat government. CIIE works closely with investors, entrepreneurs, innovators, service providers, and other ecosystem stakeholders to foster entrepreneurship.

CIIE has been an active player since 2002 and a champion in identifying and nurturing the enterprising spirit of Indian startups across various sectors. In 2008, CIIE’s investment arm was founded with the objective of providing adequate financial support to enterprises that would be able to create sustainable impact over time.

CIIE has:

- ▶ motivated 400,000+ people about entrepreneurship
- ▶ helped 30,000+ crystallize their ideas
- ▶ mentored 4000 people+ entrepreneurs
- ▶ supported 200+ entrepreneurs
- ▶ invested in nearly 90 enterprises; which have leveraged CIIE investment at a 9:1 follow-on level, with the social ventures significantly outperforming the remaining portfolio

Activities in Social Sector

CIIE has spearheaded matchmaking between CSR and entrepreneurship by facilitating CSR contribution to two of its incubatee start-ups. While the life sciences giant TAKE Solutions has joined hands with CIIE to invest in Bodhi Health Education, a social enterprise digitizing skill training to frontline health workers, Mahindra Finance CSR has routed its funds to Sickie Innovations, a start-up developing innovative design and technology interventions in the agri-space. Schedule VII of the Companies Act 2013 provides that funds contributed to technology incubators within academic institutions are valid activities under CSR support by corporates. Funding CSR has great value as it not only provides access to CSR funds, but also encourages communication between industry and incubators.

Enabling Farmer Producer Organizations

CIIE in collaboration with the Dutch agency ICCO Cooperation is supporting four producer companies in Orissa and Jharkhand through an action research project. CIIE is helping these companies to build sustainable business models through strategic, operational, and tactical interventions. The companies deal in herbal products, organic spices, mushrooms, sabai and bamboo craft, and vegetable produce.

The project will culminate in preparation of business plans and financial models for each of the producer companies and will be followed by a strategic support of six month duration for implementation of suggested interventions.

Last Mile Accelerator

The Last Mile Accelerator programme was organized in partnership with Village Capital, an US based impact investment firm, to bring together the most innovative ventures in energy, health, agriculture, and distribution that are delivering to underserved populations at the 'last mile'. In March 2014, a pipeline of over 350 companies in India was developed and the programme received 200 applications by April. After thorough selection, including onsite visits, 12 shortlisted companies were offered a place in the programme. It culminated with a Venture Forum, where 40+ investors attended from across India to hear the pitches made by each of the companies. At the end of the programme, Bodhi Health Education (healthcare) and Parvata Foods (agribusiness) received the pre-committed investment of \$50,000.

Update on Act for Impact

CIIE is actively engaging the alumni to support activities in the social investing space. The chairperson visited New York to re-engage the alumni and explored possible synergies.

CIIE team visited Singapore to re-engage with the alumni. Impact Investment Exchange Asia (IIX) had invited CIIE to be part of Impact Forum, its annual summit on June 12-13, 2014, in Singapore. This opportunity was used to reconnect with individuals who had shown interest in investing in startups during the March 2014 event in Singapore.

Activities in Renewable and Cleantech Sector

CIIE's activities in the cleantech sector are now carried out under the umbrella of in-house early stage venture fund: Infuse Ventures. Infuse is a unique public-private-academia partnership between CIIE and several marquee names like International Financial Corporation (IFC), BP, Godrej Industries, Government of India's Ministry of New and Renewable Energy (MNRE) and Technology Development Board (TDB), Small Industries Development Bank of India (SIDBI), ICICI Bank, and others. Infuse has so far invested in 10 innovative early stage companies.

Infuse continued its partnership with the Asian Development Bank to organize the PowerStart Accelerator programme for early stage cleantech startups. This year it was organized in Bangalore with focus on startups developing innovative products and services at the intersection of information and communication technology (ICT) and cleantech. In addition to the accelerator programme, Infuse has launched two grant programmes in collaboration with the Asian Development Bank and the Ministry of New and Renewable Energy (MNRE). Prototyping and piloting grants ranging from Rs.5 to 10 lakh have been provided to 13 cleantech startups as part of this initiative.

Activities in ICT Sector

Focusing on key ICT sectors – FinTech/Payments, Internet of Things, Cloud Computing, Big Data and Analytics, and eGovernance – CIIE's activities will lead and sustain investments and acceleration from Pune. Apart from this, the larger vision is to set up an ICT seed fund and execute sector-aligned accelerators to become an ecosystem leader and a global connecting hub with other entrepreneurial capitals and ICT hubs around the world.

The first step towards these goals was the publication of the ThinkPune! Report which highlights the strengths of the Pune ecosystem and its successful startups. CIIE plans to take brand Pune to the Bay Area in the United States of America. ThinkPune! will be exhibited as part of the Pan-IIT Bay Area meet, a gathering of IIT alumni in the Bay Area, in the last week of July.

CIIE will implement sector-specific GrowthCamps, which will bring together promising startups in each sector and engage them with corporate partners for go-to-market strategizing and product validation. It is also engaged with Intel and the Department of Science and Technology for Innovate for Digital India Challenge in designing and implementing the programme.

Entrepreneurship Fair

The Placement Committee, in association with the Entrepreneurship Cell and the Centre for Innovation, Incubation, and Entrepreneurship (CIIE), organized Entre Fair 2014 on October 18, 2014. The objective of Entre Fair is to provide students exposure to working for entre firms. It is created as a platform to:

- ▶ provide Entre firms a platform to meet talented students who are interested in pursuing entrepreneurial opportunity
- ▶ provide students an opportunity to intern with Entre firm to get experience before deciding to plunge into entrepreneurship.

The idea is to build strong ties amongst students and entre firms to inspire entrepreneurs of next generation. Entre Fair provides exposure through webinars and networking with entrepreneurs to stakeholders including those from other B-schools.

This year's Entre Fair witnessed participation from 20 firms, spanning across various growth stages. A few firms that came down to campus included EnParadigm, Great Sports Infra,

and MySmartPrice.com. Firms like Hector Beverages interacted with students over Skype. The panel of speakers comprised Mr. Shankar Maruwada (Co-Founder, Marketics) and Mr. Paavan Nanda (Co-Founder, Zostel).

Like the previous year, presentations were broadcast to students from across the country and abroad. The webinar witnessed traffic from countries like Australia, France, and Germany.

Activities in Research and Publication

CIIE carries out research and training in the area of new trends, innovation, and entrepreneurship to develop necessary skill sets in venture investment, entrepreneurship, and technology development.

CIIE has created a new course on New Technology Applications, Design, and Business Models (NTADBM). NTADBM is offered in collaboration with the National Institute of Design (NID) to the Institute and NID students.

With an objective to enhance startup literature for academic purposes, CIIE initiated case writing on new trends and entrepreneurship. Cases were on startups with varied focus areas such as acquisition, marketing and commercialization challenges, etc.

Other New Initiatives

CIIE has taken up several initiatives to support entrepreneurship through its incubation and investment activities. Efforts put in to connect with early stage risk capital investors were seen as a step towards bringing together visionary investors and revolutionary startups. This involves providing services like due diligence by way of validating start-up credentials, start-up valuations, collaborating on deals by providing matching funds, and providing incubation and managerial support.

CIIE has made efforts to attract entrepreneurship and innovation in public service sectors such as water and sanitation and agriculture and agri-related livelihoods. A new initiative called the Water CoLab will comprise a prototyping lab and business incubator to attract new entrepreneurs in sectors like treatment and purification, distribution and supply, sanitation, and irrigation. Water CoLab is partnering with state governments to pilot new technologies and business models in underserved areas to provide concrete proofs of concept of not just these technologies, but of the strength of private sector participation in infrastructure sectors.

Training and Relationship Building

Angel Investing Education Workshop: With the aim of training High Net Worth Individuals (HNIs) and prospective investors on rudimentary knowledge of investing early stage risk capital in start-ups, a workshop in collaboration with LetsVenture was conducted in Ahmedabad. About 30 HNIs and second-generation entrepreneurs from Ahmedabad attended the event.

CIIE is planning investment showcases for high potential tech startups across Gujarat. This would present attractive investment opportunities to HNIs and individual investors in the state.

Investor Demo Days: The Demo Days conducted at the end of INFUSE's PowerStart was a show and tell event with investors from across the country attending to learn more about the participants and to get a first view of the product demo. The programme was also held in Bangalore with investors from across the country invited to review the startups.

Investment Opportunities and Relationship Building: Sector-centric initiatives are observing a surge in individual investors to engage at organizational level and also as risk capital providers for startups. Apart from showcasing portfolio companies to investors through

different platforms, CIIE also supports non-portfolio companies with financial modelling and fund raising on a chargeable basis. This enables wider engagement options for investors while not restricting the deal flow to portfolio companies only, but promoting the greater cause of entrepreneurship.

Activities in Ecosystem Development

Activities at Startup Oasis: CIIE Initiatives is operating the Startup Oasis Incubation Centre, set up in association with RIICO in Jaipur. In March 2014, Startup Oasis launched Ideate to galvanize start-up entrepreneurship in the state. Entries received were shortlisted, mentored and 10 teams were finally taken through a one-month Boot Camp in June 2014, which culminated in a Demo Day. Rajasthan Angel Investors Network (RAIN) and the Indian Angel Network (IAN) participated in the event and two teams received seed funding from RAIN while others were offered incubation at the Startup Oasis Incubation Centre.

Startup Oasis entered into MoUs with TiE Rajasthan and RAIN to jointly conduct ecosystem events and programmes. The TiE International Business Plan Competition was jointly conducted and the competition culminated in a two-day Boot Camp at MNIT in Jaipur. Startup Oasis also entered into MoUs with Villgro and Unitus Seed Fund to undertake joint scouting and incubation programmes to promote social entrepreneurship in the state.

Startup Oasis conducted a social innovation scouting programme called tech4raj to scout and support innovations and business models in water, agriculture, cleantech, crafts, etc. Twelve teams were taken through a Boot Camp and four teams were awarded. Further, a Craft Boot Camp was organized in partnership with the Indian Institute of Crafts and Design (IICD) where nine crafts/entrepreneurs were taken through an intensive two-day Boot Camp and introduced to various lean startup methodologies.

During the period, Razorpay, one of the Startup Oasis startups, was selected for the prestigious YCombinator Acceleration programme in Silicon Valley, the second company from India to have achieved the feat. Further, four startups received angel/seed capital, seventeen startups were able to commercially launch their products and services, and two were acquired by a bigger company.

Young Mavericks Fellowship Programme: The Young IIMavericks Fellowship had a batch of 12 graduating students who have decided to take the non-conventional route of entrepreneurship. Three of these 12 have already registered a company.

Two new initiatives to support students from the Institute have been taken up. The IIMavericks Extended is a fellowship for the alumni who are early stage startups or have some business idea to work on and are looking for support in mentoring and funding. Ten alumni were shortlisted to present before investors, mentors, and CIIE team members. Four mentors agreed to support three startups and one team is in discussion for funding.

The second initiative was to engage with students before they graduate by introducing OOPS - Out of Summer Placement Thing. Fifteen students opted out of summer placement to work on their business idea under CIIE's guidance. An alumnus has also come on board to help few of these students to continue pursuing their dreams even in the second year.

Capacity Building Workshops: India's development story is marked by social and economic disparity. Social entrepreneurs provide an alternate approach of dealing with current and future social and environmental issues. While interest in social entrepreneurship is high, most founders and co-founders of social enterprises are first time entrepreneurs. The support ecosystem for these enterprises is underdeveloped, as few early stage support providers exist. Along with GIZ, CIIE put together a unique initiative to build capacities of eight incubators from Coimbatore, Madurai, Guwahati, Mohali, Goa, Anand, Nagpur, and Hyderabad. The objective is to help new incubators become operationally mature and support twenty investible social enterprises ready

to accept angel or social venture funding in three years. CIIE is planning four accelerator programmes with these incubators across food and agri-business, water, healthcare, and IoT.

Start-a-thon: Start-A-thon, an interdisciplinary start-up Boot Camp, was organized together with the incubator of MICA and faculty experts from IIT Gandhinagar and National Institute of Design between June 9 and July 4, 2014. While this camp explored the merits of an inter-institute collaboration, it also experimented with a unique curriculum that included modules of design thinking, lean start-up, and customer validation. Over four weeks, 29 students pursued projects across rural healthcare, in-store analytics, educational gaming, streetfood, recruiting of semi-skilled individuals, mobile based gifting, and food/hospitality. CIIE experimented with a curriculum that integrated modules of design thinking, lean business modeling, and multiple customer validations that enabled the teams create projects/prototypes built on strong customer knowledge.

Co-working Space (IdeaPad): IdeaPad is dedicated to cultivating a dynamic, creative, and collaborative environment for entrepreneurship enthusiastic people in Ahmedabad to engage with each other in multiple ways by working together, catching up over a cup of coffee over events, exhibitions, and more. It can be called an Innovator's Club housed at CIIE. It is an attempt to get creative people (artists, designers, innovators, entrepreneurs, freelancers, etc.) of the city to come together, engage, and co-work. The co-working space currently has 17 external people and 4 Young Mavericks.

Seminars / Talks / Discussions Organized by CIIE: 2014-15

Date of Seminar	Topic	Speaker
29/04/14	Design Thinking Workshop for aspiring entrepreneurs	Ashwin Joshi, VP – Ecosystem Development, CIIE
10/05/14	eChai App Challenge	Jatin Chaudhary, Co-Founder & CEO, Point10 Ventures
02/08/14	Ahmedabad Java Meetup	Workshop on Introduction to Mongo DB
07/10/14 – 10/10/14	Entrepreneurship Session for students of Globus Centre of Management Studies	Rohit Lalwani
10/10/14	Launch of ClassLynx	Tejal Amin, Chairperson, Navrachana Educational Society
27/10/14 – 31/10/14	Eklavya Design Thinking Workshop	Hina Nainani, CIIE
18/01/15	Amaethon 2015	Strategic case study competition
15/02/15	Unconvention L Ahmedabad	Anuj Sharma, COO at Sarvajal Chandu Nair, co-founder of Scope E-Knowledge Center and a mentor to social entrepreneurs at Villgro.
16/02/15	Interactive Session	Arun Shroff, co-founder and CTO of Medindia.net
17/03/15	Entrepreneurial Ecosystem Meetup	Prof. B.H. Jajoo, a faculty at IIM Ahmedabad and an ICT expert Kunal Updadyay, CEO at CIIE
27/03/15	IIM Mavericks Workshop	Kunal Upadhyay, CEO, CIIE Prof. Rakesh Basant, Chairperson, CIIE
Talks Under Startup Saturday		
12/04/14	Sales and Marketing – Strategy to Execution	Samir Patel , Maprosys Uday Sinh, Maprosys
09/08/14	Marketing and Funding Insights for Startups, Powered by IBM Bluemix	Radhesh Kanumury

Date of Seminar	Topic	Speaker
13/09/14	Opportunities in Food and Beverages Area	Vishal Patel, TakeEat.com Rohan Bhatt, Admin, Foodaholics in Ahmedabad, and Varun Bhattacharya Ashish Vyas and Vidya Rana, LoveForSalad.com Khushal Vaid, Subziwali.com
11/10/14	Opportunities in Education and Technology for Startups	Sunil Handa, Eklavya Education Foundation Dr. Deep Lodhari, mytestbuddy.com Harish Iyer, Concepts iConnect Pvt. Ltd. & flinnt.com
08/11/14	Opportunities in eCommerce	Manu Midha, VP - Strategy and Operations, Infbeam Hardik, Bonnito Kaushal Shah, AhmedabadGiftShop.com and bundlebaaj.com
13/12/14	Digital Marketing for Online and Ecommerce Business	Prof. Piyush Kumar Sinha, Indian Institute of Management, Ahmedabad
Talks Under Mobile Monday		
23/08/14	Mobility Fit Hai To Picture Hit Hai: Mobility is a Lot More than Apps!	Siddhesh Bhobe, President and CEO of eMee and AVP at Persistent Systems Ltd.
30/08/14	Importance of Mobility in Social Sector	Jinesh Hegde, Sr. VP, Uninor

4. 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.

Research

Completed

Four research projects were completed during the year.

A summary of these projects is given in Appendix L.

In Progress

- ▶ Agro-input Marketing Models in India: Performance and Potential
- ▶ Coping with Climate Change through Agro-Biodiversity: A View from Below
- ▶ Enhancing Rice Productivity and Food Security: A Study of the Adoption of the System of Rice Intensification (SRI) in Selected States of India
- ▶ Farmers' Participation in India's Futures Markets: Exploring Direct and Indirect Benefits
- ▶ Irrigation and Entrepreneurship: Status and Lessons for Improvements and Expansion
- ▶ Soil Health, Plant Health, and Human Health

Teaching

CMA offered twenty courses in PGP-ABM, PGP, and PGPX.

FPM (Agriculture)

CMA offered six courses in the Fellow Programme in Management (Agriculture).

Executive Education Programmes

Three programmes were offered during the year:

- ▶ Harnessing Intellectual Property for Strategic Competitive and Collaborative Advantage
- ▶ Managing Contract Farming
- ▶ Rural Marketing

Conferences

- ▶ National Social Innovation Seminar, November 17, 2014, Pune.
- ▶ Third International Conference on Creativity and Innovation at Grassroots, January 19-22, 2015.

5. CENTRE FOR MANAGEMENT OF HEALTH SERVICES

The Centre for Management of Health Services (CMHS) was set up in June 2004 in recognition of the Institute's contributions to the health sector and the felt need to strengthen the management of the health sector in the context of socio-economic developments in the country. The objectives of CMHS are to address the managerial challenges in the delivery of health services to respond to needs of different segments of the population efficiently and effectively, build institutions of excellence in the health sector, and influence health policies.

CMHS is expected to:

- ▶ provide thrust and long term sustainability for involvement in the health sector
- ▶ highlight Institute's commitment to the social sector
- ▶ facilitate Institute's involvement in large projects
- ▶ attract healthcare researchers from all over the world
- ▶ develop synergies with other institutions involved in healthcare management
- ▶ actively participate in the dissemination of knowledge.

CMHS has carried out research projects focused on health policy and planning, governance and management challenges in the health sector, hospital management, clinical lab management, imaging lab management, maternal health, HIV/AIDS, infection control, urban health, cancer care, management capacity assessment, etc.

Seminar Series

CMHS started a seminar series from August 2014 with an aim of one seminar a month. During the year, eight seminars were organized. Details are given in Appendix M.

Off-Campus Workshop

CMHS has started conducting off-campus workshops to reach professionals, researchers, and academicians from the field of healthcare and professionals from the field of pharma industries, manufacturers of medical equipments, etc.

The first workshop on "Healthcare Analytics" was held during March 14 and 15, 2015, in Bengaluru.

Case Study Development

Cases written by CMHS faculty are covered in a comprehensive annual report published by the Research and Publications Committee.

6. CENTRE FOR RETAILING

The Centre for Retailing (CFR) undertakes research in various areas of retail management. CFR faculty are involved in research, executive education, and advisory services activities related to retail management.

A meeting of CFR faculty members with Adam Branson, Senior Agricultural Attaché, and Priya Jashnani of American Consulate General was held on March 24, 2015, to discuss trends in food retail, hotel and restaurants, and food processing sectors in Gujarat, programmes and services of the Foreign Agricultural Service offices.

Details of research projects undertaken in the area are given in Appendix G.

7. PUBLIC SYSTEMS GROUP

The Public Systems Group (PSG) undertakes research, training, and organizational work on strategic public management, and social policy. The objective is to promote research that will generate concepts and theory for effective management of public systems as well as to gain a scholarly understanding and articulation of social and political processes that underpin policymaking. The Group integrates wide disciplinary backgrounds and topics in management, social sciences, and the humanities.

Current research interests of the faculty include energy and climate change, environment and sustainability, hospital and health systems, urban management, public finance, education policy, transport and aviation management, infrastructure development and rehabilitation, community development, operations research in public systems, impact assessments.

Courses

PGP

- ▶ Aviation Business Strategies
- ▶ Carbon Finance
- ▶ CSR: Transforming Money to Impact
- ▶ Disaster Management
- ▶ Environment Management
- ▶ Good Governance and People Living in Poverty
- ▶ Health Insurance
- ▶ Hospital Management
- ▶ Infrastructure Development and Financing
- ▶ Investigating Corporate Social Irresponsibility
- ▶ Managing Energy Business
- ▶ Managing Sustainability
- ▶ Managing Telecom Enterprises
- ▶ Public Finance
- ▶ Public Health Management
- ▶ Public Policy
- ▶ Social Entrepreneurship: Innovating Social Change
- ▶ Strategic Transportation and Change in

the Indian Economy

- ▶ Transport Infrastructure
- ▶ Urban Economics and Business Environment
- ▶ Venturing in Health Care

PGP-ABM

- ▶ Carbon Finance (with PGP)
- ▶ Investigating Corporate Social Irresponsibility (with PGP)
- ▶ Public Finance (with PGP)

PGPX

- ▶ Infrastructure Development and Public Private Partnerships
- ▶ Carbon Finance (with PGP)
- ▶ Managing Energy Business (with PGP)
- ▶ Public Policy (with PGP)

FPM

- ▶ Economic Development and Growth
- ▶ Energy and Environment Policy
- ▶ OR Applications in Public Systems
- ▶ Public Finance

- ▶ Public Management
 - ▶ Public Policy
 - ▶ Public Policy Instruments for Environment Management
 - ▶ Quantitative Methods for Causal Inference in Social Policy
 - ▶ Environment Management (with PGP)
 - ▶ Managing Energy Business (with PGP)
- During the year, following programmes were offered:
- ▶ Legal and Regulatory Issues in Infrastructure*
 - ▶ Clinical Lab Management**
 - ▶ Hospital Management**
- * Jointly offered with Business Policy Area
 **Jointly offered with CMHS

Executive Education Programmes

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

The Ravi J. Matthai Centre for Educational Innovation (RJMCEI) continued its research on innovations in government elementary schools. The project aims at building on the strengths of those government teachers who experiment and innovate on their own to overcome context-specific barriers to learning. It runs in partnership with the Governments of Gujarat and Maharashtra, and has identified more than 10000 innovations, which are being evaluated for their effectiveness. Innovation cells have been established in all the District Institutes of Education and Training in Gujarat. A number of innovation workshops and state-level conferences in Maharashtra and Gujarat have been held. Decentralized peer development networks based on mobile technology are being tried out with teachers and school management education committees. Other graded learning material for children, and local language videos that supplement science and mathematics teaching, have also been developed.

Courses

PGP

- ▶ Entrepreneurship in Education

FPM

- ▶ Communication Courses

RJMCEI continued offered its week-long programmes for principals of secondary schools. This year 47 principals and school leaders from different parts of the country participated.



DISCIPLINARY AREAS

There are nine disciplinary areas in the Institute: Business Policy, Communication, Economics, Finance and Accounting, Information Systems, Marketing, Organizational Behaviour, Personnel and Industrial Relations, and Production and Quantitative Methods. Together they offer various compulsory and elective courses in PGP, PGP-ABM, FPM and PGPX in addition to offering executive education programmes.

1. BUSINESS POLICY

The Business Policy area faculty has teaching and research interests in design thinking, innovation, entrepreneurship, competitive and corporate strategies, leadership, legal aspects of business, international business, large data management, knowledge management, intellectual property rights management, experimental methods, and action research.

Courses

PGP

Compulsory

- ▶ Strategic Management
- ▶ Legal Aspects of Business
- ▶ Business Taxation

Electives

- ▶ Business and Intellectual Property
- ▶ Business, Government, and Law
- ▶ Dynamics of Framing and Execution of Strategy
- ▶ Economics of Strategy
- ▶ Entrepreneurship and New Venture Planning
- ▶ Foundations of Strategy Consulting
- ▶ International Business
- ▶ International Business Dispute Resolution
- ▶ Leadership in Professional Service Firms (new)

- ▶ Leadership: Vision, Meaning, and Reality
- ▶ Mysteries in Management (new)
- ▶ Technology Strategy for Hi-Tech Industries

PGP-ABM

- ▶ Food and Agri-Business International Strategies and Organizations

PGPX

- ▶ Business Simulation Game – Capstone
- ▶ Corporate Governance
- ▶ Leadership in Professional Service Firms
- ▶ Leadership, Values, and Ethics
- ▶ Legal Aspects of Business
- ▶ Management of New and Small Firms
- ▶ Mergers and Acquisitions
- ▶ Strategic Execution
- ▶ Strategic Management

FPM

- ▶ Advanced Seminar in Action Research Methodologies
- ▶ Corporate Governance
- ▶ Data Management and Analysis for Organizational Studies
- ▶ Economics of Strategy
- ▶ International Strategic Management
- ▶ Research Methods
- ▶ Strategic Management I and II (for BP Area FPMs)

- ▶ Strategy and Innovation
- ▶ Strategic Management (core)

Executive Education Programmes

The area offered nine executive education programmes as follows:

- ▶ Contract Management
- ▶ Doing Business Abroad (offered first time)
- ▶ Family Businesses: Organization, Strategies, Internationalization and Succession
- ▶ Innovation, Corporate Strategy and Competitive Performance
- ▶ Knowledge Management
- ▶ Legal and Regulatory Issues in Infrastructure

- ▶ Organizational Leadership for the twenty first century
- ▶ Strategies for Growth
- ▶ Working Conference on Authority, Organization, Strategies, and Politics of Relatedness

FDP

- ▶ Case Method in Management Education
- ▶ Strategy Formulation and Implementation

Research

Research interests of the faculty include strategic issues relating to competitive strategies, innovation and entrepreneurship, intellectual property rights, internationalization, capability development, and legal aspects of business.

2. COMMUNICATION

Courses

PGP/PGP-ABM

Compulsory

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

Electives

- ▶ Communicating Corporate Reputation
- ▶ Cultural Identities and Intercultural Communication
- ▶ Difficult Communication
- ▶ Intercultural Communication Competence
- ▶ Managerial Communication
- ▶ Media and Society: Economics, Politics, Ethics, and Technologies of Mass Communications

- ▶ Organizational Communication
- ▶ Persuasive Communication
- ▶ Strategic Negotiation Skills for Leaders

PGPX

- ▶ Management Communication (core)

FPM

- ▶ Communication for Management Teachers

FDP

- ▶ Communication for Management Teachers

Executive Education Programmes

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

3. ECONOMICS

PGP

Compulsory

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

Electives

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

- ▶ International Trade: Theory and Policy
- ▶ Public Finance (jointly offered with PSG)

PGPX

- ▶ Firms and Markets
- ▶ Open Economy Macro-Economics

FPM

- ▶ Econometrics
- ▶ Advanced Microeconomics
- ▶ Advanced Macroeconomics

FDP

- ▶ Economics Module

4. FINANCE AND ACCOUNTING

PGP

Compulsory

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

Electives

- ▶ Alternative Investments and Hedge Funds
- ▶ Behavioural Finance
- ▶ Financing of Firms
- ▶ Fixed Income Securities-Credit
- ▶ Fixed Income Securities-Rates
- ▶ Fraud Risk Assessment and Governance Mechanisms
- ▶ Futures, Options, and Risk Management
- ▶ Management of Financial Institutions
- ▶ Management Control and Metrics for Organization Performance
- ▶ Mergers, Acquisition, and Corporate Restructuring
- ▶ Microfinance Management
- ▶ Modern Investment and Portfolio Management
- ▶ Principles of Transfer Pricing
- ▶ Quantitative Asset Management (new)
- ▶ Securities Regulation
- ▶ Stochastic Calculus in Finance
- ▶ Strategic Perspective in Banking
- ▶ Trading Strategies
- ▶ Valuation of Firms
- ▶ Venture Capital and Private Equity

PGPX

- ▶ Corporate Finance (compulsory)

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

FPM

- ▶ Asset Pricing (Core)
- ▶ Behavioural Finance and Accounting (elective)
- ▶ Derivatives Pricing (core/elective)
- ▶ Empirical Asset Pricing (core)
- ▶ Empirical Research in Auditing and Corporate Governance (core/elective)
- ▶ Quantitative Risk Management (elective)
- ▶ Seminar Course in Corporate Finance (core)
- ▶ Seminar Course in Empirical Accounting Research (core/elective)
- ▶ Time Series Analysis (elective)

FDP

- ▶ Accounting and Auditing Research (elective)
- ▶ Management Accounting and Financial Management (compulsory)
- ▶ Topics in Finance (elective)

Executive Education Programmes

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

5. INFORMATION SYSTEMS

Courses

PGP

Compulsory

- ▶ Information Systems 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
- ▶ Digital Inclusion for Development
- ▶ Enterprise Digital Infrastructure
- ▶ ERP Systems: Technology Planning and Implementation
- ▶ Management of Software projects and Enterprises

- ▶ Strategic management of information systems

FDP

- ▶ IT for Management

Executive Education Programmes

- ▶ ERP Systems: Technology Planning and Implementation
- ▶ IT Project Management
- ▶ IT Strategic Management
- ▶ Visual Business Intelligence

6. 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 different courses

Courses

PGP

Compulsory

- ▶ Marketing I
- ▶ Marketing II

Electives

- ▶ Advertising and Sales Promotion Management
- ▶ Business to Business Marketing
- ▶ Consumer Behaviour and Technology
- ▶ Customer Based Business Strategies
- ▶ Innovation, Live
- ▶ International Business and Foreign Market Entry in BRIC Countries
- ▶ International Trade and Investment (jointly offered with Economics Area)
- ▶ Managing Luxury Business
- ▶ Market Research and Information Systems
- ▶ Marketing Management in the World of High Technologies and Innovation
- ▶ Neuroscience and Consumer Behaviour
- ▶ Pricing
- ▶ Seminar on Brand Management
- ▶ Seminar on Retail Management
- ▶ Sport Marketing
- ▶ Strategic Marketing

PGPX

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

- ▶ Marketing Management in the World of High Technologies and Innovation
- ▶ Retail Management
- ▶ Strategic Marketing
- ▶ Strategic Model in Marketing

FPM

- ▶ Seminar on Experimental Methods in Marketing
- ▶ Seminar on the Bottom of the Pyramid
- ▶ Understanding Marketing Function and Marketing Strategy

FDP

- ▶ Business to Business Marketing
- ▶ Core course in Marketing
- ▶ Marketing to the Bottom of the Pyramid

Executive Education Programmes

- ▶ Advanced Data Analysis for Marketing Decisions
- ▶ B2B Marketing
- ▶ Customer Based Business Strategies
- ▶ Customer Relationship Management
- ▶ Enhancing Sales force Performance
- ▶ Innovating for Growth
- ▶ International Business
- ▶ Managing Retailing
- ▶ Pricing for Profit

Conference

The Sixth IIMA Conference on Marketing in Emerging Economies was organized on January 7-9, 2015. Professor Jan-Benedict E.M. Steenkamp, C.Knox Massey Distinguished Professor of Marketing, was the chief guest for the Inauguration of the Conference. Dr. Devenathan Sudharshan, Professor, Department of Marketing and Supply Chain, Gatton College of Business and Economics, University of Kentucky, was the chief guest for the valedictory function.

For the conference 373 abstracts were received as against 488 in 2013. Eleven countries were represented in the conference and 24 papers came from abroad. Two workshop sessions on specialized topics were conducted as well.

Research

The area members conducted research on a variety of topics such as consumer behaviour, branding, advertising, sales promotion, retailing, information products and services, bottom of the pyramid, and service centric strategy.

7. ORGANIZATIONAL BEHAVIOUR

Courses

PGP and PGP-ABM

Compulsory

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

Electives

PGP

- ▶ Co-Creating Organizational Change
- ▶ Developing Entrepreneurial Personality
- ▶ Developing the Creative Self
- ▶ Explorations in Roles and Identity
- ▶ High Performing Teams: A Journey
- ▶ Power and Politics in Organization
- ▶ Talent Management

PGPX

- ▶ Induction
- ▶ Leadership Skills – Workshop
- ▶ Organization Behaviour
- ▶ Potential to Performance: The Journey of Self-Awareness

FPM

- ▶ Basics of Micro OB
- ▶ Leadership in Organizations: A Review of Theory and Research
- ▶ Methods of Qualitative Research: Gathering and Analysing Data
- ▶ Philosophical Foundations of Organizational Research
- ▶ Principles of Psychometrics and Assessment
- ▶ Quantitative Methods and Analysis

FDP

- ▶ Psychometric and Structural Equation Modelling
- ▶ Understanding Organizational Behaviour

Executive Education Programmes

- ▶ 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

8. PERSONNEL AND INDUSTRIAL RELATIONS

Courses

PGP

Compulsory

- ▶ Personnel Competency and Capability Building Systems

Electives

- ▶ Business and Society
- ▶ Business Turnaround and Organizational Transformation
- ▶ Employee Performance Management and Appraisal Systems

- ▶ Human Resource Management in the Service Sector
- ▶ Managing Negotiations
- ▶ Personal Competencies for International HRM
- ▶ Strategic Human Resource Management

PGP-ABM

Electives

- ▶ Analysing and Building Competencies

PGPX

Compulsory

- ▶ Strategic Human Resource Management

Elective

- ▶ Business Turnaround and Organizational Transformation

FPM**Compulsory**

- ▶ Foundations of Research in Human Resource Management II
- ▶ International Human Resource Management
- ▶ Quantitative Techniques in Human Resource Management

Electives

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

FDP**Compulsory**

- ▶ Human Resource Management

Elective

- ▶ Perspectives on Contemporary HRM Research

9. PRODUCTION AND QUANTITATIVE METHODS**Courses**

- ▶ Understanding and Assessing Risk

PGP**Compulsory**

- ▶ Decision Making I and II
- ▶ Operations Management I and II
- ▶ Probability and Statistics I, II, and III

Electives

- ▶ Advanced Methods of Data Analysis
- ▶ Elephants and Cheetahs: Systems, Strategy, and Bottlenecks
- ▶ Manufacturing and Service Operations Strategy
- ▶ Quantitative System Performance
- ▶ Revenue Management and Dynamic Pricing
- ▶ Statistical Methods in Data Analysis

PGP-ABM

- ▶ Food Supply Chain Management

PGPX

- ▶ Analysis of Data
- ▶ Business Analytics
- ▶ Designing Operations to Meet Demand
- ▶ Logistics Management
- ▶ Modelling for Decisions
- ▶ Quality Management
- ▶ Setting and Delivering Service Levels
- ▶ Supply Chain Management

FPM

- ▶ Applied Multivariate Analysis
- ▶ Applied Statistical Inference
- ▶ Bayesian Methodology for Business Research
- ▶ Discrete Optimization
- ▶ Large Scale Optimization
- ▶ Mathematical Finance
- ▶ Mathematical Programming
- ▶ Optimization with Heuristics
- ▶ Real Analysis
- ▶ Revenue Management and Dynamic Pricing
- ▶ Seminar in Operations Management I
- ▶ Seminar in Operations Management II
- ▶ Stochastic Processes
- ▶ Systems Analysis and Simulation

FDP

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

Research

Technology management, technology-based innovations, manufacturing, decision support system, logistics, supply chain management, revenue management, optimization, network optimization and meta-heuristics, network

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

Executive Education Programmes

- ▶ Advanced Analytics for Management
- ▶ Advanced Quality Management
- ▶ Logistics Management
- ▶ Project Management
- ▶ Revenue Management and Dynamic Pricing
- ▶ Risk: Modelling and Management
- ▶ Strategic Analytics: Programme on Quantitative Data Analytics and its Application in Business and Marketing.
- ▶ Supply Chain Management
- ▶ Uncertainty, Complexity, and Risk in Projects
- ▶ Warehouse Design and Management



AHMEDABAD AND GANDHINAGAR ACADEMIC CLUSTER

Incubator Operations

- ▶ Ideapad space: Each year over 150 local start-ups visit the centre to inquire about Ideapad Space. Our resource persons provide support and industry connects where possible. 30 Ideapad applications were accepted last year.
- ▶ Venture Space: Over 15 start-ups are incubated by CIIE in the Venture Space.
- ▶ Events at Sunil Mehta Conference Room: The space is used for events by local entrepreneurship-promotion networks such as Start-up Saturday, e-Chai, and Mobile Monday, among others.

Start-a-Thon

Start-A-Thon, an interdisciplinary startup boot camp was organized together with the incubator of MICA and faculty experts from IIT Gandhinagar and National Institute of Design (NID) between June 9, and July 4, 2014.

Student Outreach and A-League Formation

With support from academic heads of NID, IIT-Gandhinagar, CEPT, MICA and DAIICT, the Centre has helped initiate the formation of the 'A League' which is a forum for students across Ahmedabad to come together, interact and co-create business ventures. Following activities were undertaken to this end:

- ▶ Interaction with heads of institutes and their student representatives discussing the formation of a student committee and its activities. It was decided that a mix of extra-curricular and recreational events, and entrepreneurship-related activities will be undertaken by the A-League.
- ▶ Introductory meeting of the A-League at NID-Gandhinagar, a Pitch-and-Play event for students with entrepreneurial ideas to pitch their ventures and assistance required to fellow students. Eight teams pitched at the event.
- ▶ Second A-league event, a three-hour Design Thinking Workshop organized at CEPT.
- ▶ A-League Committee Formation: A formal student committee to organize A-League events is being set up. The committee will have two members from each participating institute.



ALUMNI ACTIVITIES

Indian Institute of Management Ahmedabad Alumni Association

The IIMAAA's constitution has provided for an Executive Committee to manage its affairs –ranging from furthering the objects of the Institute to establishing and maintaining chapters. On-going internal discussions have led in the direction of creating a global alumni council.

Alumni Subscription Fee

Every year new members consisting of participants of various programmes added to the alumni database. During 2014-15 membership subscription increased by about 29.23 per cent from the previous year (Rs.53.55 lakh during 2013-14 and Rs.69.21 lakh during 2014-15).



IIMA Alumnus Magazine

magazine is published three times in June, October, and February. Advertisements published in the magazine generate revenue to cover a part of the cost of bringing out the magazine. During 2014-revenues increased by about 155 per cent as compared to last year (Rs.4.71 lakh during 2013-14 and Rs.12 lakh during 2014-15). Ad campaigns on the alumni website generated Rs.0.43 lakh.

Silver Jubilee Reunion

The Silver Jubilee Reunion of the graduating PGP batch of 1990 (1988-1990) was held during December 26-28, 2014. Around 70+ alumni with their families took part in the gathering. It was a great get-together full of fun, entertainment, and renewal of friendship. During the reunion, 12 faculty members who taught the 1990 batch were honoured.





Other Reunions

Apart from the Silver Jubilee Reunion, reunions of six different PGP batches were organized.

Batch	Reunion		No. of Alumni
2002 - 2004	10 Year	January 2- 4, 2015	14
1997 - 1999	15 Year	December 26-28, 2014	50
1998 - 2000	14 Year	December 19-21, 2014	68
1992 - 1994	20 Year	January 2-4, 2015	90
1978 - 1980	35 Year	December 19-21, 2014	38
1972 - 1974	40 Year	December 12-14, 2014	31

Golden Jubilee Convocation Presence of First (1966) Batch

The 50th batch (2013-15) of PGP graduated on March 21, 2015. The Institute invited the first PGP batch (PGP 1966) for the Golden Jubilee Convocation. Nine alumni from PGP 1966 batch attended. They presented various awards for scholastic and other performances to students on March 20, 2015. A panel discussion programme was organized on March 21. They also joined in the convocation procession along with the 2015 batch.

Alumni Academic Connect

Several elective courses/guest lectures were offered by alumni working in relevant fields. The alumni are regularly being informed about the importance of sharing their knowledge and experience through the intellectual contribution route.

LinkedIn Initiative

To provide career support to alumni, the Institute joined hands with LinkedIn to set up two groups: (a) IIMA Alumni Group, which includes all long-term alumni who have passed through the convocation. There are 3200 alumni in this group. IIMA's Placement Office will invite recruiters to be part of the Recruiter sub-group in this group; and (b) IIMA Executive Education Alumni Group, which includes short-term programme alumni. There are 530 members in this group. Recruiter access to this group is not provided in accordance with the Institute's policy of providing placement services to only those who pass through the convocation. The objective behind this initiative is to facilitate alumni to network with peers and to create an infrastructure which would allow recruiters to interact with alumni, who permit them to do so. For recruiters, benefits include lower information search costs for middle

to senior level hiring. For alumni, benefits include connecting with potential recruiters for mid-career shifts. For current students, benefits include the ability to reach out to seniors and participate in career-specific discussion boards. For the Institute, benefits include an ability to continuously track the career progression of alumni and serve the dual purpose of having alumni-connect as well as migration to life-long career support from providing one-time campus placement service.

Funds from Alumni

During 2014-15, different batches and individual alumni contributed Rs.4.34 crore to the Institute. Some of the major donors are listed below:

	Batch	Amount (in Rs.lakh)		Batch	Amount (in Rs.lakh)
Chandrika Tandon	1975	302.00	Akshay Kumar	1985	6.22
Diwan Arun Nanda	1966	16.50	Arun Nagarajan	1993	5.00
Dinyar Devitre	1970	14.92	Sridhar Nishtala	2000	5.00
Ajay Banga and Ritu Banga	1981	9.96	Aayush Sonthalia	2000	5.00
Dipak Gupta	1985	6.50	Utsav Baijal	2000	5.00

Scholarships and Awards

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

- ▶ The Marti Mannariah Gurunath Outstanding Teacher Award: This award has been instituted in memory of Mr. Marti Mannariah Gurunath by Professor Marti Subrahmanyam (PGP 1967-69). The award is given to a faculty member who has taught the batch of PGP graduating in that convocation. Professor Saral Mukherjee received the award this year.
- ▶ The IIMA Alumni VVEF Outstanding Researcher Award: This award has been instituted by the Vidya Vardhini Education Foundation, a Section 25 Company run by IIMA alumni. The award goes to a faculty member who is being recognized for his/her sustained research contribution and/or significant research of a path breaking nature. The award of Rs.2 lakh was given to Professor Anil Gupta.
- ▶ Philip Thomas Memorial Strategy-Public Systems Case Award: This award has been instituted in memory of Mr. Philip Thomas (PGP-1966) by Professor Rishiksha T. Krishnan (FPM 1996). The award is given to the author(s) of a case written in the area of Strategy/ Business Policy and Public Systems during each calendar year. The first ever award of Rs.50000 was given to Professor Neharika Vohra.
- ▶ The Sajeev Sirpal Academic and Creativity Excellence Award: This award has been instituted in memory of Shri Sajeev Sirpal (PGP 1984) by Kanaka Sirpal (PGP 1984) and friends. The award is meant to recognize excellence in academics and creativity among PGP students. Rahul Agarwal (PGP-2015) received the award.
- ▶ 1969 Batch Scholarship: Donors of the PGP 1969 batch have decided to support economically, socially, and physically challenged first year PGP students from 2011-13 onwards. Financial assistance up to Rs.2 lakh each for five students was released from the Class of PGP 1969 Fund.
- ▶ Shri G.C. Mital Entrepreneurship Aid: This aid of Rs.2 lakh, set up by Ankit Mital (PGP 2005) is meant for those graduating students who wish to start their own venture, opting out of the placement process. Nishant Agarwal and Paras Malhotra received the award of Rs.100000 each.

- ▶ Outstanding Sportsman award: This award of Rs.50000, set up by Mr. Sunil Chainani (PGP 1980), is meant to recognize all round performance in sports during the tenure of a student at the Institute. Ms. Gitika Chadha (PGP-2015) and Ms. Anshika Sinha (PGP-2015) received the Outstanding Sportsman award of Rs.25000 each.
- ▶ Smt J. Nagamma Memorial Award: This award of Rs.15000, set up by Pramod Kunju (PGP 1999) for academically performing student at the end of first year. Rahul Agarwal (PGP 2015) received the award.
- ▶ Mrs. Sharda Bhandari and Mr. P.K.Rath Scholarship: This scholarship has been set up by Mr. Samir Bhandari (PGP 1989) for five years in memory of Mrs. Sharda Bhandari and Mr. P.K. Rath for second year PGP students. Rakshit Agarwal (PGP 2015) was awarded this scholarship.
- ▶ Ritu Banga Industry Scholarship: This scholarship has been set up by Ms. Ritu Banga (PGP 1981) for five years. The first year scholarship of Rs.1 lakh was awarded to Mr. Vaibhav Malhotra (PGP 2015).
- ▶ Ajay Banga Industry Scholarship: This scholarship has been set up by Mr. Ajay Banga (PGP 1981) for five years. The first year scholarship of Rs.1 lakh was awarded to Rahul Agarwal (PGP 2015).

Souvenir Items

Alumni souvenir items include T-shirts, silk ties, wall hanging brass plates, beautifully designed coffee mugs, tea cup set, LKP white metal design etc. During 2014-15, revenue of Rs.4.35 lakh was generated through sales of these items.

Chapter Activities

Several chapters located in Mumbai, Bangalore, Chennai, Hyderabad, Oman, Pune, Singapore, USA, London, etc. organized various activities during the year under report.

Details are given in Appendix N.



COMMUNICATION AND DIGITAL MARKETING

A website has been launched to spearhead the marketing activities in countries that the Institute is reaching out for prospective foreign candidates under the PGP Supernumerary Seats quota. The site <global.iimahd.ernet.in> has an integrated CRM platform through which students can reach the Institute for information and apply for PGP. The website will also support transaction for application fee.

Website for IIMA Restoration

The restoration website <restoration.iimahd.ernet.in> is aimed at informing the community and external stakeholders about the restoration work on the campus. It is also a platform for people to discuss the restoration process and comment on changes.

Agency for Web Restructuring and Intranet

After a thorough process and a techno-commercial evaluation of the bids, the Institute has selected an agency to carry out the web restructuring process. The activity would include setting up an intranet for the Institute and 15 different websites for creating a holistic brand presence of the Institute in the virtual world.

IIMA Official YouTube Channel

An official YouTube Channel was launched in March to coincide with Convocation 2015. The channel will showcase the strength of the Institute community and will be used for marketing the Institute abroad. Live events are also broadcast through this channel.

The Convocation was streamed live through the YouTube Channel and generated 11,200 views across the globe.

Campaign in Social Media

To bring the Institute's convocation to a wider public, a social media campaign was conducted. Interesting aspects of the Chief Guest Ajay Banga's life at the Institute as a student were covered and a contest for the public was included. The campaign garnered approximately 50,000 views per post on Facebook.

Digital Marketing of PGP to Foreign Students

A marketing plan has been devised to market PGP abroad with the help of the PGP office. This includes tie-up with GMAC Team, tie-up with QS, Google adwords campaign, Facebook ad campaign, and road shows and events at different global locations to name a few.

Public Relations Activities

As part of PR and media activity, the Communications Department participated in publication of news items in the top national and regional print and broadcast media in India and abroad. News is collated on a daily basis and sent to subscribed stakeholders through the channel: iimanewsalert.blogspot.in

Sixteen press conferences were conducted at the Institute. The Director was profiled in 14 different exclusive interviews.

The Communications Department developed various print and e-brochures for the institute during the year. These included fundraising brochure for the Development Office, IIMA Child Care Centre brochure, brochure for CSR Conference, brochure for faculty recruitment, and brochure for PGP supernumerary seats.



GLOBAL PARTNERSHIP AND CORPORATE AFFAIRS

A. Ranking and Surveys:

The Indian Institute of Management, Ahmedabad (IIMA) participated in 17 national/international B-School Surveys for rankings during the year. The Institute continued to maintain top position in all the leading and prestigious national surveys for rankings. 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.

The Institute participated in the 5th edition of All India Survey on Higher Education by the Ministry of Human Resource Development (MHRD) and for the first time during the year, in the Financial Times Executive Education Rankings 2015 (Custom and Open Programmes).

FT Masters in Management 2014 Ranking

IIMA was ranked at the **16th position**, in the FT (Financial Times) Masters in Management 2014 Ranking from among 70 programmes globally, that were reviewed for ranking. IIMA's Post Graduate Programme was **ranked first** on three criteria 'Salary today (US\$)', 'Weighed Salary (US\$)' and 'Employed at three months' while it was placed at **third position** in 'Careers' and 'Placement Success Rank'.

FT Global MBA Rankings 2015

IIMA was **ranked 26th** in the FT (Financial Times) Global MBA Rankings 2015 among its top 100 list of B-Schools. In addition, IIMA's PGPX was at number **two position** in FT's 'career progress rank'.

FT Audit 2015

The Institute facilitated successful completion of FT's Audit process requirement for participation in its Global MBA Rankings 2015. KPMG, Canada was assigned to conduct the audit at IIMA by FT.

The Economist Ranking 2014

IIMA is the only Indian B-school to get ranked in the The Economist full-time MBA ranking 2014, consistently for over five years.

The Institute attained the first position in the 'Open New Career Opportunities', 'Diversity of recruiters', 'Percentage who received a job offer within three months of graduation', 'Percentage who found jobs through the careers service', 'Student quality' and 'Percentage increase on pre-MBA salary' criteria for ranking. IIMA made it to the 4th position in the Asia and Australasia 2014 regional Rankings and was ranked 48th globally in The Economist full-time MBA programmes Ranking 2014.

Eduniversal Best Master Ranking 2014

IIMA's Post Graduate Programme in Agri-business Management (PGP-ABM) was ranked second in the Eduniversal Best Master Ranking 2014 in Agribusiness / Food Industry Management, among the 50 top programmes ranked for this sector globally. Eduniversal is a French rating agency specialized in higher education.

B. International Accreditation:

EQUIS Re-Accreditation

IIMA is the first business school in India to attain EQUIS accreditation in 2008 and has maintained it since then. IIMA has set international standards in delivering high quality education and remains a name to reckon with among the top international business schools.

During 2014-15, IIMA participated in the EQUIS re-accreditation process. During January 20-22, 2015, IIMA hosted distinguished members of the EQUIS Peer Review Team that included:

- ▶ Prof. Jan I. Haaland, Professor of Economics (Former Rector), NHH Norwegian School of Economics, Norway - Chairman of the PRT
- ▶ Prof. Shekhar Chaudhuri, Director, Shiv Nadar University, School of Management and Entrepreneurship, & Former Director, IIM Calcutta, India
- ▶ Mr. James Terry Lockhart, Director, Lockhart Executive Development Limited, Spain



EQUIS Peer Review Team during their visit to IIMA January 20-22, 2015

In 2015, IIMA was re-accredited by EFMD (European Foundation for Management Development) and obtained EQUIS accreditation for a further five years period. IIMA is now the only management school in India to receive accreditation for five years, the maximum length of time for which EQUIS accredits an institution. This is the third time that IIMA has received EQUIS accreditation.

AACSB Accreditation

After EQUIS re-accreditation, the Institute undertook an exercise to evaluate and ascertain its participation in the AACSB (Association to Advance Collegiate Schools of Business) Accreditation Process. Subsequently, steps have been initiated to move forward with AACSB Accreditation as a part of its broader international strategy.

C. Global Partnerships:

Dialogues were facilitated with reputed foreign B-schools and Institutions to strengthen academic cooperation and provide further impetus towards internationalization. IIMA entered into institutional partnerships with reputed foreign B-schools/Universities through Memorandum of Understandings (MoUs). These include partnerships with:

- ▶ University of Edinburgh Business School, United Kingdom
- ▶ Ivey Business School, Western University, Ontario, Canada
- ▶ University of Melbourne, Australia

D. External Engagements:

IIMA hosted and engaged in meaningful dialogues with 19 high level delegations from foreign institutes/international agencies during the year. Some of the important delegates include:

Foreign Ministers:

- ▶ Ms. Priti Patel, Member of Parliament for Witham, Exchequer Secretary to the Treasury, United Kingdom
- ▶ Hon Andrew Robb AO MP, Minister for Trade and Investment, Australia
- ▶ Hon Ms. Michelle Rowland MP, Shadow Minister for Citizenship and Multiculturalism, Shadow Assistant Minister for Communications, Govt. of Australia

High Commissions/Consulate Generals:

- ▶ Research delegation from China Institutes of Contemporary International Relations (CICIR), Beijing, China, comprising Dr. LiLi, Associate Research Fellow, Dr. Wang Shida, Assistant Research Fellow, Dr. Song Qingrun and Retired Ambassador Kishan Rana (Former Indian Ambassador to Germany)
- ▶ Mr. Mark Pierce, Australian Consulate General in Mumbai
- ▶ Mrs. Ruchi Ghanashyam, High Commissioner designate to South Africa
- ▶ Shri A.R. Ghanashyam, High Commissioner of India, Abuja, Nigeria

Representatives from Foreign Institutions:

- ▶ Mr. Jonathan Cheng, International Development, Crawford School of Public Policy, College of Asia and the Pacific, The Australian National University
- ▶ Prof. Mark Vandenbosch, Associate Dean, Ivey Business School, Western University, Canada
- ▶ Prof. Sylvaine Trinh, Director, Master Sustainable Development and Organisations, Dauphine University, Paris, France
- ▶ Prof. Stephen Holloway, Provost, Professor of Chemical Physics from University of Liverpool, UK
- ▶ Dr. Guillermo Rodriguez Martin, Director, Casa de la India, Spain along with Mr. Jose Ramon Gonzalez Garcia, Vice-Rector / Vice-Chancellor for International and Institutional Affairs, University of Valladolid, Spain
- ▶ Mr. Robert (Bob) Kennedy, Dean, Ivey Business School, Western University, Ontario, Canada



Ms. Priti Patel, Member of Parliament for Witham, Exchequer Secretary to the Treasury, UK with Prof. Ashish Nanda, Director at IIMA



Prof. G Raghuram, Dean (Faculty) in a discussion with Hon Andrew Robb AO MP, Minister for Trade and Investment, Australia at IIMA.



Prof. Ajay Pandey, Dean (Programmes) along with Mrs. Ruchi Ghanashyam, High Commissioner designate to South Africa at IIMA



Prof. Ashish Nanda, Director, IIMA and Prof. Bob Kennedy, Dean, Ivey Business School, Western University, Ontario signing the MoU at IIMA

- ▶ Prof. Ian Clarke, Dean along with Ms. Llinos Wyn Jones, International Manager from University of Edinburgh Business School, UK
- ▶ Prof. Kashturi Rangan, Faculty at Harvard Business School, USA
- ▶ Prof. Jyoti Gupta, Professor from ESCP Europe, France along with Michèle Prédali, International Partnerships Coordinator

E. Public Engagement and Study Visits:

Each year the Institute enables visitors to undertake campus tours and study visits. This provides them a broad understanding of the Institute's activities besides also appreciate its' architectural splendor. The Institute received nearly 6000 visitors during 2014-15, including foreign nationals, Government officials and senior executives from the corporate sector, education sector, armed forces, professionals and students. Some of the prominent Study Groups/Institution that visited IIMA includes:

- ▶ Bezalel University, Jerusalem
- ▶ Tunghai University, Taiwan
- ▶ BRAC University, Bangladesh



Prof. Ashish Nanda, Director, IIMA and Prof. Ajay Pandey, Dean (Programmes) with Prof. Ian Clarke, Dean, University of Edinburgh Business School, UK - signing of MoU



Prof. Ian Clarke, Dean, University of Edinburgh Business School, UK and Prof. Ashish Nanda, Director, IIMA with other representatives at IIMA

- ▶ Silpakorn University, Bangkok
- ▶ University of Moratuwa, Srilanka
- ▶ Fuji University, Japan
- ▶ Polytechnic University of Milano, Italy
- ▶ University of Padua, Italy
- ▶ Bangladesh University of Engineering and Technology (BUET), Dhaka
- ▶ Senior Officers from Defense Services Staff College, Wellington
- ▶ Vaikunth Mehta National Institute of Co-operative Management, Pune
- ▶ Giani Zail Singh Punjab Technical University, Bathinda
- ▶ Tamil Nadu Agriculture University, Coimbatore
- ▶ Centre for Environmental Planning and Technology (CEPT) University, Ahmedabad
- ▶ Birla Institute of Technology, Mesra, Ranchi
- ▶ Thangal Kunju Musaliar (T.K.M.) College of Engineering, Kollam, Kerala
- ▶ B.V. Bhoomaraddi College of Engineering, Hubli, Karnataka
- ▶ B.M. Sreenivasiah College of Engineering, Bengaluru
- ▶ Know India Programme of Ministry of Overseas Indian Affairs



Group from Fuji University, Japan



Prof. Ajay Pandey, Dean (Programmes) addressing Senior Officers from Defense Services Staff College, Wellington at IIMA

GRANT-IN-AID

During 2014-15, the Institute did not receive any grant-in-aid under Non-Plan (Regular) and Plan (Regular) from the Ministry of Human Resource Development, Government of India.

During 2014-15, the Institute received grant of Rs.133.15 lakh for FPM Programme from the Ministry of Human Resource Development, Government of India.



INFRASTRUCTURE DEVELOPMENT

In an effort to strengthen the infrastructure needs, the Institute has adopted twin pronged strategy. First, it appointed a Master Architect for overall re-planning of the infrastructure on the limited available land. Secondly, it appointed a Conservation and Restoration Architect, for conservation, restoration, and upgradation of the heritage buildings designed by Louis Kahn. These buildings comprises library, classroom complex, faculty block, and 18 dormitories in the main campus. Effort will be made to restore the building to the original design of Kahn, thus removing many unwanted interventions that have taken place till date. Restoration provides a fresh lease of life to these iconic buildings and will solve the perpetual problems of leakage, seepage, and dampness. Besides this the Institute is also working on upgrading these buildings to meet the present day requirements. The IT infrastructure is also being upgraded.

After a detailed nationwide selection process HCP Design Planning and Management (HCP-DPM), Ahmedabad, was appointed as the Master Architect of the Institute. HCP-DPM was also the architect of the new campus of the Institute. Besides detailed master planning, it will be doing small project and guiding and overseeing day to day maintenance works, so that architectural integrity is maintained. A draft masterplan spread over a period of 25 years, and divided into five phases has been prepared. The first phase comprises 60 faculty houses, around 400 room dormitories, and a new classroom complex.

Somaya and Kalappa Consultants Pvt. Ltd, Mumbai has been appointed as the Conservation Architect for the restoration project after an elaborate selection process. The project is spearheaded under the direct supervision of Mrs. Brinda Somaya, leading conservation architect of the country. Structural testing work under the guidance of the conservation architect has been completed. The conservation work will be undertaken in four phases and is expected to be completed in about five years. The first phase is likely to start in early 2016. The Institute has also developed a website on conservation - <http://www.restoration.iimahd.ernet.in/> - to update the community on the restoration work.



PERSONNEL

During 2014-15, nine faculty members joined the Institute. Three faculty members retired after attaining the age of superannuation, and one faculty member left on completion of his term. During the year, eighteen staff members retired after attaining the age of superannuation and one staff member resigned from the services of the Institute.

During the year, 2 faculty members and 18 staff members were given awards on completing 20 years of service.

Details are given in Appendix P.

Officers and Staff Development Activity

During the year, 64 employees, including officers, were sponsored for training programmes conducted by the Ahmedabad Management Association and other training institutes. The Institute continued to sponsor several staff members to pursue various courses for skill upgradation.

Official Language Implementation

The Institute is fully committed to the implementation of the official language policy of the Government of India. This year the Institute has celebrated Hindi Fortnight for the promotion of the official language from September 15 to 29, 2014. During this period competitions (essay, poetry, words knowledge, prompt speech, and handwriting) were organized. More than 100 Hindi speaking and non-Hindi speaking staff members has participated in these competitions. On the concluding day, cash prizes and certificates were distributed by Professor Ajay Pandey, Dean (Programmes). On this occasion, Commander Manoj Bhatt, Chief Administrative Officer, also encouraged all employees to increase the use of Hindi in day to day work. An exhibition of Hindi books on various subjects available in the Vikram Sarabhai Library was organized. Copy of messages from the Hon'ble Minister of Human Resource Development and Hon'ble Home Minister were displayed on all notice boards.





Three Hindi workshops on noting/drafting in Hindi and one workshop for giving working knowledge of Hindi software in computer were organized during the year, in which 64 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.

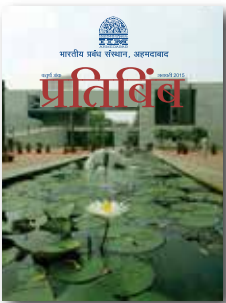
The fourth edition of the Hindi magazine *Pratibimb* was published in January 2015 and forwarded to all the IIMs, IITs, Central Universities, concerned Ministries, board of governors and all the 130 members of town official language implementation committee (TOLIC).

For better implementation of Hindi, a training programme was conducted with the help of the Hindi Training Institute, Ahmedabad. Thirty-four staff members were nominated and an examination was held for them on May 21, 2015.

A Hindi Kavi Sammelan was conducted on February 26, 2015. Famous Hindi poets of Ahmedabad were present at this function. Hindi prompt speech competition was also held at the Institute on April 16, 2015, for all the member offices of the Town Official Language Implementation Committee, Ahmedabad. About 40 members participated in the competition.

Right to Information Act, 2005

Under the Right to Information Act, 2005, 131 RTI applications and 8 First Appeals were received during the year and were responded to.





STUDENT ACTIVITIES

Abacus

Abacus is the Quant club which brings together the quantitative enthusiasts on the campus. The club garners the interests and hobbies like puzzles, cubing, poker, etc. that are related to mathematics and logic. Further, it tries to help those students who had little or no prior knowledge of quantitative or mathematics based courses by conducting remedial sessions and guiding them through the basics of subjects such as probability and statistics.

The club conducted its annual flagship puzzle competition, Nutcracker, a week-long event where the best minds battled it out for the final prize. A new-puzzle solving competition Riddle Fiddle was held online over five days.

Abacus conducted workshops on interesting applications of quantitative areas such as Poker and Rubik's Cube.

The use of quantitative methods in business management and especially in finance roles is increasing day by day and this is underscored by the fact that companies ask puzzles in the interview. For this purpose, Abacus prepared the Tesseract, which is a puzzle database where it collated a set of puzzles every alternate day a month before summer placement to help students brush up their analytical and number-crunching skills. Abacus introduced events like game theory sessions and analytics competitions which invoked good response.

Academic Council

The Academic Council acts as a bridge between the students, faculty, and administration by voicing student concerns and participating in the academic policy-making process.

The Academic Council takes a proactive approach in reviewing the curriculum by suggesting new courses and improvements to existing courses in order to keep them in line with the changing business environment. It works with the PGP Office to ensure that maximum students are benefited from the electives on offer by minimizing clashes between multiple courses and negotiating for more seats. The Council also facilitates language courses and lecture series.

For the first time, the Academic Council conducted the IIMA Research Open House as part of Confluence to increase learning opportunities for PGP and FPM students. It also streamlined the remedial sessions for students. Further, the Council gave its inputs for the five-yearly curriculum review process that has been implemented from the PGP 2015-17 batch.

Agribusiness Club

The Agribusiness Club aims to facilitate a better understanding of the business aspect of agriculture by creating a platform for exchange of knowledge.

With an aim to provide practical experience to students, the Club conducted visits to Amul, Anand, and Sardar Patel Organic Farm. Two speaker sessions were organized during the year. It also organized a workshop on commodity trading.

Important competitions organized by the Club included Netafim Case Challenge sponsored by Netafim Irrigation Pvt. Ltd. and three series of Rachana: The Article Writing Competition. The Club went out of the campus for its community outreach programme Aarambh, a women awareness campaign for health and nutrition in adolescent girls, reaching 10,000 school girls in Ahmedabad.

Amaethon

Amaethon 2015, the flagship event, was a huge success. It was held in January, with the theme "Emerging Food and Agribusiness Opportunities in Developing Economies". This summit provides an interactive platform by creating a symposium for industry, academia, and students. The aim is to foster an exchange of ideas, sharing of knowledge, creation of professional networks, and attracting interest in the sector. Amaethon 2015 was sponsored by the World Bank and attracted over 3000 participants from all over India and the world including Singapore, the Philippines, Nepal, Sri Lanka, Bhutan, and Bangladesh.

Major events included a panel discussion on "Food Dialogue" and a discussion on "Women Leaders in Social Entrepreneurship." The summit also included a cold storage and warehousing workshop, venture space discussion, and discussion on value chain of agricultural commodities. Amaethon was also host to events like a stand-up comedy by Mr Deepak "Chuck" Gopalakrishnan, fun on-the-spot events, and a marathon run themed "Say no to food wastage".

Alumni Interaction Cell

The Alumni Interaction Cell plays a pivotal role in strengthening the bond between the institute's alumni and present students and developing meaningful inter-alumni networking opportunities. The key mission of the cell is to foster harmony and lifelong relations between the alumni and their alma mater.

This year, the cell launched several new endeavours including Shadow an Alum programme and Young Alumni Achiever Award. The Shadow an Alum programme was successful in forging links between the student community and the distinguished alumni. A PGP first year student was identified after multiple screening rounds to spend a day with the Managing Director of Xerox India.

In the Young Alumni Achiever Award, an alumnus would be awarded for his/her achievement in a particular sector. The objective was to motivate the student community by enlightening them about the achievements of the alumni.

Among the regular activities, Synchrony 2014 was a great hit. This is the Annual Student Alumni Meet across 11 locations in India and abroad: Indian chapters like Delhi, Mumbai, Bangalore, Hyderabad, Chennai, Pune, and Kolkata, and international chapters across Dubai, Kuwait, London, Singapore, and Hong Kong. Each synchrony had an average participation of 100+ alumni and students.

The Alumni – Student Mentorship Programme established in 2013 is aimed in extending the student – alumni relationship beyond students’ academic careers. It successfully mapped 250+ students under 160+ alumni.

The Alumni Cell also organized the 1974, 1980, 1990, 1994, 1999, 2000, and 2004 batch reunions. A host of formal and informal events were organized in and outside the campus to provide the alumni an opportunity to relive their campus days and interact with current students.

The speaker session included a talk on Insights in Consulting and Finance Sector by industry veterans, Mr. Mudit R. Vice President of M&A at Accenture, and Mrs. Vinaya Parvate, Head of Operations Risk Management at Citi South Asia.

Among the major publications, the cell launched the Alumni of the Month Series with the aim of sharing success stories and highlighting the achievements of a chosen distinguished alumnus.

Besides this, the monthly newsletter, Tidings from WIMWI, was circulated regularly with the alumni. These newsletters provide snippets of various on-going events on the campus, update them about current events, and news related to the Institute and the student community.

The Alumni Cell also contributed the tri-annual *IIMA Alumnus* magazine articles and content from the student community.

Beta

The core ideology of Beta is to cultivate interest in finance as an academic discipline as well as to promote it as a career option.

Beta provides continuous guidance and counselling to students regarding careers in finance and assists them in preparing for recruitment interviews, summer internships, and final job placement. The Beta Word of the Day (WOTD) and Beta Daily series are intended to help students understand financial concepts and stay up to date with latest financial news. Through Beta Perspectives, the club shares internship experiences of second year students with first year students in an easy to consume format. Beta Primers and REM sessions cover a wide range of topics such as corporate finance, investment banking, and markets, and are conducted in the lead to summer and final placement seasons. The club conducted the renowned Bloomberg Aptitude Test which helped students globally benchmark their financial knowledge.

The Beta Mentorship programme is held prior to summer placement. Each first year student is assigned a second year Beta member to guide, clear any doubts, and help with preparation for internship interviews. In addition, Beta conducted a speaker series session featuring Pankaj Vaish, MD at Citi, and Prashant Mohant, CFO ICICI Securities, to help students learn from the best in business. Lastly, Beta organized a two-day advanced financial modelling workshop for students before their summer internships to equip them with the right skills.

Besides providing guidance with career preparation, Beta organizes a series of activities aimed at inculcating interest in finance among students. This includes finance symposiums such as Finomena which 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. This year, the club launched a new algorithmic trading competition in association with NAV Capital and helped organize the campus edition of ICICI’s Stockmind national trading challenge. In addition to competitions, Beta organized Viewpoint, a fascinating debate on the 2014 budget.

Computer Centre Committee

The Computer Centre Committee (CCC) acts as an interface between students and the Computer Centre in order to address issues associated with the IT infrastructure. The objective is to help students by building new applications, organizing bulk deals, monitoring spam, maintaining discussion forums, managing printers, hosting servers, and more. Over the years the club has been known as the technology club for developing applications like Dbab, Batch Profile, and election portal.

CCC carried forward storage drive, network dongle, sim card, and laptop deals at better discounts with multiple options. The most important was the Macbook deal in collaboration with IIMC where it secured substantial discounts (>20 per cent) over market prices. Similar was the MS Office and Windows OS deal which provided more than 95 per cent discount.

CCC has started building web apps - like online student information directory, internship, and placement information directory - which are updated every year. These apps will be very useful for students to find friends and seniors for placement and other events. All elections under the SAC ambit last year were conducted through CCC systems. This year the batch data was made available from outside campus for the first time; this initiative tremendously helped students who were out of campus on their internship locations. The Club also helped the incoming batch get network set up with manual sharing and quick complain resolutions. The Dbab platform was useful for interactions with the incoming batch.

Major changes in the campus Internet network came with opening of mobile applications like Gmail and Whatsapp.

Recently "no-proxy" was allowed for students, this made sure that there will not be any need of proxy settings application by application.

Chaos

The 2014 edition of Chaos, the annual cultural festival, was organized from January 23 to 26, 2014. Started in 1996, Chaos has grown in scale and now witnesses a footfall of over sixty thousand each year. The event saw participation from school and university students from over 200 institutions across the country. Chaos is India's largest business school cultural festival.

Last year, Chaos centered around the theme of "Tribute to Indian Cinema" in celebration of completion of 100 years of Indian Cinema and hosted a string of great performances - ranging from Sunidhi Chauhan, Amit Trivedi, DJ NYK, Kanan Gill and Paradigm Shift to Shashi Tharoor, Madhur Bhandarkar, and Abhishek Singhi.

There were ample opportunities for theatre and music lovers to showcase their talent and enjoy unique performances. The flagship music event of Chaos provided an opportunity for top semi-professional bands across the country to battle it out for the coveted Blizzards of Rock title. Top of FormXuberance brought the top dance teams across India together on stage, battling to emerge as the winner of the biggest cultural festival in India. Art transcends all boundaries in search of expression and Chaos attempted to capture and showcase this elusiveness. Many on-the-spot events and workshops related to dance, art, and gaming were held during the four days.





Confluence

The sixteenth edition of Confluence captured the effervescent theme “Blueprint of Indian Renaissance”. With focus on revitalization and freshness, it revolved around the promising new government and a positive outlook in business and policy. Over 400 college associations with 15000 students from over 48 countries participated in the three-day event.

Parivartan, a unique pan India event, invited students to step into the shoes of the people who run India. Hundreds of students across India participated in multiple stages and the best showcased their views on burning issues and challenges for the nation. Parivartan has evolved into C Cube, a platform for the Institute to engage society at a deeper level.

To take the management conclave to the next level, Confluence is well on its way to become an ISO certified event.

Consult Club

Consult Club’s objective is to help students understand and prepare for consulting as a career. The second edition of the Club’s flagship magazine *Tattva* brought out a fresh perspective on the world of Consulting.

The Consult Club organized a panel debate in association with McKinsey and Company. Panellists included former McKinsey India MD, Adil Zainulbhai, Mallika Sarabhai, Professor Ajay Pandey, and winner of the student competition. The debate was based on McKinsey’s publication *Reimagining India* focused on finding long term innovative solutions to scale rapid and holistic economic development.

The Club also sent out a series of 12 live cases to complement the IIMA Case Book to help students broaden their case preparation by solving uncommon business problems. Additionally the Club mentored first year students who were interested in pursuing consulting as an option for their summer internships.

Panorama, a series of sector reports aimed to equip students with key insights about specific sectors, witnessed significant improvement in readability and could be quickly referenced for case preparation, and other academic purposes. Case Room, a new initiative where second year students were grouped and assisted in tackling case interviews, was particularly lauded as a helpful tool for case preparation.

Cultcomm

The Cultural and Social Affairs Committee (CultComm) is one of the most happening committees on campus. It aims at making students feel at home when they are away from home, keeping the campus alive and fun filled. Since the students are from diverse backgrounds and cultures, there is a huge opportunity to learn. Cultcomm makes sure that every student gets at least one festival to celebrate and connects with the student at individual level.

The year starts with introducing new students to the Institute culture, post which a welcome party is organized at LKP.

Then comes T-night. Three days and nights of competitiveness, challenges, and fun, ending with one section's triumphant win. T-Nite is a mélange of talent and enthusiasm which in fact binds together students.

Major celebrations include Janmashtami, Independence Day, Dussehra Diwali, Christmas, and New Year.

CultComm has one mission: "To put a smile on the face of each and every WIMWIAN".

Eloquence

Eloquence is the public speaking club of the Institute. Every Saturday a meeting is conducted to provide a continuous platform for public speaking enthusiasts.

At the beginning of the academic year, the Club conducted a business etiquette and client interaction workshop whose focus was on equipping students to better handle work pressure in summer internships.

The club also conducted mock GD sessions and mock interviews for first year students before summer placements.

The club conducted English speaking classes for Prayaas kids in which club members gave personal attention.

A panel discussion on "Safeguards of National Unity" was conducted on National Integrity Day.

The club conducted GD sessions for around 150 second year students in preparation for final placement.

Entre Club

Entre Club is aimed at promoting the spirit of entrepreneurship on campus.

The Club organized speaker sessions on a wide array of topics. In order to encourage entrepreneurs to choose lesser-known sectors, Mr. Akshay Saxena spoke on "Opportunities on Bio-Tech".

In collaboration with the Placement Committee, Entre successfully conducted Entre Fair 2014. This saw participation from 18 companies that offered diverse summer internship roles to students. The reach to various colleges has been expanded. Also, companies that could not make it to the campus were given an opportunity to webcast their pitch to students. Mr. Shankar Maruwada and Mr. Paavan Nanda shared their entrepreneurial story with the audience.

In another event, students were given an opportunity to present their ideas to investors for seed funding. The event saw idea pitching by 34 students. Information sessions on the IIMavericks programme and CIIE introductory sessions were organized.

As a part of the community outreach programme, the Club worked with Mother Care, a startup that has developed a socially useful product. The operability of the website and app has been improved to gain more traction in the market.

Masterplan, the flagship B-plan competition, was again a big success and saw participation by 350 teams from around 100 colleges across the country. Angel investors Sunil Nikhar

and Maneesh Bhandari were among the judges for the event. The year ended on a high note with IIMavericks, a scholarship programme for budding entrepreneurs held jointly with CIIE, selecting nine student teams who would get a two-year support for venturing into the entrepreneurship world.

Equipoise

Equipoise, the Economics Club, is driven by a vision to nurture an interest in the field of economics.

The club conducted several academic REM sessions on microeconomics and macroeconomics. Moreover, an online repository of academic material has been uploaded on the website for easy access by the student community.

The club organized one of the most unique quiz competitions on campus: 'Equizzitive'. The quiz received enthusiastic participation from more than 90 students.

An active blog and an updated Facebook page are being maintained by the club to tickle the brains of budding economists on campus.

Exchange Council

The Exchange Council in its continuous pursuit of developing international perspective among students facilitates the student exchange programme for both incoming students from abroad and outgoing students from the Institute.

The Council makes sure that all students get their desired school for exchange and the process of application (including scholarships) to these schools goes smoothly. Moreover, it takes care of everything by engaging in bulk deals for items like Eurail passes, travel insurance, student cards, etc. and even provides barter for acquiring foreign currencies and visas.

An almost equal number of students come down to campus from across the globe every year. The council assigns a buddy (a PGP student) to help these incoming students settle on the campus. The buddies take care of any issues faced by the incoming students (from the time they decide to come to the Institute till they leave the country).

It has been the council's constant endeavour to increase the opportunities available to students for exchange. Hence, the council ties up with reputable universities each year, pushing the number of exchange seats to over 200 this year. The council comes up with innovative ways to facilitate the much-needed cultural exchange between the home students and foreign students and provides a memorable experience to all.

Faculty Student Interaction Cell

The vision of the Faculty-Student Interaction Cell is to have "An IIMA campus in which students interact with faculty as freely as they do among themselves".

Last year the club organized several activities which facilitated the interactions. Two batch dinners were organized towards the end of the year, which saw participation of more than 500 people on each day. Two videos were made in honour of the beloved faculty members. The videos talked about the moments and experiences the students had with the faculty.

The highlight of the year was the faculty mentorship programme which saw participation of more than 170 students and 39 faculty members. The mentorship helped the students to get holistic guidance through the rich experience of faculty members. Teacher's Day celebrations saw a huge turnout of faculty members and students. The family members of the faculty members also performed on the day. A cricket match was organized for faculty members and

students. A pot pourri event was organized which had a mix of Antakshari, dumb charades, and quizzes. Students and faculty members got together in teams to compete with each other. The battle of wits was clearly visible and made the evening full of entertainment and fun.

Finesse

Finesse, the fine arts club, aims to promote various forms of art on campus.

Events Round-up 2014-15

- ▶ Cartoon Strips: An attempt to add humour to the hectic schedule of first year students through cartoon strips. The IIMA community also contributed.
- ▶ Graffiti: The Graffiti in mess was an initiative taken in collaboration with the Cultural Committee.
- ▶ Chaos 2015: With Chaos 2015 getting bigger and bigger every year, Finesse has had its share of bringing forward a fun filled package of events and workshops during the three days. There was enthusiastic participation from institutions like National Institute of Design, and the Indian Institute of Fashion Technology. Events like charcoal drawing workshop, spray painting, doodle making, t-shirt painting, rangoli making, paper fashion, tattoo designing, and origami workshop saw participation by students in large numbers.
- ▶ Amatheon 2014: Once again there was immense participation from diversified places of the country. It had events like GAIA: video making challenge, SPETTRO: Poster making competition, FIORE: Flower Rangoli Competition, and face painting competition
- ▶ Events in unison: Finesse collaborated with other clubs to conduct events like rangoli workshop before Diwali, photoshop workshop and calligraphy workshop. Finesse members participated and represented the Institute during "Mahatma Gandhi and Safai", an art competition conducted by the Government of Gujarat.

Footloose

Footloose, the official dance club, provides a platform to showcase the dancing talent and nurture dancing skills.

Footloose is a dynamic club of students who share the zeal and love for dancing. The club is active throughout the year. It is involved in organizing events and performing dances of various forms.

Some of the events in which Footloose performs are: Independence Day, Republic Day, and Institute Day. Footloose takes pride in making its presence felt by participating in various dance competitions. It also organizes stand-alone events like Big Bang – the facha(a)s welcome night and Dance Night – the flagship dance event of the year at beginning and end of the academic year.

Footloose organizes a host of workshops for Salsa, Tango and Bollywood dance forms in association with Mayur's Academy of Dance. Additionally, it arranged a special dance training-cum-performance workshop for the kids of IIMA community.

Forum for Industry Interaction

The Forum for Industry Interaction (FII) is ISO 9001-2008 certified student consulting body. FII has facilitated successful partnerships between students and corporations, governments, NGOs, and start-ups over many years of its existence. FII has consistently delivered effective and practical solutions to companies across industries and business functions.

The year was phenomenal for FII with teams serving various international and domestic firms

like Amazon, FinIQ, Saint Gobain, Adani, and National Innovation Foundation. This not only provided opportunity to a large number of budding managers to work on live consulting assignments, but also ensured that utilization levels stayed healthy.

Several new initiatives have been taken up by the FII Core Team to increase its visibility outside the campus. Some team members visited the Vibrant Gujarat Summit 2015 to interact with industry professionals and promote the brand of FII. FII has inducted representatives from the PGPX batch into its core team. The PGPX mentorship to student teams has been institutionalized. ISO 9001:2008 certification process was successfully completed on February 17, 2015. FII's website www.iimafii.org has been revamped.

To reward the outstanding teams, an award ceremony was organized on January 27, 2015. The prize structure was changed this year. Each successful team has been categorized into A, B, and C based on the feedback obtained from the client and the faculty. Team from category A was given Rs.60,000, from category B was given Rs.30,000, and from category C was given Rs.20,000.

GeneSys

GeneSys aims at providing exposure to the emerging trends of technology. It acts as a platform between future managers and industry; GeneSys acquaints participants with various career options in technology. Genesys organizes speaker sessions by eminent personalities from technology field to help participants gain insights about various firms and career opportunities. This year, GeneSys started a dedicated product management cell to help students preparing for product management roles in technology and e-commerce sectors. The club is also supporting the Placement Committee by creating and maintaining technology related sector analysis.

The club maintains a technology blog to create awareness on various technological updates and current trends in the technology sector. GeneSys conducted a computer literacy session and a fun quiz for Prayaas children as part of its social outreach programme. Last year the club along with Amaethon organized an ICT panel discussion about the latest agriculture technologies.

General Management and Leadership Cell

GMLC, the General Management and Leadership Cell, is a community of students passionate about business leadership. The cell works actively in three areas:

- ▶ Providing career help related to general management: GMLC promotes general management as a career option among students and simultaneously improve presence of the Institute among general management recruiters.
- ▶ Providing networking opportunities: GMLC works towards promoting networking opportunities within and outside the campus. These include networking events among students and networking events with various industry leaders.
- ▶ Engaging with industry and business leaders: GMLC organizes business visits to industries and conducts sessions with business leaders, providing an overall understanding of the business and corporate strategy of companies.

Other activities include conducting a speaker series on campus, strategy case competitions, and a 'Shadow a CXO' programme.

Heritage Club

The Heritage Club is instrumental in bringing the IIMA community closer to the culture and heritage of the land. The club celebrates art forms, food, festivals, and trips to archaeological sites with the same fervour.

As many as 35 heritage walks were conducted across the year. Participation included the IIMA community, alumni, students on exchange programme, delegations from abroad, and many more. Special walks were conducted in connection with the Rathyatra procession and Iftar and photography competitions were conducted with special reference to these processions. Trips to Patan Rani-ki-vav, Modhera Sun temple, and other places of cultural importance, and polo forest were organized.

Artists, both local and well known, were invited and shows were organized. Art performances included Odissi dance performance, Dastan-e-Chouboli, ghazals, Sufi, Sugam Sangeet, Gujarati folk music concerts, and the like. Special performances including Garba were organized in connection with Insight, the marketing conclave.

The club brought Bhatiyara (local food) to the campus as part of the food festival organized in collaboration with Cultcomm. The club was successful in striking deals with restaurants, handicraft, and textile stores in getting the food and merchandise.

The club has published monthlies covering art forms, festivals of the season, food, travelogues, and photography. It is trying to spread the aroma of Gujarat.

IIMACTS

IIMACTS kicked off the year with the play “The President is Coming.” It dealt with the lives of individuals with completely different backgrounds and the extent to which each of them could fall to meet the US President.

Next, it investigated the struggles faced by a couple when searching for respective life-partners post break-up with “Check Please”. The play gave a hilarious take on the compatibility issues faced by individuals with completely different personalities.

Next up was the faculty play titled “Bhaagte Raho” that questioned the importance given to placement. The play gave students an opportunity to perform alongside their beloved professors and learn a thing or two about acting from them.

In between, IIMACTS managed to release a couple of short films that ranged from comedy to socially relevant issues. First up was *Johari Window*, a remake of one episode from the famous Hindi film *Chupke Chupke* done in a WIMWIAN context. The next short film, titled *Speak Up*, spoke about the safety of women.

In October IIMACTS returned with “Jis Lahore Nai Vekhya..O Janmya Hi Nai”. Set in the times of India’s partition, the play spoke about humanity, emotions and suffering. The play were well appreciated from all quarters, and this prompted the IIMACTS team to perform for a National Theater Festival, “Thespo”.

Other performances that the team put together included an English short play during the Joy of Giving Week Cultural Night Performance. The team also mentored MDP participants to put up a street play towards the end of their programme. *Ranjish*, a short street play was put together by the team as part of National Unity Day celebrations. It dealt with a variety of issues related to religion, region, and caste.

As part of the Community Outreach Programme, IIMACTS performed a *nukkad natak* “Shiksha - Mera Adhikar” across six different locations in Ahmedabad. This play was aimed at educating the masses about the Right to Education Act.

The first all-fachcha production of the year was a street play titled “Ram Teri Duniya Maili” that dealt with the shallowness of the “Cleanliness Campaigns” that had become a fad all across the country around the time. The play also dealt with deeper topics related to the

cleanliness of body and mind and was performed on campus during Amaethon, apart from participating in Blitchron at IIT Gandhinagar, and Chaos.

The year concluded with a murder mystery titled “Slip in Time”. The play managed to garner rave reviews owing to the uniqueness of the genre touched upon.

Insight, the Annual Marketing Conclave

Started in 1986, Insight is the oldest festival. It became the fifth festival in the country to get ISO certification. It was originally conceived as a market research festival, where students performed market research, it has now transformed to a marketing conclave having a whole gamut of events like marketing competitions for students across the country, speaker sessions from the best in the country, and workshops for marketing enthusiasts apart from the unique Great Ahmedabad Mela, a platform for disguised market research.

The Great Ahmedabad Mela was immensely successful. It saw participation of over 8000 people of all age groups. It had over 500 kids participating in competitions like drawing, extempore, and quiz. While visitors enjoyed the fest to its fullest, the project teams designed interesting games to capture consumer responses.

This year Insight achieved new heights with new marketing events like “Adarsh” and “Cinemark” (movie marketing) and “Star Manager” (sports marketing) which are among the seven different marketing competitions organized. Adarsh, a sales and market research event designed to help NGOs (Srishti and Blind People’s Association), was conceptualized in order to contribute to the community outreach initiative.

The event also featured workshops from established firms such as Lowe Lintas (advertising), Social Beat (digital marketing), and IPSOS (market research). Over 1000 students from top business schools like IIM Udaipur, IIM Trichy, FMS, SRCC, BITS Pilani, etc. and undergraduate colleges participated.

The Speaker Series had speakers like Ramesh Srivats, MD and CEO of Tententen Digital Products and Twitter Celebrity; Ashok Lalla, Global Digital Head of Marketing, Infosys; Harish Bijoor, CEO of Bijoor Consults; and Purvi Sheth, CEO of Shilputsi Consultants.

Literary Symposium Desk

Literary Symposium Desk (LSD) is students’ literary club. It has three cells – Quizzing, Debating, and Literary – through which a smorgasbord of activities is conducted.

LSD hosts regular sessions of the Ahmedabad Quiz Club that draws crowds from a large number of campuses around the city. Every year, LSD facilitates the representation of the Institute in Nihilanth, the inter-IIT-IIM quizzing fest. It holds many famous quizzes like MahaQuizzer, AsiaSweep, QOTB, Oasis Lone Wolf, BrainBusters, and other popular ones on campus.

There are plans to take debating to a new level after the success of the National Debate as part of Chaos last year. LSD also conducts the prestigious student faculty debate.

LSD helps conduct literary events at Chaos, Confluence, Insight, and Amaethon. The literary events also help promote the culture of literature, quizzing, and debate in Ahmedabad. LSD hosts two Lit weeks – the Faccha Lit Week and the Inter-Section Lit Week. The first event is for first year students to help them feel at home and introduce them to literary activities. The second event is held as a friendly rivalry series among sections.

MAD Club

MAD, the movie club, is the source of collective media motion entertainment. The Club serves to quench the movie enthusiast's appetite by screening films and documentaries, conducting workshops, organizing movie and TV quizzes, and coordinating public discourse on contemporary cinema.

The Club screened *The World Before Her* followed by an open discussion with the director Ms. Nisha Kumari Pahuja on the role of women in Indian society. In collaboration with Public Policy Club, there was a screening of the National Award winning documentary *Katiyabaaz* followed by an interaction with the co-writer and co-director of the movie, Fahad Mustafa. The club also had a session with Vir Das, a standup comedian, singer and popular actor.

The Club also organized movie quizzes for the IIMA community both offline and on the Facebook page and also an Oscar prediction event, in addition to regular film screenings. As part of the community outreach programme the Club filmed a street play of IIMACTS which shows the effort of student clubs as part of the IIMA community.

Media Cell

The Media Cell liaises between the student body and media. All student contacts are funnelled through the Media Cell. It works with the administration to manage the intellectual properties of the Institute on the social media. It is the first point of contact for new students and facilitates their introduction to campus through a welcome brochure and welcome video every year. It also prints visiting cards for the student community.

Through press releases, the Cell facilitates active dissemination of content and information on behalf of the student associations on campus. Other activities include responding to media requests for interaction with students on issues like the budget.

The Cell also helped establish TEDxIIMAhmedabad, an independently organized TED event on campus.

Through an active internal blog, the Cell hopes to create a forum for opinion and discussion for the entire IIMA community to participate and debate on issues of common concern. It is planning the publication of a campus magazine, collating the best of student output – be it research, opinion or literary and journalistic pieces – to promote the rich content generated by the student community.

Mentorship Cell

Mentorship Cell aims to assist students on campus in adjusting to and settling in the fast-paced routine. The mentorship programme provides a forum for interaction among students of the incoming batch and those of the immediate senior batch, allowing for seamless integration of the new batch to the Institute system.

With this objective in mind, mentors were allotted to all first year students within 15 days of declaration of admission results. As planned last year, primary and secondary mentors were allocated to PGP-ABM mentees. Mentors were allotted through profile matching on the basis of educational background and the interests of each. This ensured that not only were the students directly in touch with someone who would have had the same questions as they would be having but also they were getting the answers quickly.

For placement preparation, multiple workshops were organized for CV preparation, GD guidelines, and interview tips. Experts from Roy Edington and Associates were invited to conduct a hour-long session on interview preparation. The team organized a session by the

Director of Narcotics Control Bureau, Ahmedabad region, wherein students were informed about the ill-effects of drug usage. An informative session was organized in collaboration with the Exchange Council to provide first year students with a perspective on the student exchange programme, and the activities they can be a part of if they did not go.

Mess Committee

From 8 am in the morning till 4 am food outlets on campus are always there to satisfy the cravings of students and the IIMA community.

In the past year, remarkable improvements were made in the overall quality of food. Although there is always scope for improvement, a lot of ground has been covered.

Last but not the least; time to thank the untiring mess workers. Here are few of their stories. First there is Patel uncle, a constant figure in the mess in the mornings and afternoons. He has been working in the mess since 1974. Then there is Kushal Rathore, the person one sees behind the counter. He has been a supervisor for the past eight years, and has seen many ups and downs. There is Surendra Chouhan, the CT supervisor. He started as a humble housekeeping staff and through dedication rose up the ranks. These and countless others ensure that things always run smoothly behind the scenes.

Music Club

The Music Club is one of the most beloved and most active societies. The Club has over the years produced many memorable shows for the campus fraternity, ranging across genres and languages.

The Music Club kicked things off in 2014-15 with a jam-packed performance at RJM, 'Aaghaz,' as a welcome by the tuccha(i)s for the facchas(i) s. The night was packed with performances ranging from Bollywood to classical, contemporary to oldies, with some Pink Floyd to top it off. Next it was the facchas' turn to return the gesture with 'High Hopes', a musical evening at CT. With the campus getting ready to bid goodbye to the outgoing Exchange tucchās, the Music Club celebrated their short-lived farewell with "Euphony", a very well-received event. With a "Joy of Giving" performance to raise funds for Prayaas kids under the aegis of CultComm and a Community Outreach programme at the Blind People's Association, the Club has used music to spread cheer to the not-so-privileged. The Club also performed at special events for the Alumni reunion, Teacher's Day, Institute Day, and Independence Day.

Members of the Music Club set the stage on fire, on the opening night of Chaos 2015. The Club also performed at the opening night of Amaethon. The last event, Retro Night @CT, was a nostalgic walk down memory lane. Dorm 5 Basement, a student initiative arising out of the Club, has gained substantial popularity through the social media in the past year and organized a charitable event at RJM.

Niche: The Marketing Club

The Marketing Club proved yet again why the Institute is hailed as the Mecca of Marketing. Niche initiated this year's journey in June with "Prarambh", the brand quiz for first year students. Niche followed up on the enthusiasm by conducting a talk on "Careers in Marketing." This was succeeded by several speaker sessions, distributed across the year. A hugely attended session on "Brand Strategy" was conducted by Sensodyne. Niche organized a number of competitions across the year. It partnered with Insight to hold "Ad-Mania", an ad making and advertisement strategy event, which drew large participation from colleges across the country. It also partnered with Confluence to organize "Beyond the Case". It held a case study competition and a three-day marathon inter-section marketing event for first year students.

Niche played a pivotal role in preparing students for summer and final placement. Niche capped off the year with its pivotal support in organizing the International Marketing Conference in January 2015. Niche handled logistics, publicity, and hospitality.

This year marks the 30th anniversary of its existence. The energy witnessed in all events stood testimony to the dynamism and strength of the oldest club of the Institute, which continues to grow stronger each year.

Optima

Optima, the Operations Club, was conceived in October 2013 to improve awareness, knowledge, and acumen in the field of operations.

The first event of Optima was 'OpMania', the operations quiz event for first year students. The knowledge database was updated with resources like an independent website, an operations blog, a Facebook page, and an intra-team repository. The Facebook page was updated regularly with news articles, operations concepts, and interesting videos. It reached the milestone of 1000 likes this year. The club also contributed to *OpsWorld*, the pan-IIM operations magazine.

For placement preparation, Operations Express was introduced, which consisted of daily mailers regarding operations news, explanation of technical terms and concepts for summer and final placement. Company profiles and preparation folders were also given to students.

Optima organized two events in Confluence: Opstruct, a case competition, and Opsneeti, a simulation event. A workshop on warehousing was also conducted.

Optima looks forward to establishing itself as the hub of operations among all IIMs.

Panacea

Panacea, the healthcare club, has been actively involved in activities for the benefit of the IIMA community while trying to reach out to help those in need through biannual blood donation camps. Panacea continuously follows emerging trends, news, and updates in healthcare and pharma sector to spread awareness through newsletters. Apart from newsletters Panacea sends e-mails providing information related to health issues and signs, symptoms, treatment, and preventive measures of several common diseases like dengue, malaria, diarrhoea, and dog bite.

In June, Panacea arranged for Hepatitis-A vaccines for students joining in June. It also issued health guidelines for diseases which spread during the rainy season.

Panacea conducted two blood donation camps at the Institute with help from the Gujarat Cancer Research Institute for needy cancer patients.

Panacea in collaboration with the Public Policy club conducted a Feel Good Session on "What You Have is What Counts; What You Are is What Matters".

In January Panacea organized a dental check-up camp for students and Prayaas kids. In February and March, Panacea published the *Panacea Newsletter* which included articles on patenting, stress management, time management, work-life, balance, and communication, and interesting information about unique foods.

To take necessary precautions against the swine flu pandemic, medicines for increasing immunity were administered and masks were distributed.

Prakriti

Prakriti is a club of passionate nature lovers. A trip to Thol lake was organized during which participants saw the sunrise and the flora and fauna.

The Club organized cloth collection drives. The clothes were handed over to children in the NGOs near campus. It organized an e-waste collection drive in association with Sewa to raise awareness and collect e-waste.

A collection drive for Kashmir flood relief was organized. Swachh Bharat was conducted to clean the surroundings of the campus supporting the Swachh Bharat campaign of the Prime Minister.

Prakriti organized a trip to Polo forest to observe the animals and birds in their natural habitat. Organized in collaboration with Perspectives, a trip to Nalsarovar Bird Sanctuary in January got amazing response.

A speaker session on sustainability and business was organized which had around 20 participants.

Holi was celebrated with herbal colours.

Prayaas

Prayaas is the social initiative of the Institute to reach out to the community close to the institution. Prayaas aims to provide quality education to the underprivileged living near the campus. Currently 91 kids are supported and all the expenses related to their education is met by the club.

Prayaas initiated the concept of share your birthday with Prayaas kids in which birthdays of all children in a particular month was celebrated at the end of the month with participation from students who also had birthdays in the same month.

Prayaas initiated the elder brother-sister mentorship programme with Raksha Bandhan celebrations. Through this event each kid was assigned a mentor who will be his/her elder brother or sister throughout the year.

A few initiatives were planned with help from other clubs like football coaching to Prayaas kids with the help of exchange students on Sundays, art, drawing and painting competitions in collaboration with Finesse, dance classes by Footloose and Prayaas members, English classes from team Eloquence, and Mathematics and Science by students. The kids performed in events like Independence day and Republic day celebrations, Institute day celebration, and during Insight and Chaos. They got an opportunity to interact with former president Dr. A.P.J. Abdul Kalam, when he visited the campus

Prayaas successfully organized India's biggest philanthropic festival Daan Utsav, which was celebrated from October 5 to 12 as Joy of Giving Week. In the flagship event Day at IIMA 90 participants from various parts of the country were selected to experience the academic rigour.

Public Policy

The Club organized over 30 events over the year ranging from panel discussions to a five-day winter school with participants from across the country to inform the community of complex policy changes.

Discussions on topics included regulations in the M&A field where students had access to top experts including the advisor to CCI and transportation sector in India. The club facilitated

students' interactions with eminent personalities in public service, management, and arts to serve the cause of discussions on social issues. For example, the Institute hosted the premiere of the film *Manjunath*, bringing the director and the lead actor to share their perspectives with the community.

The club acts as a forum for public policy enthusiasts to have in-house debates and discussions. The winter school was a great success with over 400 participants.

Sports Committee

Winning "Sangharsh", the inter-IIM meet, a rare achievement away from home campus, was achieved for the second time in a row. The committee facilitated the largest ever Sangharsh contingent of over 120 students. Out of 15 events, the IIMA teams claimed seven gold and two silver medals.

The sports fest "Shaurya" saw participation from across 32 colleges. It was one of the biggest sports festivals conducted in Ahmedabad, where the Institute once again emerged the champion by winning nine gold medals out of a possible 18. The entire year was dotted with friendly events like the "Yalgaar" (fachcha-tuchcha sports meet), inter-section, and inter-dorm tournaments. Basketball and squash also saw friendly events. The committee also helped in creating the very first athletics and girl's football teams.

Stargazers

Stargazers, the astronomy special-interest group, organizes many events throughout the year. Stargazers conducts workshops on how to operate telescopes. It helps interested people in purchasing a telescope for their own star gazing sessions. For the community, Stargazers conducts gazing sessions throughout the year. The group also organizes its annual quiz, "Star Conundrum". Since the objective is to teach something new to everyone every day, it tries to fuse entertainment with learning and achieves this through screening of movies and documentaries. Discussion sessions are held every now and then to talk about black holes, neutron stars, string theory, evolution of the universe, possibility of living in a multiverse, latest advancements in the field of astronomy and cosmology, etc. Stargazers also operates a Facebook page with posts of at least one new space fact every day. The group also sends mails regarding important celestial events to the IIMA community.

Key events conducted by Stargazers included:

- ▶ Blue moon gazing: This was the first gazing session of the year that attracted more than 100 people. It was also the first time that more than one telescope was used. There are plans to add more telescopes to facilitate larger crowds.
- ▶ Star Conundrum: This is the annual quiz contest. Five teams participated in the quiz that tested their knowledge in astronomy and cosmology.
- ▶ Jupiter gazing: A session on Jupiter gazing was organized as Jupiter was at opposition and fully illuminated by the sun.
- ▶ Venus and Mars gazing: A gazing session was organized as Venus and Mars were in conjunction just below the moon.

Students' Affairs Council

The Students' Affairs Council (SAC) is the council of elected representatives of students. The responsibility of SAC is to regulate and coordinate all student activities including activities of all student clubs. During the year, the students' constitution was revised after five years. SAC also laid the foundation of the Community Outreach programme. The objective of this programme is do one activity by every student club on campus.

Women's Leadership Society

The Women's Leadership Society (WLS) is a Self-Interest Group (SIG) founded for the cause of fostering leadership in women and sensitizing men to the challenges that women face in the workplace. WLS does not aim to fight for women's rights; it is, instead, oriented towards creating an atmosphere sensitive towards the evolving needs of men and women.

WLS organized a range of events last year. Women leaders from HUL, BCG, McKinsey, P&G, and Bank of America delivered a career session. The event was conducted in association with Confluence. On Women's Day, entrepreneurs Parul Mehta, Geeta Garodia, and Akanksha Thakore participated in a panel discussion on "Women's Leadership: The Way Ahead". WLS also organized a panel discussion on "Women in Politics" with distinguished panelists.

WLS plans to set up chapters in selected top business schools and engineering colleges of India. WLS also plans to host a Women's Leadership Summit. This Summit will have top industry leaders to discuss issues around women's leadership. Other initiatives include interaction sessions with PGPX students and leveraging the alumni network for knowledge sharing and career opportunities.



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 computing device within the library and the Institute. The library spares no efforts to fulfill its mission by selecting, acquiring, organizing, reserving, maintaining, and providing access to a collection of materials (print and non-print) and electronic resources.

Resources

Particulars	No. of items added during the year 2014-15	Items as on 31.03.2015
Books	7,332	1,89,120
Bound Volumes of Periodicals	936	44,398
Working Papers	55	2,344
Thesis	14	291
Project Reports	95	1,875
Educational Video Cassettes	---	128
CDs / DVDs	93	2,238
Current Subscription to Journals	910	2099
Newspapers	---	30
Books Withdrawn	---	2000

E-Resources

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

Company and Country Databases

ACE Knowledge and Research Portal, ACE Equity, ACE Mutual Fund, CAPITALINE, CMIE – CapEx, Commodities, Economic Outlook, Industry Outlook, India Trade, Prowess, Prowess dx & States of India, Compustat, CRISIL Research, Datastream (Incorporating world scope), Dion Insight, District GDP of India, DSI Data Service & Information, EPWRF India Time Series, EPWRF Economic and Market Review and Research, Euromonitor Passport, Frost & Sullivan Growth Partnership Services, GARTNER, Indiatat.Com, Indian Boards, Infraline Coal Sector, Oil & Gas Sector & Power Sector, ISI Emerging Markets –Asia, Marketline Advantage, MICA Indian Marketing Intelligence, NASSCOM Member Directory, Thomson Reuters Eikon, Venture Intelligence Private Equity Deal Database, M&A Deal Database & Real Estate Deal Database and WARC Databases

E-Journals Databases

ABI/Inform Complete, ACM Digital Library, EBSCO Academic Search complete, Business Source Complete, EconLit, Entrepreneurial Studies Source, PsycARTICLES, Emerald Insight, IEEE Xplore, IGI Global, Indian Journals.com, INFORMS Pubsonline, JSTOR, Springer Link, Oxford University Press, Project MUSE, Sage Journals, Science Direct(Elsevier), Taylor and Francis Online and Wiley Online library.

E-Books Databases

Ebrary, Business Expert Press E- books, IMF e-Library, OECD library (Education) and World Bank e-Library.

Research Support Tools/Databases

Grammarly, ISI Web Knowledge(Citation Index from 1999 to 2006), Papers Invited, ProQuest Dissertations and Theses Full Text: The Humanities and Social Sciences collection, Sage Research Methods Online, Scival Funding and Scopus

Newspapers and Magazines Databases

The Economist, FT.com, FT Archive (1888-2010), India Business Insight and Press Display.

Legal Databases

AIR Criminal Law, AIR High Court, AIR Privy Council, AIR Supreme Court, Kluwer Arbitration Law and Westlaw (Including INDLAW).

Other Databases

Global Development Finance, Global Economic Monitor, Encyclopedia of Britannica, IMF Data, Open Knowledge Repository, Power Lingo Fx25, World Bank Data and World Development Indicators.

Data Sets

Census of India, IMS Anti-TB Data, National Stock Exchange Data, Surface Data, CDP Global Dataset, ASI Unit Level Data, NSE – CM & F&O, NSS Data and India Daily Surface Data for 10 stations.

Specialized Search Tools

EBSCO Discovery, EBSCO A-Z, and remote login for internal users.

Services

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

Publications

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

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

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



WELFARE ACTIVITIES

Annual Health Check-Up

A general health check-up for permanent staff (both male and female employees above 35 years) was organized by the Welfare Committee during April – June 2014 at Sterling Hospital, Ahmedabad. A total of 347 employees and their spouse benefited from this activity.

Summer Class for IIMA Community Children

The Welfare Committee arranged summer class for IIMA community children during May 1-30, 2014, wherein different activities such as art point, dance - bollywood /Indian style, art and stone work were conducted. The committee facilitated the children to join summer classes at AMA and VASCSC also. For this, the committee reimbursed Rs.500.00 for up to two children. Twenty-nine children participated in the activities.

Higher Education Loan for IIMA Community Children

The Welfare Committee caters to the need for higher education of staff children indirectly by providing interest free loans recoverable in ten monthly installments. An employee may apply for loan for his child who has passed higher secondary school examination. This year, four staff members benefited from the education loan scheme.

Gujarati New Year Celebrations

On October 31, 2014, the Welfare Committee organized a get-together to celebrate Gujarati New Year. The new year was greeted by flower rangoli, lighting lamps, fireworks, and distributing sweet packets.



Institute Day Celebrations

The Institute Day was celebrated on December 11, 2014. Awards were given by the Director to 64 children and staff members for performance in academics, sports, and social services. A cultural programme was also organized at the auditorium.

Professor B.H. Jajoo Welfare Committee Medical Scheme

An amount of Rs.1,97,550.00 was distributed to retired staff members of the Institute under the Professor B.H. Jajoo Welfare Committee Medical Scheme for Retired Staff Members during the year.

International Women's Day Celebrations

The Welfare Committee celebrated International Women's Day on March 8, 2015. The Committee distributed sweets and roses to 178 women employees and arranged to special lunch to all permanent women employees.

Health Talk

The Committee organized a talk on H1N1Swine Flu by Dr. N.N. Keshwani, Anesthetist at Sterling Hospital, February 27, 2015.





APPENDIXES



A

POST-GRADUATE PROGRAMME IN MANAGEMENT

A1: Students in PGP

	PGP I	PGP II
Joined the Programme	394	375
(-) Discontinued	3	-
(-) Permitted/Asked to rejoin in 2015	1	-
(+) Repeaters	0	-
(+) Permitted to rejoin in 2014	5	
No. in the First Year	395	-
(-) Asked to withdraw	0	-
(-) Asked to repeat	2	-
(-) Not graduated due to non-completion of academic requirements (Double Degree and General)		11
(-) Not Graduated due to non-completion of academic requirements		1
(+) Graduating from earlier year		0
(+) Students Graduated under Double Degree programme		14
Total promoted/graduated	393	377

New Courses Offered in PGP

- Aviation Business Strategies
- Communication Skills for Team and Leadership Effectiveness
- CSR: Transforming money to impact
- Doing Business in India
- Employee Performance Management and Appraisal Systems
- Health Insurance
- Human Resource Management in the Service Sector
- Innovation, Live
- International Trade: Theory and Policy
- Leadership for Professional Services Firms
- Management Control and Metrics for Organizational Performance
- Microfinance Management
- Mysteries in Management
- Practice of Social Business: Human Centered Problem Solving
- Strategies in the Internet Economy
- Strategic Transformation and Change in the Indian Economy
- Venturing in Health Care

A

POST-GRADUATE PROGRAMME IN MANAGEMENT

A2: IIMA Students on Exchange Programme

One-term Exchange Programme	
Asia	
NUS Business School (National University of Singapore)	2
Australia	
Australian Graduate School of Management	2
Europe	
Copenhagen Business School	4
EDHEC	4
ESCP-EAP	8
ESC	4
ESSEC	8
ESSEC - MS, MIA (for PGP-ABM)	5
European Business School	2
HEC School of Management	5
Jonkoping International Business School	3
HHL-Leipzig Graduate School of Management	2
Manchester Business School	2
Norwegian School of Economics and Business Administration	1
Pforzheim University of Applied Sciences	5
Solvay Business School, Brussels	3
Stockholm School of Economics	2
University of Bocconi	4
University of Cologne	7
University of Maastricht	5
University of Mannheim	4
University of St. Gallen	3
Vienna University of Economics and Business Administration	2
Munster School of Business and Economics, Germany (MSBE)	4

One-term Exchange Programme	
WHU Koblenz Graduate School of Management	1
Louvain School of Management	3
Catolica Lisbon	2
FBS	4
ESC Rennes School of Business	3
Warsaw School of Economics	4
Emlyon Business School	5
IESEG School of Management	3
CEU Business School	3
United States of America	
The Anderson School at UCLA	1
The Kenan Flagler Business School, University of North Carolina at Chapel Hill	1
University of Texas (McCombs School of Business)	1
Washington University (John M. Olin School of Business)	2
Canada	
McGill University	1
Schulich School of Business	1
University of British Columbia, Vancouver (for PGPABM)	2
Total	128
Double Degree Programme	
ESSEC, Cedex, France	2
University of Bocconi, Milano, Italy	4
HEC School of Management, Paris, France	3
European Business School (EBS), Oestrich-Winkel, Germany (NEW)	2
Total	11

POST-GRADUATE PROGRAMME IN MANAGEMENT

A3: Foreign Students on Exchange Programme

One-term Exchange Programme	
Asia	
Asian Institute of Management	1
Asian Institute of Technology	1
Europe	
EDHEC	4
ESCP-EAP	11
ESSEC	8
ESSEC - MS, MIA (for PGP-ABM)	3
HEC School of Management	4
Aalto School of Economics and Business Administration	2
Jonkoping International Business School	2
HHL-Leipzig Graduate School of Management	3
Manchester Business School	2
Norwegian School of Economics and Business Administration	2
Solvay Business School	2
Stockholm School of Economics	2
University of Bocconi	4
University of Cologne	4
University of Maastricht	3
University of Mannheim	2

One-term Exchange Programme	
University of St. Gallen	1
Vienna University of Economics and Business Administration	2
Munster School of Business and Economics	5
WHU Koblenz Graduate School of Management	1
Warsaw School of Economics	1
Emlyon Business School	5
IESEG School of Management	2
CEU Business School	3
United States of America	
The Kenan Flagler Business School, University of North Carolina at Chapel Hill	1
University of Chicago Graduate School of Business	1
Canada	
University of British Columbia, Vancouver (for PGP-ABM)	1
Total	83
Double Degree Programme	
University of Bocconi	5
HEC School of Management	2
Total	7

Scholarships

Industry Scholarships Batch 2013-15 (First Year)

Name	Scholarship
Ravi Ashwin	Jet Age Finance Pvt. Ltd.
Akash Kumar	Infosys
Akhilesh Agrawal	ICICI
Sharad Sen Sharma	S.M. Shah
Lucky Grover	SBI Mutual Fund
Ayush Agrawal	IIMA Silver Jubilee/PGP 87 Batch/Faculty Memorial & Audco & IIMA
Sagar Sahu	IIMA
Karan Chadha	IIMA
Ashima Setia	IIMA
Akarsh Shrivastava	IIMA
Dhruva Mukherjee	IIMA

Name	Scholarship
Taru Agrawal	IIMA
Udit Bharat Chheda	IIMA
Sayantana Maji	IIMA
Rishabh Garg	IIMA
Ajay Kumar Kathuria	IIMA
Vaibhav Malhotra	IIMA
Samarth Bansal	IIMA
Anindya Jyoti Roy	IIMA



POST-GRADUATE PROGRAMME IN MANAGEMENT

Industry Scholarships Batch 2013-14 (Second Year)

Name	Scholarship
Rakshit U. Agarwal	Mrs. Sharda Bhandari & Mr. P.K. Rath
Agrawal Rahul Satish	Ajay Banga Industry Scholarship
Vaibhav Malhotra	Ritu Banga Industry Scholarship
Nishant Naveen	Jet Age Securities Pvt. Ltd.
Abhinav Gupta	IFCI LIMITED
Ganeshram M.	IFCI LIMITED
Girish A.	S.M. Shah
Dhruva Mukherjee	Monsanto and IIMA
Anuj Kumar Singh	Surrendra Paul and IIMA

Name	Scholarship
John Joy	Dun and Bradstreet Information Services India Pvt. Ltd. and IIMA
Debabrata Ghosh	IIMA
Abhinav Duggal	IIMA
Akarsh Shrivastava	IIMA
Pandey Himanshu Nandraj	IIMA
Akash Kumar	IIMA
Ashima Setia	IIMA
Ritu Shrivastava	IIMA
Kavya R.	IIMA
Vishnu Kaant Pitty	IIMA

Aditya Birla Scholarships

PGP-I	PGP-II
Akshita Ganesh	Akarsh Shrivastava
Arundhati Hazra	Anand Krishnamurti Rao
Nitisha Sethia	Girish A.
Aditya Kumar	Sayantana Maji
Jalaj Jain	Udit Kejriwal

Sir Ratan Tata Scholarships

Agrawal Rahul Satish
Abhinav Gupta
John Joy
Rakshit Agarwal
Tej Pratap

Break-up of the 2014-16 Batch

Category	Male	Female	Total
General	129	58	187
NC-OBC	75	29	104
SC	42	19	61
ST	20	10	30
DA	12	0	12
Total	278	116	394

A

POST-GRADUATE PROGRAMME IN MANAGEMENT

A4: Applications Received for PGP

Category	Batch 2014-2016			Batch 2015-2017		
	Male	Female	Total	Male	Female	Total
General	89392	38635	128027	84963	38359	123322
NC-OBC	17888	5069	22957	15305	4695	20000
SC	7042	2374	9416	7967	2749	10716
ST	1717	694	2411	2008	839	2847
DA	437	88	525	500	97	597
Total	116476	46860	163336	110743	46739	157482
%	71.31	28.69	100.00	70.32	29.68	100.00

A5: PGP Admissions 2015-17 Batch

Stages	Gender/ Total	General Category	Reserved Category				GMAT	Total
			NC-OBC	SC	ST	DA		
Applicants to IIMA	Male	84939	15305	7967	2008	500	24	110743
	Female	38350	4695	2749	839	97	9	46739
	Total	123289	20000	10716	2847	597	33	157482
Candidates called for interview	Male	580	286	152	46	32	13	1109
	Female	71	35	23	10	4	3	146
	Total	651	321	175	56	36	16	1255
Candidates attended the interview	Male	535	267	139	37	30	12	1020
	Female	71	34	20	10	3	1	139
	Total	606	301	159	47	33	13	1159

B

POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT

B1: Break-up of the 2014-16 Batch

Category	Male	Female	Total
General	11	14	25
NC-OBC	9	4	13
SC	4	1	5
ST	0	3	3
DA	0	0	0
Total	24	22	46

B2: Applications Received for PGP-ABM

Category	Batch 2014-16			Batch 2015-17		
	Male	Female	Total	Male	Female	Total
General	68950	27373	96323	62365	25946	88311
NC-OBC	14414	3751	18165	11966	3417	15383
SC	5467	1710	7177	5908	1894	7802
ST	1307	498	1805	1456	573	2029
DA	345	59	404	384	64	448
Total	90483	33391	123874	82079	31894	113973
Percentage	73.04	26.96	100	72.01	27.99	100

B3: PGP-ABM Admissions: 2014-2016

Particulars	Gender	General Category	Reserved Category					Total
			GEN	NCOBC	SC	ST	DA	
No. of CAT takers	Male	89254	16300	8384	2154	520	Nil	116612
	Female	41768	5378	3019	948	104	Nil	51217
	Total	131022	21678	11403	3102	624	Nil	167829
No. of applicants to PGP-ABM	Male	62365	11966	5908	1456	384	Nil	82079
	Female	25946	3417	1894	537	64	Nil	31894
	Total	88311	15383	7802	2029	448	Nil	113973
No. of candidates called for interview	Male	335	47	56	32	2	Nil	472
	Female	105	15	28	12	1	Nil	161
	Total	440	62	84	44	3	Nil	633
No. of candidates who attended interview	Male	156	23	16	6	1	Nil	202
	Female	60	6	6	1	0	Nil	73
	Total	216	29	22	7	1	Nil	275

POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT

■ B4: Students in PGP-ABM 2014-15

	PGP-ABM I (2014-15)	PGP-ABM II (2014-15)
Joined the Programme	46	38
(-) Discontinued	--	--
(-) Permitted/asked to rejoin in 2015	--	--
(+) Repeaters	03	--
Permitted to rejoin in 2015	--	--
No. of the First/Second Year	49	38
(-) Asked to Withdraw	01	Nil
(-) Asked to repeat	02	Nil
Not graduated due to non-completion of academic requirements (Double Degree and General)	Nil	02
Not graduated due to academic indiscipline	Nil	Nil
Graduating from earlier year	Nil	Nil
Students graduated under Double Degree Programme	Nil	Nil
Total promoted/graduated	46	36

C

POST-GRADUATE PROGRAMME IN MANAGEMENT FOR EXECUTIVES

C1: Profile of Students

	Average
GMAT	705
Total work experience as on August 10, 2013	9 years 8 months
International work experience as on August 10, 2013	3 years
Age as on March 31, 2014	33 years 10 months

International exposure

- 3 (3.53%) are international students.
- 21 (24.71%) are residing outside India
- 71 (83.53%) have international exposure in terms of work and studies
- 71 (83.53%) have travelled to at least one country other than their home country.

Academic background

- 15 (17.65%) have obtained their degree(s) from outside their home country
- 34 (40.00%) have a higher qualification than bachelor's
- 71 (83.53%) are engineers
- 18 (21.18%) have graduated from IIT/NITs.
- The industry mix includes, Defense, Education, Energy/Power, Financial Services, FMCG, Government Services, Healthcare, Industrial/Procession and Automation, Infrastructure, IT and IT Services, Law, Management Consultancy, Manufacturing Engineering, Manufacturing Process, Media, NGOs, Telecom.
- 13 (15.29%) are women students

Industry Break-up	
Defence	1
Education	1
Energy/Power	8
Financial Services	9
FMCG	3
Government Services	2
Healthcare	4
Industrial/Process Automation	1
Infrastructure	1
IT and IT Services	28
Law	2

Industry Break-up	
Management Consultancy	2
Manufacturing Engineering	13
Manufacturing Process	3
Media	1
NGOs	1
Telecom	5
Total	85

Functional Break-up	
Academics	1
Business Analyst	5
Consulting	11

Functional Break-up	
Finance and A/c	1
General Management	7
Marketing	7
Operations	8
Programming	2
Project Management	25
Quality Assurance	2
Research and Development/Designing	10
Software Maintenance	2
Systems Designing	4
Total	85

C2: New Elective Courses

Area	Name of Course
F&A	International Financial Management
IS	Data Visualization for Decision Making
BP	Business and Intellectual Property
BP	Doing Business Abroad

Area	Name of Course
BP	Leadership in Professional Service Firms
Mktg.	Strategic Models in Marketing
F&A	An Introduction to Derivatives and Risk Management

FELLOW PROGRAMME IN MANAGEMENT

Graduating FPM Students

Name	Area	Thesis Title	TAC Members
Anurag Saxena	IS	Analysis and Design of Public Policy using Systems Dynamics Approach: A Case in Healthcare Sector	Prof. Sanjay Verma (Chair) Prof. Anil Gupta Prof. M.R. Dixit Prof. Kavitha Ranganathan
Atul Arun Pathak	BP	An Integrative Delineation of the Determinants of Dynamic Capabilities: A Study in the Information Technology Industry	Prof. M.R. Dixit (Chair) Prof. Sunil Sharma Prof. A.K. Jaiswal
Avijit Khanra	P&QM	Essays on the Newsboy Problem	Prof. Chetan Soman (Chair) Prof. T. Bandhopadhyay Prof. Diptesh Ghosh
Dharma Raju Bathini	OB	Exploring Work Intensification: A Case of Tele Homework in the Information Technology Sector in India	Prof. George Kandathil (Chair) Prof. Neharika Vohra Prof. Pradyumana Khokle
Kalyan Bhaskar	PSG	Solar and Bioenergy Scenarios for India: Modeling and Policy Assessment	Prof. P.R. Shukla (Chair) Prof. Ravindra Dholakia Prof. Amit Garg
Nilesh Kumar Gupta	F&A	A Study of Investor Sentiment in the Indian Market	Prof. Ajay Pandey (Chair) Prof. A.K. Laha Prof. Joshy Jacob
Nobin Thomas	OB	Multilevel Network Measures for Organizational Learning Process	Prof. Neharika Vohra (Chair) Prof. D. Karthik Prof. Kirti Sharda Prof. Suresh Bhagavatula
Poojan Paresh Chokshi	PSG	Sustainable Low Carbon Urban Mobility: An Assessment of Future Scenarios and Policies for India	Prof. P.R. Shukla (Chair) Prof. Ajay Pandey Prof. Amit Garg
Ramakrishnan T S	PSG	Modal Shift Estimation and Financial Visibility of High Speed Rail in India: The Case Study of Ahmedabad Mumbai Corridor	Prof. G. Raghuram (Chair) Prof. Sebastian Morris Prof. Amit Garg
Safal Batra	BP	Does Strategic Planning Determine Innovation in Organizations? A Study of Indian SME Sector	Prof. Sunil Sharma (Chair) Prof. M.R. Dixit Prof. Neharika Vohra
Salman Siddeeqe Ali	BP	Re-Internationalization' Process in Organizations	Prof. Ajeet Mathur (Chair) Prof. Shailendra Mehta Prof. A.K. Jaiswal
Shantam Shukla	BP	Exploring Openness in Innovation Process	Prof. M.R. Dixit (Chair) Prof. Amit Garg Prof. Sanjay Verma
Varsha Verma	Mktg	Language Abstraction in Marketing Communication: Online Reviews of Product Failure Context	Prof. Dheeraj Sharma (Chair) Prof. Piyush K. Sinha Prof. Kristine De Valck
Vijayta Doshi	OB	Understanding the Experiences of "Not Knowing in Workplace"	Prof. Neharika Vohra (Chair) Prof. Pradyumana Khokle Prof. Rajeesh Sharma

E

POST-GRADUATE AND FELLOW PROGRAMMES: STUDENT STRENGTH

	Post-Graduate Programme in Management	Post-Graduate Programme in Agri- Business Management	Post-Graduate Programme in Management for Executives	Fellow Programme in Management	Total
2004-5	501	55	-	54	610
2005-6	493	56	-	69	618
2006-7	488	55	60	66	669
2007-8	518	54	72	75	719
2008-9	560	44	77	84	765
2009-10	602	54	80	79	815
2010-11	688	77	86	69	920
2011-12	747	78	101	73	999
2012-13	753	78	85	84	1000
2013-14	756	87	85	80	1008
2014-15	773	82	85	75	1015

F

PLACEMENT

F1: Batch Profile (PGP)

Educational Background		Work Experience	
Function	% of Students	Duration	% of Students
Engineering	90	Fresher	27
Arts, Science, and others	8	0 - 1 year	14
Commerce and Business Administration	2	1 - 2 years	30
		2 - 3 years	20
		3 - 4 years	7
		4 years	2

F2: Offers and Acceptance

Cluster	Offers	Acceptance
Cluster 1	104	95
Cluster 2	270	198
Cluster 3	107	68
Total	481	361

F3: New Recruiters

• Allegro Advisors	• Kalaari Capital
• Amul	• Matrix India Partners
• Apollo Global Management	• Ola
• Arvind Internet	• Pacifica
• Avendus Capital	• PayTM
• Baba (DPPCL)	• Practo
• Browser Stack	• PrintVenue
• Cello	• Quikr
• EdgeVerve	• Saint Gobain
• Future Group	• Shaadidotcom
• Gulf Talent	• Snapdeal
• HighRadius	• Star TV
• Hopscotch	• Stayzilla
• Housing	• Uber
• Icreon	• Vodafone
• Indxx	• Xerox
• Interglobe	• ZS Associates

F

PLACEMENT

F4: Location-wise Distribution

Location	2013		2014		2015	
	No.	Per cent	No.	Per cent	No.	Per cent
India	347	96.39	346	95.58	351	97.23
USA	1	0.28	1	0.28	2	0.55
Europe/UK (London)	1	0.28	2	0.55	1	0.28
Asia Pacific (Hong Kong, Singapore, Tokyo)	6	1.67	5	1.38	3	0.83
Kuwait, UAE, Africa	5	1.39	8	2.21	4	1.11
Total	360	100.00	362	100.00	361	100

F5: Foreign and Domestic Offers and Acceptances

Location	2013			2014			2015		
	Offers	Acceptances	%Acceptances to Offers	Offers	Acceptances	%Acceptances to Offers	Offers	Acceptances	%Acceptances to Offers
Overseas	13	13	100	17	16	94.12	13	10	76.92
Domestic	420	347	82.62	409	346	84.60	468	351	75.00
Total	433	360	83.14	426	362	84.98	481	361	75.05

F6: Sector/Function-wise Placements

Sector / Function	2013			2014			2015		
	Over-seas	Indian	% of Total	Over-seas	Indian	% of Total	Over-seas	Indian	% of Total
Sales/ Marketing (FMCG)	0	30	8.33	0	32	8.84	0	36	9.97
Finance (Investment Banking, Markets, Banking and Financial Services, PE, VC, Investment Management and Hedge Funds)	7	52	16.39	11	54	17.96	7	50	15.79
Systems/ IT/ ITES	0	42	11.67	0	53	14.64	1	75	21.05
Operations (Consumer Electronics, Telecom, Online services, Pharma, Medical and Healthcare)	3	33	10.00	3	21	6.63	0	23	6.37
Consulting	0	115	31.94	0	114	31.49	1	94	26.32
Conglomerates	1	32	9.17	0	26	7.18	0	29	8.03
General Management (Manufacturing, Engineering & Technology, etc.)	2	23	6.94	2	21	6.35	0	35	9.70
Media/Communications	0	0	0	0	10	2.76	0	6	1.66
Others (Tourism, Logistics, Real Estate, Education Management, Environment and Energy, Oil and Gas, International Trade)	0	20	5.56	0	15	4.15	1	3	1.11
Total	13	347	100	16	346	100	10	351	100

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PLACEMENT

F7: Entrepreneurship

Name of Student	Entrepreneurial Sectors
PGP	
Akriti Gupta	Manufacturing (hotel amenities and footwear)
Arthi R	Fashion
Gitika Chadha	Education sector
Gyan Vardhan Gupta	Agri-based/Food processing
Kulothungan B.	To build an online marketplace that connects the artist to the connoisseur, leveraging a vast network of talent
Minakhi Prasad Misra	Essaying to become a full-time writer
Muthu Raman T.	Education sector
Namita Badwal	Adventure tourism
Nishant Agarwal	Building a firm based on Internet of things (to develop 4 to 5 products in the coming year)
Paras Malhotra	Building a firm based on Internet of things (to develop 4 to 5 products in the coming year)
Ujwal Sutaria	To promote sports among the masses through an app which will help people locate the nearest sports facility and allow them to book that sport in advance
PGP-ABM	
Krishna Chandra Singh	Supply chain and logistics sector
Sidharth Aggarwal	Supply chain and logistics sector
Pallavi Mathur	Health sector

F8: Sector-wise Distribution of Summer Placement

Sector	No. of Placement
Banking, Financial Services, and Insurance (BFSI)	83
Conglomerates	24
Consulting	99
Consumer Goods (FMCG)	46
Consumer Services	12
Information Technology	22
Manufacturing	10
Media/Entertainment	11
Online Services	26
Pharmaceutical/Healthcare	16
Real Estate	7
Retail	13
Telecom	12
Others	3
Total	384

F

PLACEMENT

F9: PGP-ABM Offers

Sector	Number of students	Percentage
BFSI	5	15%
Development	3	9%
FMCG	12	35%
Inputs	7	20%
Manufacturing	3	9%
Others	3	9%
Retail	1	3%

F10: New Recruiters

- Bikanerwala
- BloomChem AG
- EW-Nutrition
- Future Group
- Kemin Industries
- P&G
- Ram-Nath & Co. Pvt Ltd
- United Breweries

F11: PGPX Placement Pool

Total No. of Students	85
Students opting for placement holiday to start own venture	2
Student seeking placement on their own (outside placement process)	7
Sabbatical	4
Students securing final offers through placement process	58
Students in process	14

F12: Classification of FPM Placement Pool

Total Number of Students	3
Student opting for placement holiday to start own venture	0
Students secured final offers	1
Students with offers under consideration	0
Students yet to be placed	2

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EXECUTIVE EDUCATION PROGRAMMES

Distribution of Participants

Programmes	No. of Programmes	No. of Participants			Total
		Public Sector	Private Sector	Foreign	
General Management Programmes	3	53	135	10	198
New Programmes	6	38	89	0	127
Regular/Repeat Programmes	53	568	1045	40	1653
Total	62	659	1269	50	1978

General Management Programmes

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
3 TP Emerging Leaders' programme August 3-30, 2014	28	36	0	64
Transforming Small and Medium Enterprises Programme October 6-19, 2014	0	38	0	38
3TP Senior Leaders' Programme January 18 - February 7, 2015	25	61	10	96
Total	53	135	10	198

New Programmes

Business Policy				
Doing Business Abroad February 9-11, 2015	4	10	0	14
Family Business: Organization, Strategies, Internationalization and Succession February 23-25, 2015	1	31	0	32
Personal and Industrial Relations				
Employee Engagement : A 3D Approach July 21-23, 2014	0	18	0	18
Strategic Transformational Training Methodology August 25-27, 2014	18	6	0	24
Industrial Relations Skills for Human Resource Managers September 15-17, 2014	14	7	0	21
Psychological Assessment and Psycho-Metrics October 27-30, 2014	1	17	0	18
Total	38	89	0	127

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EXECUTIVE EDUCATION PROGRAMMES

Regular/Repeat Programmes

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
Business Policy				
Working Conference : Authority, Organization, Strategies, and Politics of Relatedness September 4-10, 2014	6	10	0	16
Strategies for Growth September 22-27, 2014	0	25	1	26
Organizational Leadership for the 21st Century October 27-30, 2014	10	29	2	41
Innovation, Corporate Strategy, and Competitive Performance November 3-8, 2014	7	15	1	23
Contract Management November 10-14, 2014	14	33	0	47
Knowledge Management December 15-20, 2014	14	7	1	22
Communication				
Taking People Along: Managing by Persuasion August 25-30, 2014	5	30	1	36
The Winning Edge : Communication Strategies for Leaders October 6-11, 2014	14	22	0	36
Effective Communication Strategy : Men and Women @ Work October 13-18,2014	17	9	0	26
Finance and Accounting				
Advanced Corporate Finance November 3-8, 2014	15	12	0	27
Mergers, Acquisitions, and Restructuring November 17-22, 2014	4	21	0	25
Strategic Cost Management January 19-22, 2015	8	21	0	29
Information Systems				
Strategic IT Management for CIOs September 22-27, 2014	12	18	3	33
Managing IT Projects November 17-22, 2014	24	16	0	40
Visual Business Intelligence December 1-4, 2014	3	23	0	26
The New Generation Enterprise Systems: ERP,CRM, BI and SCM March 11-14, 2015	9	12	2	23

EXECUTIVE EDUCATION PROGRAMMES

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
Marketing				
Advanced Data Analysis for Marketing Decisions August 11-16, 2014	6	22	0	28
International Business September 22-27, 2014	20	10	1	31
Pricing for Profit October 6-10, 2014	2	30	0	32
Managing Retailing October 6-11, 2014	8	13	1	22
Customer Relationship Management November 24-29, 2014	12	8	1	21
Customer Based Business Strategy January 5-7, 2015	0	38	0	38
Innovating for Growth January 27-31, 2015	6	14	1	21
B2B Marketing February 2-7, 2015	1	24	0	25
Enhancing Sales Force Performance February 16-19, 2015	27	27	11	65
Organizational Behaviour				
Creativity and Innovation as Core Competence : Developing Personal and Organizational Capability July 28-31, 2014	7	19	1	27
Leadership and Change Management September 8-12, 2014	19	33	2	54
Enhancing Leadership Capacities and Potential Among Professional Women September 22-25, 2014	14	22	1	37
Interpersonal Effectiveness and Team Building January 12-15, 2015	27	24	0	51
Creativity and Innovation as Core Competence : Developing Personal and Organizational Capability (second time) March 23-26, 2015	12	13	0	25
Personnel and Industrial Relations				
Negotiations Skills Clinic August 11-13, 2014	6	25	0	31
Performance Management and Competitive Advantage August 18-21, 2014	10	11	0	21
Strategic Human Resource Management September 22-27, 2014	15	12	0	27
Advanced Human Resource Management December 1-6, 2014	17	20	1	38

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EXECUTIVE EDUCATION PROGRAMMES

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
Production and Quantitative Methods				
Strategic Analytics: Programme on Quantitative Data Analytics and its Applications in Business and Marketing April 14-16, 2014	4	17	1	22
Uncertainty, Complexity, and Risk in Projects April 14-17, 2014	15	21	0	36
Advanced Quality Management July 14-18, 2014	21	9	0	30
Supply Chain Management July 21-26, 2014	0	33	0	33
Risk : Modeling and Management September 1-5, 2014	12	11	0	23
Project Management September 1-6, 2014	15	21	0	36
Warehouse Design and Management September 22-25, 2014	0	52	1	53
Advanced Analytics for Management November 3-8, 2014	4	37	2	43
Revenue Management and Dynamic Pricing November 24-29, 2014	15	13	0	28
Logistics Management December 1-4, 2014	2	29	2	33
Warehouse Design and Management second time) February 9-12, 2015	36	17	0	53
Agriculture				
Harnessing Intellectual Property for Strategic Competitive and Collaborative Advantage June 20-22, 2014	13	5	0	18
Managing Contract Farming January 27-31, 2015	13	7	0	20
Rural Marketing February 16-20, 2015	15	10	0	25
Centre for Management of Health Services				
Hospital Management September 15-19, 2014	8	30	0	38
Clinical Laboratory Management November 24-26, 2014	4	11	0	15
Data Analysis for Healthcare Management January 27-31, 2015	3	8	2	13
Public Systems				
Legal and Regulatory Issues in Infrastructure August 25-29, 2014	14	3	0	17
Ravi J Matthai Centre for Educational Innovation (RJMCEI)				
Strategic Leadership for Schools in a Changing Environment October 6-11, 2014	3	43	1	47
Total	568	1045	40	1653

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RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

Projects Initiated

Research Projects

- Location-Allocation Problems with Stochastic Demand and Congestion: Lagrangian Relaxations with Bender's Decomposition (Professor Sachin Jayaswal)
- Finland India Economic Relations (Professor Ajeet Mathur)
- Peer-to-Peer File Sharing in Device-to-Device Adhoc Networks (Professor Kavitha Ranganathan)
- Service Parts Logistics network Design for Low Demand Parts with Stochastic Demand (Professor Sachin Jayaswal)
- Career Path for People with Disability in Organizations: An Exploratory Study (Professor Rajesh Chandwani and Professor Biju Varkkey)
- Towards Saffron Surge in Jammu and Kashmir (Professor Satish Deodhar)
- Modelling Landside Operations in a Container Terminal with Non-Stationary Arrivals (Professor Debjit Roy)
- An Analysis of Expected Value Method in Project Risk Management in Two Different Construction Projects (Professor Goutam Dutta)
- Decision Support System for Metro Operational Planning (Professor Sundaravalli Narayanaswami)
- An Investigation into the Impact of Round-non Round Stake Sizes in Distribution Experiments (Professor Sanjeev Tripathi)
- Managing Emotions: Emotional Labour or Emotional Enrichment (Professor Rajesh Chandwani and Professor Dheeraj Sharma)
- Liberating Yet Stressful: The Paradoxical Implications of the Use of Mobile Communication Devices by Professionals (Professor Dheeraj Sharma and Professor Rajesh Chandwani)
- Interaction Effects between Consumers Cognitive Load and Promotion Framing for Strong and Weak Brands (Professor Arvind Sahay)
- Knowledge Work in the Context of Offshoring (Professor Ernest Noronho and Professor Premilla D'Cruz)
- Legal and Ethical Issues in Advertising: A Review of Indian Advertisements (Professor Abhishek)
- Strengthening of the Grievance Redressal System for Better Implementation of the Right of Children to Free and Compulsory Education Act, 2009 (Professor Pavan Mamidi)
- External Bullying at Work (Professor Ernesto Noronha and Professor Premilla D'Cruz)
- An Outer-Approximation Algorithm for Multi-Commodity Network Design Problem with Congestion (Professor Sachin Jayaswal)

Seed Money Projects

- Hybrid Vehicle Routing Problem Modelling (Professor Prahalad Venkateshan)
- Posterior Consistency in Mis-Specified Models (Professor Karthik Sriram)
- Not-for-Profit Funding for Sports in India (Professor Sanjeev Tripathi)
- Antecedents of Sustainability Based Brand Equity (Professor Abhishek)
- Standing for a Friend – Signalling Best Interest or Following It: A Study in Ultimatum Games (Professor Sanjeev Tripathi)
- Policy Prescriptions for SME Sector in India (Professor Amit Karna and Professor Sunil Sharma)
- Meta-Analysing the Diversification-Performance Analysis (Professor Amit Karna)

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RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

- Application of Sensor-based Communication in Mobile Marketing (Professor Abhishek)
- Conclave on Competition Law in India (Professor Viswanath Pingali)
- Understanding Risk Perceptions and Willingness to Engage in Risk-Averting Behaviours in the Context of Swine Flu (Professor Rama Mohana Turaga and Professor Rajesh Chandwani)
- The Effects of Volunteerism on Self-Deception and Locus of Control and their Potential to Limit Corruption (Professor Naman Desai)
- Automated Semantic Analysis of Economic Text (Professor Ankur Sinha)
- Exploring the Role of Social Media in HRM (Professor Promila Agarwal and Professor Biju Varkkey)

Projects Completed

Research Projects

- Realistic Simulation of Village Level Mobile Ad-Hoc Network (Professor Kavitha Ranganathan and Dr. Anu Vidyanathan)
- Hub-and Spoke Network Design with Stochastic Demand and Service Level Constraints (Professor Sachin Jayaswal)
- Closed-Loop Inventory Models for the Pallet Supply Chains (Professor Debjit Roy)
- Estimating Vessel Sojourn Times in Unloading Operations at Sea Container Terminals (Professor Debjit Roy)
- Emotional Labour in Indian Call Centres (Professor Ernesto Noronha)
- Emergency Medical Services Facilities Location with Service Level Constraints on Priority Patient Classes (Professor Sachin Jayaswal)
- From Compliance to Value Internalization: The Critical Role of the Match Between Employee's Pre-Socialization Habitual Behaviour and Organization's Expected Employee Behaviour: Part II (Professor George Kandathil)
- Role of Culture in Celebrity Endorsement: A Review of Brand Endorsement by Celebrities in Indian Context (Professor Arvind Sahay and Professor Abhishek)
- Endowment Effects in Barter Trade: Experimental Evidence (Professor Viswanath Pingali)
- Energy Labelling of Home Appliances and Consumer Behaviour: II (Professor Rama Mohana Turaga and Professor George Kandathil)
- Cross Cultural Perceptions of Workplace Bullying (Professor Premilla D'Cruz)

Seed Money Projects

- Studying the Impact of Just Noticeable Differences in Stake Sizes in Ultimatum Games (Professor Sanjeev Tripathi)
- Posterior Consistency in Mis-Specified Models (Professor Karthik Sriram)
- Measuring Auditors Perceptions of Ethicality of Accounting Transactions (Professor Naman Desai and Professor Sobhesh Agarwalla)
- The Effects of Pressures, Opportunities, and Client Size on Auditors, Fraud Risk Assessments and Audit Efforts (Professor Naman Desai)
- Non-for-Profit Funding for Sports in India (Professor Sanjeev Tripathi)
- Standing for a Friend: Signalling Best Interest for Following: A Study in Ultimatum Games (Professor Sanjeev Tripathi)
- Joint-liability, Multiple Borrowing, and Over Leverage (Professor Viswanath Pingali)

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RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

- Conclave on Competition Law in India (Professor Viswanath Pingali)
- Impact of Coherence on Employee Productivity: A Longitudinal Study of Indian IT Firms (Professor D. Karthik and Professor Rakesh Basant)
- Rashtriya Swasthya Bima Yojana: Expanding Health Insurance Access for BPL Families (Professor D. Karthik)

Internship Projects

- Education Innovation Bank: Decentralized Professional Development and Quality Enhancement in Public Schooling (Professor Vijaya Sherry Chand)
- Regulatory Insights for Agricultural Entrepreneurship (Professor Vaibhav Bhamoriya)
- Freight Allocation with Lane Cost Balancing Constraint: A Lagrangean Heuristic Approach (Professor Sachin Jayaswal)
- Study of School Coverage and Accessibility under the RTE Act (Professor Kavitha Ranganathan)
- Optimization Based Decision Support System for Hotel Revenue Management (Professor Goutam Dutta)
- Routing Protocols for Rural Ad-Hoc Mobile Phone Networks (Professor Kavitha Ranganathan)
- Survey of Government Schemes for Income Generation to Poor and Old (Professor Rajeev Sharma)
- Challenges of Growth Management in Gurgaon (Professor Prem Pangotra)
- Travel Time Analysis in Restaurants (Professor Debjit Roy)
- Scheduling Resources in Pharmaceutical Testing Lab (Professor Debjit Roy)
- Climate Change Impacts on Property Prices in India (Professor P.R. Shukla)
- Exploring Usage of Social Media in Supply Chain Management (Professor Saral Mukherjee)
- Voice of the Customer: A Study of Online Customer Reviews (Professor Srikumar Krishnamoorthy)
- Study of the Effect of Online Word-of-Mouth on Product Sales (Professor Srikumar Krishnamoorthy)
- Microeconomic Model for Device-to-Device File Sharing on a MANET (Professor Ankur Sarin and Professor Kavitha Ranganathan)
- To Examine Marketing Processes Employed by Various Social Enterprises (Professor Abhishek)
- Developing a Model to Provide Food Security through PPP in Agriculture (Professor Vaibhav Bhamoriya)
- An Analysis of the Determinants of Infra-Industry Trade in Processed Agri-Food Products-The Case of India and its Major Training Partners (Professor Poornima Varma)
- Evaluating the Right to Education (Professor Ankur Sarin)
- CSR Outreach Planning (Professor Sharon Barnhardt)
- Internet, Social Media, and Stock Market Sentiment (Professor Joshy Jacob)
- Ambush Marketing in Sports (Professor Sanjeev Tripathi)
- To Identify and Examine Business Models that Increase Access to Healthcare (Professor Abhishek)
- Research Studies on Indian Economy (Professor Sebastian Morris)
- Public Policy and Management (Professor Amit Garg)
- Role of Systematic Factors in investor Returns (Professor Joshy Jacob)
- Policy Research Outreach (Professor Sharon Barnhardt)

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RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

- Marketing to the Bottom of the Pyramid (Professor Dheeraj Sharma)
- Service Parts Logistics Network Design for Low Demand Parts with Stochastic Demands (Professor Sachin Jayaswal)
- Renewable Promotional Policies in India (Professor Amit Garg)
- Consumer Decision Making for Free Products (Professor Dheeraj Sharma)
- Vehicle Routing Problem (Professor Sachin Jayaswal)
- Analysis of SME Sector and Related Policies (Professor Amit Karna)
- Trends in Occupations in the Indian Labour Market (Professor Shruti Sharma)
- An Exploratory Study on Event Based Retail Price Promotions (Professor Sanjeev Tripathi)
- Minimum CSR Spending Provisions: Good or Bad for Encouraging Philanthropic Spending (Professor Naman Desai)
- Rake Link Management (Professor Sundaravalli Narayanaswami)
- Stochastic Dominance in Critical Paths (Professor Goutam Dutta)
- Analysis of SME Sector and Related Policies (Professor Amit Karna)
- File Sharing in Mobile Ad-Hoc Network (Professor Kavitha Ranganathan)
- Infrastructure for Driver Retention (Professor Debjit Roy)
- Does Working for a Not-for-Profit Organization Affect the Psychology of Corruption? (Professor Naman Desai)
- Education Innovation Bank: Decentralized Professional Development and Quality Enhancement in Public Schooling (Professor Vijaya Sherry Chand)
- Evaluating the Effect of RTERC on Child-Level Outcomes (Professor Ankur Sarin)
- Research on FCI: Related to Procurement, Storage and Distribution (Professor G. Raghuram)

Working Papers

Abhishek, "Will you buy if others touch it? Evaluation of products touched by others during shopping" (W.P.No.2015-03-13)

Abhishek and Mathen, Nidhi, "The Potential of Mobile Coupons: Current Status and Future Promises" (W.P. No. 2014-07-03)

Agarwal, Upasna and Gupta, Vishal, "Examination of a Moderated-Mediation Model Linking Perceived Organizational Support, Affective Commitment, Organizational Citizenship Behavior and Work Engagement: A Study of Nurses in the Indian Context" (W.P.No.2015-03-05)

Agarwal, Anurag K., "Business Dispute Resolution: Taking Arbitration Clause Seriously" (W.P. No. 2014-09-02)

Agarwal, Anurag K., "Police and the Rule of Law: Recent Developments in India" (W.P. No. 2014-04-02)

Agarwal, Promila, "Understanding Psychological Contract in Pharmaceutical and FMCG Industry: A Comparative Analysis" (W.P. No. 2014-12-02)

Agarwal, Promila, "The Psychological Contract: A Review Model" (W.P. No. 2014-12-03)

Agarwal, Upasna A. and Gupta, Vishal, "Examining the Mediating and Moderating Effects of Engagement and Conscientiousness for the Job Characteristics and Intention to Quit Relationship" (W.P.No.2015-03-04)

Agarwalla, Sobhesh Kumar; Desai, Naman and Tripathy, Arindam, "The Impact of Psychological Traits on Judgments Related to Ethics" (W.P. No.2015-03-08)

Agarwalla, Sobhesh Kumar; Jacob, Joshy and Varma, Jayanth R., Vasudevan, Ellapulli, "Betting Against Beta in the Indian Market" (W.P.No.2014-07-01)

Agarwalla, Sobhesh Kumar; Joshy, Jacob and Vasudevan, Ellapulli, "Market overreaction to poor long-run performance? A case of repurchase firms in India" (W.P.No.2015-02-01)

RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

- Balasubramanian, Bala N., "Strengthening Corporate Governance in India A Review of Legislative and Regulatory Initiatives in 2013-14" (W.P. No. 2014-06-04)
- Balasubramanian, Bala N.; Barua, S.K.; and Karthik, D., "Influence of Board Diversity and Characteristics on CEO Compensation: Contingent Effects of Concentrated Ownership" (W.P.No.2015-03-37)
- Banerjee, Arindam, "Data Science for Decision Making in Developing Economies: A Travesty of Business Investments?" (W.P. No. 2014-12-07)
- Banerjee, Arindam, "State of Marketing Analytics in India: Prospects and Potential Challenges" (W.P. No. 2014-10-05)
- Barnhardt, Sharon; Erica, Field and Rohini, Pande, "Moving to Opportunity or Isolation? Network Effects of a Slum Relocation Program in India" (W.P. No. 2014-11-01)
- Bathini, D. and Kandathil, George, "Don't Bother Me as Long as The Client Has No issues: Control and Resistance in Telework" (W.P.No.2015-01-03)
- Bhaskar, K. and Turaga, Rama Mohana, "Extended Producer Responsibility as an Instrument for Electronic Waste Management: A Critical Analysis of India's e-waste Rules" (W.P.No.2015-01-04)
- Bikkina, Nalini; Turaga, Rama Mohana and Bhamoriya, Vaibhav, "Farmer Producer Organizations as Farmer Collectives: A Case Study from India" (W.P.No.2015-01-05)
- Chandwani, Rajesh and Sharma, Dheeraj, "Managing Emotions: Emotional Labor or Emotional Enrichment" (W.P.No.2015-03-42)
- Chopra, Sanjeev; Kakani, Ram Kumar and Gupta, Vishal, "Preparing IAS Officer Trainees for the Role of District Magistrate: A Competency-Based Approach" (W.P. No. 2014-07-02)
- Dayal, Madhukar and Verma, Sanjay, "Breadth-first and Best-first Exact Procedures for Regular - Measures of the Multi-mode RCPSP" (W. P. No. 2014-10-04)
- Dayal, Madhukar and Verma, Sanjay, "Exact Procedures for Non-regular Measures of the Multi-Mode RCPSP" (W.P.No.2015-03-06)
- Dayal, Madhukar and Verma, Sanjay, "Multi-processor Exact Procedures for Regular Measures of the Multi-mode RCPSP" (W.P.No.2015-03-25)
- Deodhar, Satish Y., "Make in India: Re-chanting the Mantra with a Difference" (W.P.No.2015-02-02)
- Desai, Naman, "The Effects of Fraud Risk Factors and Client Characteristics on Audit Procedures" (W.P.No.2015-03-15)
- Desai, Naman, "The Effects of Group Brainstorming on the Auditor's Search for Potential Misstatements and Assessment of Fraud Risk in the Presence of Pressures and Opportunities" (W.P.No.2015-03-11)
- Desai, Naman and Gupta, Vishal, "Selective Perceptions and Group Brainstorming: An Investigation of Auditors' Fraud Risk Assessment" (W.P.No.2015-03-14)
- Desai, Naman; Pingali, Viswanath and Tripathy, Arindam, "Is 2% the Solution? Experimental Evidence on the New CSR Rule in India" (W.P.No.2015-03-09)
- Dholakia, Hem H.; Bhadra, Dhiman and Garg, Amit, "Air Pollution in Indian Cities: Short Term Mortality Impacts and Interactions with Temperature" (W.P. No. 2014-04-01)
- Dholakia, Hem H. and Garg, Amit, "A Tale of Five Cities: Heat Waves, Cold Spells and Mortality Risk in Urban India" (W. P. No. 2014-10-02)
- Dholakia, Ravindira H.; Pandya, Manish B. and Pateria, Payal M., "Measurement Issues in State Income from Registered Manufacturing Sector - Case of Gujarat" (W.P. No. 2014-11-02)
- Dutta, Goutam and Pachisia, Divya, "Forecast Accuracy Along Booking Profile in the National Railways of an Emerging Asian Economy: Comparison of Different Techniques" (W.P. No.2014-10-01)
- Dutta, Goutam and Santra, Sumitro, "Price Movements of the Competing Airlines in the Indian Market: An Empirical Study (A)" (W.P.No.2015-01-02)
- Dutta, Swati; Mukhopadhyay, Jyoti Prasad and Pingali, Viswanath, "Endowment Effects in Bundles", (W.P. No. 2014-06-01)
- Foram, Mehta and Deodhar, Satish Y., "Assessing Impact of Mandatory CSR on Food Industry" (W.P. No. 2014-12-08)

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RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

- Goncalo, Jack and Kandathil, George, "Power Distance Beliefs and Attributions for Group Performance" (W.P.No.2015-02-06)
- Gupta, Narain; Dutta, Goutam and Fourer, Robert, "A Multi-Period Two Stage Stochastic Programming Based Decision Support System for Strategic Planning in Process Industries: A Case of an Integrated Iron and Steel Company" (W.P. No. 2014-04-04)
- Gupta, Vishal, "Indian Administrative Service (IAS) and Crony Capitalism: A Review Paper" (W.P.No.2015-03-07)
- Huber, Hans, "Hub-based Network Analysis and Change in the US Air Transport System (ATS)" (W.P. No. 2014-05-02)
- Iyengar, Shreekant and Dholakia, Ravindra H., "What Determines Performance Gap Index of Healthcare in Gujarat" (W.P. No. 2014-05-03)
- Jacob, Joshy; Desai, Naman and Agarwalla, Sobhesh Kumar, "Are Big 4 Audit Fee Premiums Always Related to Superior Audit Quality? Evidence from India's Unique Audit Market" (W.P.No.2015-03-10)
- Jaikumar, Saravana; Pingali, Viswanath and Virmani, Vineet, "Are Investors Ethics Agnostic?" (W.P.No.2015-03-12)
- Jain, Rekha, "A Model for Internet Governance and Implications for India" (W.P.No.2015-03-23)
- Jain, Rekha and Raghuram, G., "Lessons of Reforms of the Telecom Sector" (W.P.No.2015-03-22)
- Jain, Rekha and Singh, Manjari, "A Framework for Comparative Analysis of National Knowledge Networks in UK and India" (W.P.No.2015-03-29)
- Jain, Rekha and Singh, Manjari, "Integrated Framework for Increasing the Effectiveness of Knowledge Networks: Roles of Network Providers and Users" (W.P.No.2015-03-27)
- Jayaswal, Sachin, "Emergency Medical Service System Design under Service Level Constraints for Heterogeneous Patients" (W.P. No. 2014-11-04)
- Jayaswal, Sachin, "Priority Service System Optimization Under Service Level Constraints" (W.P. No. 2014-08-04)
- Jayaswal, Sachin; Vidyarthi, Navneet and Das, Sagnik, "An Efficient Solution Approach for Combinatorial Bandwidth Packing Problem with Queuing Delays" (W.P. No. 2014-12-05)
- Kandathil, George, "Technology Non-Affordances: Exploring the Political Interactions in the Designer-User-Technology Trio" (W.P. No. 2014-12-06)
- Kandathil, George, "A Multi-perspective integrated framework to study operations of power in organizations during technology-based change" (W.P.No.2015-02-05)
- Kandathil, George, "From Behavioral Compliance To Value Internalization: The critical role of the match between employee's pre socialization habitual behavior and organization's expected employee behaviour" (W.P.No.2015-02-04)
- Kandathil, George, "Refocusing Employee Participation: Beyond the debate of fab and fad" (W.P.No.2015-03-39)
- Kandathil, George, "Who fixes the meaning of time? Exercise of ideological power during the implementation of Enterprise Resource Planning technology in a Western organization in India" (W.P.No.2015-02-09)
- Kandathil, George, "Work Intensification and Telehomeworking: The Case of Indian IT Sector" (W.P.No.2015-01-01)
- Kandathil, George; Newell, Sue and Erica Wagner, "Interactions between Collective Action Frame and Collective Action Framing: Exploring ERP Customization in an India-based Multinational Company" (W.P.No.2015-02-08)
- Karna, Amit; Taeube, Florian A. and Sonderegger, Petra, "Economic Geography and Networks: Role of Local and Non-local Ties in Cluster Evolution" (W.P. No. 2014-12-01)
- Karthik, D.; Upadhyayulu, Rajesh and Basant, Rakesh "Strategic Paths and Performance of Born Globals: A Study of Indian IT Firms" (W.P.No.2015-03-36)
- Karthik, D; George, Rejie and Singla, Chitra, "International Diversification and Firm Performance: The contingent influence of Product Diversification" (W.P.No.2015-03-32)
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- Khanra, Avijit, "An Efficient Heuristic for the Multi-product Satiating Newsboy Problem, (W.P. No. 2014-06-03)
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- Kureshi, Sonal and Thomas, Sujo, "Cause Related Marketing - An Indian Overview" (W.P. No. 2014-04-03)

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- Malhotra, Pearl and Singh, Manjari, "Linking Team Leaders' Human & Social Capital to their Team Members' Career Advancement" (W.P.No.2015-03-24)
- Morris, Sebastian, "Issues in Water Rights, Institutional Design and Pricing that Need Resolution" (W.P. No. 2014-10-03)
- Nair, Nisha and Vohra, Neharika, "Diversity and Inclusion at the Workplace: A Review of Research and Perspectives" (W.P.No.2015-03-34)
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- Rao, Harish Venkatesh; Dutta, Goutam and Basu, Sankarshan, "Database Structure for a Multi Stage Stochastic Optimization Based Decision Support System for Asset – Liability Management of a Life Insurance Company" (W.P. No. 2014-06-02)
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- Sharma, Dheeraj, "Examining the Influence of Service Quality on Customer Satisfaction and Patronage Intentions in Convenience Store Industry" (W.P. No. 2014-04-05)
- Sharma, Dheeraj and Chandwani, Rajesh, "Exploring Antecedents of Technology Usage and Stress" (W.P.No.2015-03-41)
- Sharma, Meenakshi, "Ethics Statements on Websites of Indian Companies" (W.P. No. 2014-05-01)
- Sharma, Sunil, "Decoding Response Uncertainty" (W.P.No.2015-03-21)
- Sharma, Sunil, "Internationalization of firms from emerging economies: An Organizational learning framework" (W.P.No.2015-03-17)
- Sharma, Sunil, "Organization Design for Knowledge Transfer in Alliances" (W.P.No.2015-03-19)
- Sharma, Sunil, "Relevance of Resource Based View Themes for Capability Evolution" (W.P.No.2015-03-30)
- Sharma, Sunil, "Strategic Judgment under Pervasive Uncertainty" (W.P.No.2015-03-20)
- Sharma, Sunil, "Strategic Responses to Deregulation: An Institutional Theory Perspective" (W.P.No.2015-03-18)
- Singh, Manjari and Jain, Rekha, "Organisational Mechanisms for National Knowledge Network and Outcomes in the Institutes of Higher Education & Research: Moderating Role of Needs & Ecosystem" (W.P.No.2015-03-28)
- Singh, Sukhpal, "Agribusiness Franchising in India: Experience and Potential" (W.P. No. 2014-12-09)
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La Forgia, Gerard; Raha, Shomikho; Shaik, Shabbeer; Maheshwari, Sunil Kumar and Ali, Rabia, "Parallel systems and human resource management in India's public health services : a view from the front lines (English)"

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Research Seminars Organized by R&P Committee

Speaker	Topic	Date	Area
Dr. Tushi Baul New York University Abu Dhabi	Does Unethical Behavior Affect Choice of Profession: Public Vs. Private?	April 24, 2014	Economics
Dr. James C. Hayton Warwick Business School UK	Publishing in Leading Journals	April 28, 2014	Research & Publications
Dr. Radhendushka Srivastava Indian Institute of Technology Bombay	Some new techniques of spectrum estimation and high dimensional data	April 28, 2014	P&QM
Dr. Sidhartha S. Padhi ETH Zurich Switzerland	Optimal Design of Auction Parameters to Reduce the Effect of Collusion	April 29, 2014	P&QM
Prof. Shailendra Mehta Indian Institute of Management Ahmedabad	Managerial and Investor Behavior, Price Bubbles and Merger Waves: A Simulation	May 1, 2014	BP
Prof. Vijay Modi Columbia University USA	Can innovation help Entrepreneurs and enable service provision for the Poor?	May 28, 2014	Research & Publications
Prof. Subhajyoti Bandyopadhyay University of Florida, FL	The Policy Implications on Net Neutrality: An Economic Perspective	June 12, 2014	Research & Publications
Dr. Nandini Chatterjee Singh National Brain Research Centre, India	The Reading Brain	June 13, 2014	Research & Publications
Dr. Ashis Jalote Parmar Ahmedabad University	Design Thinking as one of the critical factors in promoting new product development- a case of intra-operative decision support system for clinicians.	June 23, 2014	BP
Prof. M.S. Sriram Indian Institute of Management Bangalore	"Too small to be counted: Equity and Inclusion"	June 23, 2014	F&A
Dr. T S Rangan RupaJan Management Consulting Limited, Chennai	How Indian Corporates should leverage Governance Indicators for creating value than merely looking at Corporate Governance as a Compliance Program	June 24, 2014	BP
Ms. Niharika Garud Indian Institute of Management Bangalore	Understanding Bricolage in New Product Development: The Role of Innovative Behavior and Political Skills.	July 03, 2014	OB

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RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

Speaker	Topic	Date	Area
Prof. Ratul Lahkar Department of Economics, Ashoka University Kundli, Haryana	Aspiration, Learning and Social Change	July 8, 2014	Research & Publications
Ms. Ankita Tandon Indian Institute of Management Kozhikode.	Boundary Dynamics and Knowledge Brokering: Exploring Organizational Learning in Social Enterprises.	July 14, 2014	OB
Dr. Shubhra Hajela Tata Institute of Social Sciences Hyderabad.	The Monster Within: Understanding the Narratives of Depression.	July 15, 2014	OB
Dr. Sanket Mohapatra The World Bank	Sovereign and Sub-Sovereign Credit Ratings: Re-Examining the Spillover Effect	July 15, 2014	Economics
Mr. Ritwik Banerjee Aarhus Univ. Denmark	Synopsis of "Corruption, Norm Violation and Decay in Social Capital"	July 21, 2014	Economics
Dr. Simanthi Bandyopadhyay	Fiscal Health and Intergovernmental Transfers: An approach based on Efficiency.	July 22, 2014	PSG
Prof. Navneet Vidyarthi Concordia University Canada	The Impact of Directed Choice on the Design of Preventive Healthcare Facility Network under Congestion	July 24, 2014	Research & Publications
Dr. Chitvan Trivedi University of California, Irvine.	Social Entrepreneurship: Ecological Consciousness and Collective Processes.	July 30, 2014	OB
Dr. Ankur Sinha Aalto University School of Business Helsinki, Finland	Bilevel Optimization: Applications and Methods	August 1, 2014	P&QM
Dr. Rohit Joshi	Real-Time Data Intelligence for Smart Society	August 18, 2014	Information Systems
Dr. Syamantak Bhattacharya Plymouth University UK	Riding the Wave of Corporate Freedom: A Comparative Study on Practices of Worker Employment and Management of Workplace Health and Safety in the Maritime and Dock Sectors	August 19, 2014	Research & Publications
Mr. Ashish Khanna World Bank	More Power to India: The Challenge of Electricity Distribution	August 21, 2014	Research & Publications
Prof. Subhash Jha Indian Institute of Management Udaipur	Effectiveness of Exaggerated Advertised Reference Prices: The Role of Decision Time Pressure	August 22, 2014	Research & Publications
Prof. Ramesh Bollapragada San Francisco State University, USA	Surge in Usage of FasTrack (Electronic Toll Collection System) on San Francisco Bay area Bridges: Impact of O.R. models in relieving traffic congestion, and improving productivity	September 2, 2014	Research & Publications

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Speaker	Topic	Date	Area
Prof. K.R. Subramanyam University of Southern California, CA	Do options price predictable patterns in future stock returns? Evidence from accounting anomalies	September 25, 2014	Research & Publications
Mr. Ed Forrest Education for Life, USA	Community Change and Holistic Development through an Innovative Action-research School in Rural Rajasthan	October 13, 2014	Research & Publications
Mr. Barjor Mehta World Bank	Leveraging Urbanization in South Asia: Managing Future Urban Development and Transformation	October 15, 2014	Research & Publications
Mr. Arnab Bhattacharya Indian Institute of Management Calcutta	"Role of Retail Investor Participation in Developing Secondary Market Liquidity for Indian IPOs"	October 15, 2014	F&A
Mr. Shiv Mani Federal Energy Regulatory Commission, USA	The Potential of Market Based Microgrids in Developing and Mature Electricity Systems	October 17, 2014	Research & Publications
Prof. Shahrokh M. Saudagaran University of Washington Tacoma	The Economic Impact of First's Corporate Social Responsibility Activities: A Review and Synthesis of the Research Evidence	October 21, 2014	Research & Publications
Mr. Varun Sood Fortis Healthcare Mr. Vijay Sethi Hero Motocorp. Ltd. Mr. Prakash Paranjape Idea Cellular Mr. Nitin Sharma Raychem RPG	CIO Conclave	November 2, 2014	Information Systems
Prof. Israr Qureshi Hong Kong Polytechnic University	Videos in the Choupal: ICT, Social Practices, and Knowledge Transfer	November 5, 2014	Research & Publications
Dr. Mahendra Raj Institute of Management Technology Dubai	"An Investigation of the Relationship between Fund Efficiency and Ratings"	November 13, 2014	F&A
Prof. Sebastian Morris Indian Institute of Management Ahmedabad	Issues in Water Rights, Institutional Design and Pricing that Need Resolution	December 3, 2014	Research & Publications
Prof. Mudit Kapoor Indian School of Business, Hyderabad	Why So Few Women in Politics? Evidence from India	December 4, 2014	Research & Publications
Prof. Soutir Bandyopadhyay Lehigh University, USA	Statistics for LARGE Spatial Data	December 9, 2014	Research & Publications
Ms. Smita Misra World Bank	Rural Water and Sanitation in India: Achievements and Challenges	December 11, 2014	Research & Publications
Prof. Prithwiraj Nath University of East Anglia, UK	E-store Attributes and Website Usage: Exploring the Differences between Maximizers and Satisficers	December 22, 2014	Research & Publications

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Speaker	Topic	Date	Area
Prof. Siva Nathan Georgia State University, USA	Financial Analysts: When Just One Method is Worse	December 23, 2014	Research & Publications
Dr. Nikolaos Papageorgiadis University of Liverpool, UK	International Patent Systems Strength 1998-2011	December 24, 2014	Research & Publications
Prof. V.G. Narayanan Harvard Business School, USA	Control in Inter-Organizational Settings	December 26, 2014	Research & Publications
Prof. Viswanath Pingali Indian Institute of Management Ahmedabad	Anchoring in CSR Spending	December 31, 2014	Research & Publications
Prof. Suresh Radhakrishnan The University of Texas, Dallas	Economic Underpinnings of Research on CSR	January 5, 2015	Research & Publications
Prof. Suresh Radhakrishnan The University of Texas, Dallas	Doing Good Research	January 6, 2015	Research & Publications
Dr. Mukesh Sud, Fairfield University	Entrepreneurship: Social, Necessity & Institutional	January 8, 2015	BP
Mr. Bindu N. Lohani Asian Development Bank	Innovation and Creativity: Building Knowledge-based economies in Asia and the Pacific	January 10, 2015	Research & Publications
Dr. Anil K Thurimela	Requirements, Decision Support, Empirical Methods and Tools for Systems	January 20, 2015	Information Systems
Mr. Anindya Chakrabarti Boston University	"Globalization of Volatility"	January 20, 2015	Economics
Dr. Devraj Basu Strathclyde Business School, Scotland	Financialization of Commodity Markets	January 21, 2015	Research & Publications
Dr. Pritha Dev Instituto Tecnológico Autónomo De México	Group Identity in a Network Formation Game with Cost Sharing	January 22, 2015	Economics
Ms. Akanksha Jalan Indian Institute of Management Bangalore	"Debt, Bankruptcy Risk and Corporate Tax Sheltering"	February 10, 2015	F&A
Dr. Anish Sugathan Harvard Kennedy School's Center for Business and Government	The Influence Of Governance Infrastructure And Corporate Governance On Tax Motivated International Profit Shifting	February 11, 2015	BP
Prof. V.S. Chandrasekar Pammi University of Allahabad	Neuroeconomics of Prospect Theory	February 12, 2015	Research & Publications
Dr. Lakshmi K. Raut Social Security Administration, USA	Globalization, Quality and Inequity in Education and Economic Growth: Lessons for India from China	February 12, 2015	Research & Publications
Mr. Sharad Saxena ICICI Bank	Technology Risk Management in Banks	February 16, 2015	Research & Publications

RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

Speaker	Topic	Date	Area
Prof. T.T. Niranjn Indian Institute of Technology Bombay	Discounting Unfilled Orders Cause Supply Chain Order Inflations in India	February 17, 2015	P&QM
Mr. Soumojit Kumar Indian Institute of Management Calcutta	Mathematical Programming for Product Line Decisions: An Integrated Approach	February 18,2015	P&QM
Mr. Dhruv Gupta IPS	An Economic Analysis on Naxalism	February 19, 2015	Research & Publications
Dr. Manjesh Kumar Hanawal	Price Regulation in a Non-neutral Network'	February 23, 2015	Information Systems
Dr. Ramgopal Agarwala Pahle India Foundation, India	India 2050: A Roadmap to Sustainable Prosperity	February 26, 2015	Research & Publications
Prof. Tapan Bagchi KIIT University	Scheduling Spacecraft Task Support for ISRO – A Challenge in Operations Management	February 27,2015	P&QM
Dr. Prabir Neogi Carleton University	Mobile Communications and National Broadband Strategies: Perspectives, Lessons, Issues, and Challenges	March 10, 2015	Information Systems
Dr. Poornima Varma Indian Institute of Management Ahmedabad	Price Discrimination and Pricing to Market Behaviour of Indian Rice Exporters: Empirical Evidence for Basmati and Non-Basmati Rice	March 11, 2015	Research & Publications
Dr. Ashis Jalote Parmar Indian Institute of Management Ahmedabad	Role of Design Thinking for Innovation in Public Health Delivery System: A case of ICT based mobile application for rural community health workers to reduce maternal mortality	March 25, 2015	Research & Publications
Dr. Kushankur Dey Indian Institute of Management Ahmedabad	Do Farmers Adopt Futures Markets in India? A Field-based Experiment (Phase-I)	March 31, 2015	Research & Publications

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- Agarwal, Promila, "Lay Constructs of Hope: Cross-National Analyses," 22nd International Congress of the International Association for Cross-Cultural Psychology, Reims, France, July 15-19, 2014.
- Agarwal, Promila, "Not all Mergers and Acquisitions Lead to Psychological Contract Breach: Moderating Effect of Human Resource Effectiveness," International Journal of Human Resource Management Colloquim: Human Resource Management in Asia: Distinctiveness of Asian Human Resource Management? ISC Paris Business School, Paris, September 18-19, 2014.
- Angeli, Federica and Jaiswal, Anand Kumar, "Business Model Innovation for Inclusive Healthcare," Second International Conference on Inclusive Innovation and Innovative Management, Valaya Alongkorn Rajabhat University, Pathumthani, Thailand, December 11-12, 2014.
- Angeli, Federica and Jaiswal, Anand Kumar, "Why Do Local Companies Outperform MNCs in Inclusive Markets? An Institutional Perspective," Fifth Subsistence Marketplaces Conference, University of Illinois at Urbana Champaign, Illinois, June 13 - 15, 2014.
- Barnhardt, Sharon and Lijiang, "Moving to Opportunity or Isolation? Long-Run Evidence from a Randomized Housing Mobility Program in India," Yale China-India Insights Conference, July, 13-15, 2014.
- Barnhardt, Sharon, "An RCT from Start to Finish," IMR Doctoral Conference 2014, Indian Institute of Management, Bangalore, December 23, 2014.
- Barnhardt, Sharon, "Social Impact," IIMA Workshop on Corporate Social Responsibility: Challenges for Research and Practice, Indian Institute of Management, Ahmedabad, February 10, 2015.
- Bhaskar, Kalyan and Shukla, P. R., "Long Term Future for Bioenergy in India: An Assessment of Co-benefits," 22nd European Biomass Conference and Exhibition, Hamburg, June 22-26, 2014.
- Bhaskar, Kalyan and Turaga, Rama Mohana R., "Extended Producer Responsibility as an Instrument for Electronic Waste Management: A Critical Analysis of E-Waste Rules in India," APPAM Fall Research Conference, Albuquerque, November 5-7, 2014.
- Bhaskar, Kalyan; Shukla, P. R. and Dhar, Subash, "Electric Vehicle Scenarios for India: Implication for Development and Mitigation," Development and Mitigation Forum, Cape Town, January 27-29, 2015.

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- Bhaskar, Kalyan; Shukla, P. R. and Shivika, Mittal, "Modelling Solar and Bioenergy Dynamics in Low Carbon Scenarios in India," 33rd International Energy Workshop, Beijing, June 2-3, 2014.
- Bhat, Ramesh, "Draft National Health Policy," IHEPA's Fourth Conference: Health System Strengthening and Reforms in India, 2015,
- Bhat, Ramesh, "Towards Universal Health Coverage: Policy Imperatives," First IIMA Conference: Vision 2024: Imperatives for Public Policy, Indian Institute of Management, November 2014.
- Bhat, Ramesh, "Universal Health Coverage: Known Unknowns," Second Indian Institute of Management Ahmedabad, International Conference on Advances in Healthcare Management Services, June 2015.
- Bhatnagar, Subhash, "ICT for Development and Social Transformation," 15th ICT Conference, Kathmandu, February 1-2, 2015.
- Bhatnagar, Subhash, "e-Urban Governance," 11th World Congress of Metropolis: Cities for All, Hyderabad, October 7, 2014.
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- Chokshi, Poojan, "Delineating the Interest Group Dynamics Surrounding Inclusion of Aviation under the EU ETS," Anvesh 2014: Conference for Doctoral Students, Institute of Management, Nirma University, Ahmedabad, April 11-12, 2014.
- Chokshi, Poojan, "Equity and Justice in European Union's Policy to Curb Airline Emissions," Anvesh 2014: Conference for Doctoral Students, Institute of Management, Nirma University, Ahmedabad, April 11-12, 2014.
- Chokshi, Poojan; Shukla, P. R. and Bhaskar, Kalyan, "Sustainable Low Carbon Urban Mobility Scenarios for India: A Co-benefits Assessment of Electric Vehicles," 37th IAEE International Conference, New York, June 15-18, 2014.
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- D'Cruz, Premilla; Omari, Maryam; Paull, Megan and Burcu, Guneri-Cangarli, "Fair Game: The Influence of Cultural Norms in Creating Sanctioned Targets in the Workplace." Ninth International Conference on Workplace Bullying and Harassment, Milan, June 17-20, 2014.
- Deodhar, Satish, Y., "Make in India: Re-chanting the Mantra with a Difference," Global Summit 2015 on Make in India: Transforming Human Resources and Strategic Development, National Institute for Entrepreneurship and Small Business development (NIESBUD), Ministry of Micro, Small and Medium Enterprises, Government of India, New Delhi, March 19, 2015.
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- Doshi, Vijayta and Vohra, Neharika, "Identity Struggle: 'Not Knowing' in Leadership," Second Pan IIM World Management Conference, Indian Institute of Management, Kozhikode, November 5-8, 2014.
- D'Souza, Errol, "Informal and Formal Employment in a Liberalizing Economy," 56th Annual Conference of the Indian Society of Labour Economics, BIT Mesra, Ranchi, December 18, 2014.
- D'Souza, Errol, "Why Banning Child Labour Does not Work," Western Region Roundtable Conference on Extending Social Protection and Combating Child Labour, UNICEF, ILO, Government of Gujarat, Mahatma Gandhi Labour Institute, June 5, 2014.
- D'Souza, Errol, "Gold Monetisation Scheme for India," Papers in Public Economics and Policy Conference at National Institute of Public Finance and Policy, New Delhi, March 12, 2015.

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- D'Souza, Errol, "Job Security Regulations and Informal Employment in a Liberalizing Economy," Plenary Talk at the International Conference on Law and Economics 2015, GNLU, Indian Institute of Management, Ahmedabad, and Indian Institute of Technology, Kanpur, Gandhinagar, March 15, 2015.
- Gupta, Anil K., "Design for Sustainable Well-being and Empowerment," Indian Institute of Science, Bangalore, June 12-14, 2014
- Gupta, Dipti, "Creating Smart Cities which are All-Inclusive," Third International Conference on Creativity and Innovation at Grassroots, Indian Institute of Management, Ahmedabad, January 19-22, 2015.
- Gupta, Parvinder, "Talent Management," Fifth International Conference on Organization Behavior and Human Resource Management (ICOBHRM'15), Abu Dhabi, March 2015.
- Jaikumar, Saravana and Tripathi S., "Ordering Effect of Alphabets and Numbers in Alphanumeric Brand Names," North American Conference of the Association for Consumer Research, Baltimore, October 23-26, 2014.
- Jaikumar, Saravana, "Celebrity Endorsements and Branding Strategies: Event Study from India," INFORMS Marketing Science Conference, Atlanta, June 12-14, 2014.
- Jaikumar, Saravana, "The Effect of Overlapping Price Ranges on Price Perception," Association for Consumer Research, Baltimore, October 23-26, 2014.
- Jain, Rekha. "Framework for Identifying Appropriate Roles for the Public and Private Sector in National Broadband Deployments in Emerging Economies: The National Broadband Plan of India," TPRC 42: The 42nd Research Conference on Communication, Information and Internet Policy, Arlington, September 12-14, 2014.
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- Jalote, Ashis Parmar, "Decision Support Device for Community Health Workers to Reduce Maternal Mortality," 15th Annual Global Development Conference, Accra, June 18-20, 2014.
- Jalote, Ashis Parmar, "Design Thinking: Catalysing Creativity Within and Beyond the University," Going Global 2015 Conference, London, June 1-3, 2015.
- Jalote, Ashis Parmar, "Design Thinking a Critical Factor in Shaping Project Based Engineering Education," Frontiers in Education, IEEE Conference, Madrid, October 23-26, 2014.
- Jha, J.K. and Singh, Manjari, "Challenges in Managing Labour Processes in Informal Sector and Impact of Labour Laws on Segregation of Labour Market and Labour Flexibility: A Proposed Framework," 56th Annual Conference of the Indian Society of Labour Economics, Institute for Human Development, Eastern Regional Centre, Ranchi and Birla Institute of Technology, Mesra, Ranchi, December 18-20, 2014.
- Jose, Sibi; Varkkey, Biju and Menon, Manoj, "Movies in the MBA Class Room, Impact Study of an Experiment," 14th International Conference on Knowledge, Culture and Change in Organizations, Said Business School, University of Oxford, August 4-5, 2014.
- Kaul, Asha and Chaudhuri, V., "Creating Shared Value: The Sustainability Journey at ITC Ltd," Twelfth International Conference on New Directions in the Humanities, CEU San Pablo University, Madrid, June 11-13, 2014.
- Khurana, Nidhi; Bhat, Ramesh; Gandhi, Rikin and Booher, Peggy Koniz, "Cost Analysis of Nutrition Messaging Intervention Through Community-led Videos in Odisha," ICTD '15 Proceedings of the Seventh International Conference on Information and Communication Technologies and Development, New York, 2015.

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- Malhotra, P. and Singh, Manjari, "Impact of Manager with Disability on Upward Advancement of their Subordinates: A Conceptual Proposition," British Academy of Management 2014 Conference, Belfast, Northern Ireland, September 9-11, 2014.
- Malhotra, P. and Singh, Manjari, "Individual Factors and Organisational Initiatives Enabling the Success of Disabled-Managers - the Indian Context," International Journal of Human Resource Management Colloquium on Human Resource Management in Asia: Distinctiveness of Asian Human Resource Management, ISC Paris Business School, Paris, September 18-19, 2014.
- Mehta, Foram and Deodhar, Satish Y., (2015). "Impact of Mandatory CSR on Food Industry," CSR Challenges for Research and Practice, IIMA Colloquium, Ahmedabad, February 10, 2015.
- Mishra, H.G.; Sinha, Piyush Kumar and Koul, S., "Assortment Planning by Small Retailers: A Grounded Theory Approach," 8th NASMEI Conference, Great Lake Institute of Management, Chennai, December 26-27, 2014.
- Nagar, Neerav, "Corporate Governance and Cash Flow Manipulation: Evidence from India," IFABS 2015 Corporate Finance Conference: Institutions, Governance, and Finance in Globally Connected Environment, Oxford, September 12-13, 2015.
- Nagar, Neerav, "Gross Profit Manipulation: Impact of Product Market Competition," American Accounting Association Annual Meeting : Global Emerging Scholars Research Workshop, Atlanta, August 2-6, 2014.
- Nagar, Neerav, "Gross Profit Manipulation: Impact of Product Market Competition," First Corporate Governance Conference, Indian Institute of Management, Trichy, June 13-14, 2014.
- Noronha, Ernesto and D'Cruz, Premilla, "Going Dutch, Remaining Indian: Experience of Indian IT Employees in the Netherlands," The Dynamics of Virtual Work: the Transformation of Labour in a Digital Global Economy, International Conference, University of Hertfordshire, September 3-5, 2014.
- Noronha, Ernesto and D'Cruz, Premilla, "In the Name of Competitiveness: Industrial Relations in the Indian IT/ITES Sector," 56th ISLE Annual Conference, December 18-20, 2014.
- Parida, Biswajita, "Captive vs. Non-Captive: A Conceptual Framework," Second Pan IIM World Management Conference, Indian Institute of Management, Kozhikode, November 5th-8th, 2014.
- Parida, Biswajita, "Consumers in Emerging Markets: An Analytical Framework," Annual Conference of The Emerging Markets Conference Board, IMT Dubai, January 20-22, 2015.
- Parida, Biswajita, "Inferring Competence and Status from Signals of Nonconformity," Academy of International Business Paper Development Workshop, Indian Institute of Management, Bangalore, December 18-19, 2014.
- Ravichandran N. and Radha R., "Ms.Tara's Dilemma: To Litigate or Otherwise," Thirteenth Case Workshop, Prestige Institute of Management, Gwalior, April 25-27, 2014.
- Saiyed, Abrar Ali and Maheshwari, Sunil, "Entrepreneurial Characteristics and Strategic Choices of New Venture Firms," Twelfth AIMS International Conference on Management Proceedings, Indian Institute of Management, Kozhikode, January 2-5, 2015, 415-421.
- Saiyed, Abrar Ali,; Gupta, Vishal and Dutta, Devkamal, "Entrepreneurial Orientation, Firm Performance, and CEO Power: Evidence from India," Babson College Entrepreneurship Research Conference, London, Ontario, June 4-7, 2014.

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- Sarin, Ankur and Ranganathan, Kavitha, "An Evaluation Framework for Socially Meaningful Evaluations of Technology based Social Innovations," International Social Innovation Research Conference (ISIRC), Said Business School, Oxford, September 2014.
- Shah, Bhavin and Ravichandran N., "Discount Coupons at BFL: A Privilege to Shareholders or a Means to Erode Shareholders' Wealth?" Anniversary Conference 2014. Case Research Centre, Indian Institute of Management, Bangalore, September 8-9, 2014.
- Sharma, Shruti, "Imported Intermediate Inputs and Workforce Composition: Evidence from India's Tariff Liberalization," 19th Society of Labour Economics Meetings, Arlington, May 2, 2014.
- Sharma, Shruti, "Imported Intermediate Inputs and Workforce Composition: Evidence from India's Tariff Liberalization," Conference on Economic Inequality, Labour Markets and Trade, CEPR and University of Zurich, Zurich, June 15-18, 2014.
- Sharma, Supriya, "Can Traditional And Survival Values Be Measured At Ethnicity?" Second Pan IIM World Management Conference, Indian Institute of Management, Kozhikode, November 5-8, 2014.
- Sharma, Supriya, "Conflict Between Identity and Image of an Organization: Exploring Responses in New Entrepreneurial Ventures," IIMB Management Review Doctoral Conference, Indian Institute of Management, Bangalore, December 22-23, 2014.
- Sharma, Vijay Paul, "Commercialization of Agriculture and Linking Smallholder Producers to Markets: Issues and Options," 12th Agricultural Science Congress on Sustainable Livelihood Security of Smallholder Farmers, National Dairy Research Institute, Karnal, February 3-6, 2015.
- Sharma, Vijay Paul, "Correct Identification of Beneficiaries and Securing the Efficient Supply Chain," National Conference on "A Leak Proof TPDS: The Way Ahead," Ministry of Consumer Affairs, Food and Public Distribution, New Delhi, October 30, 2014.
- Sharma, Vijay Paul, "Emerging Trends and Drivers of in Indian Agri-Food Sector," Third International Conference on Impacting Food Value Chain and Leveraging Innovation, National Institute of Food Technology, Entrepreneurship, and Management, Sonapat, February 26-28, 2015.
- Sharma, Vijay Paul, "Emerging Trends in Indian Agribusiness and Food Security Challenges," National Conference on Economic Implications of National Food Security Act, Gujarat National Law University, Gandhinagar, August 9, 2014.
- Sharma, Vijay Paul, "Emerging Trends in Indian Agribusiness Sector: Prospects and Policy Options," International Conference on Strengthening Climate Justice Initiatives: Livelihood Challenges at Local Level with a Focus on Farmers, Nirma University, Ahmedabad, November 8-9, 2014.
- Sharma, Vijay Paul, "Emerging Trends in Indian Oilseeds Sector: Key Issues and Policy Options," National Seminar on Strategic Interventions to Enhance Oilseeds Production in India, Indian Society of Oilseeds Research, Directorate of Rapeseed Mustard Research, Bharatpur, February 19-21, 2015.
- Sharma, Vijay Paul, "Fertilizer Subsidy in India: Key Issues and Concerns," National Conference on Understanding Fertilizer Use and Subsidy, India International Centre, New Delhi, November 7, 2014.
- Sharma, Vijay Paul, "Fertilizer Subsidy in India: Key Issues and Policy Options," Public Policy Conference, "Vision 2024" Imperatives for Public Policy, Vigyan Bhawan, New Delhi, November 21-22, 2014.
- Sharma, Vijay Paul, "Key Issues of Land Use in India and Implications for Policy Planning," Brainstorming on Land and Water Issues, Innovative Thought Forum, India Habitat Centre, New Delhi, March 18, 2015.
- Sharma, Vijay Paul, "Performance of Agriculture in Gujarat: Strategic Perspective and Policy Options," Policy Consultation Workshop on Support-Led and Economic Growth-Mediated Food And Nutrition Security In India: The Case of Gujarat, International Food Policy Research Institute and Indian Institute of Management, Ahmedabad, November 1, 2014.
- Sharma, Vijay Paul, "Possible Ways to Rationalize Fertilizer Subsidies," National Conference on Harnessing Opportunities to Improve Agri-Food Systems, Indira Gandhi Institute for Development Studies and the International Food Policy Research Institute, New Delhi, July 10-11, 2014.

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- Sharma, Vijay Paul, "Problems and Prospects of Oilseeds Production in India," Senior Officers Meeting, Department of Agriculture and Cooperation, Ministry of Agriculture, New Delhi, January 19, 2015.
- Sharma, Vijay Paul, "Role of Fertilizers in Transforming Agriculture in Asia: A Case Study of Indian Fertilizer Sector," The Asian Society of Agricultural Economists Conference, Dhaka, October 15-17, 2014.
- Shukla, S., Dixit, M. R., Gupta, A. K., and Verma, Sanjay, "Innovation Trajectories: Managing Open and Close Approaches in Organization Innovation Process," 12th Annual Open and User Innovation Conference, Harvard Business School, Boston, July 28-30, 2014.
- Siddeeqe, Salman Ali, "Re-Internationalization Performance and Antecedents," Academy of International Business Paper Development Workshop, Indian Institute of Management, Bangalore, December 18-19, 2014.
- Singh V.L. and Singh, Manjari, "Crafting Jobs Beyond Job Descriptions: The Context of Consultant Dejobbing," First Human Resource International Conference, Academy of Management's HR Division, Beijing, June 14-16, 2014.
- Singh, Manjari and Sarkar, A., "Promoting Innovative Behaviour: Role of Psychological Empowerment and Job Involvement," IIMA Society Conference, Indian Institute of Management, Ahmedabad, June 27-28, 2014.
- Singh, Sukhpal, "Making APMC Acts Work," IGIDR-IFPRI Workshop on Harnessing Opportunities for Agri-food Supply Chains in India, New Delhi, July 24-25, 2014.
- Singh, Sukhpal, "Understanding Changing Agriculture and Agribusiness from a Smallholder Perspective: Challenges, Opportunities and Innovations," Oxfam India Agri Learning Meet for Oxfam and Partners, New Delhi, March 24-25, 2015.
- Singh, Sukhpal, "Accessing Modern Agri Markets for Small Producers in India: The Role of Producer Companies," 12th Agricultural Science Congress, National Dairy Research Institute, Karnal, February 3-6, 2015.
- Singh, Sukhpal, "Achieving Agri-Diversification and Agro-Industrialization in Punjab: Issues, Strategy, and Mechanisms," UGC-SAP Seminar on Revisiting Development Model of Punjab, Panjab University, Chandigarh, March 12, 2015.
- Singh, Sukhpal, "Small Farmer Organization in India: Performance, Sustainability and Challenges," Third International Conference on Social Enterprise in Asia, Yonsei University, Wonju Campus, South Korea, July 3-6, 2014.
- Singh, Sukhpal, "Social Enterprise and Social Entrepreneurship for Inclusive Growth: Relevance, Mechanisms, and Challenges," Panel on Social Enterprise for Inclusive Growth, Annual Conference of the Indian Society of Labour Economics, Ranchi, December 19, 2014.
- Singh, Sukhpal, "Understanding Role of FDI in Agri-Food Markets from a Value Chain Perspective: Case of Multibrand Retail Trade FDI in India," IAAE-ISAE Inter Conference Symposium: Re-Visiting Agriculture Policies in the Light of Globalization Experience: The Indian Context, Hyderabad, October 12-13, 2014.
- Singh, Sukhpal, "Sustainability Issues in Indian Agriculture: An Examination of Role of Corporate Social Responsibility v/s 3P Business Models," National Seminar on Corporate Social Responsibility in India: Challenges, Possibilities, and Prospects for Socio-Economic Transformation, CRRID, Chandigarh, March 12-14, 2015.
- Singh, V.L. and Singh, Manjari, "Exploring and Examining Job Crafting Behaviour," 74th Academy of Management Annual Meet, Philadelphia, August 1-5, 2014.
- Sinha, Ankur; Malo, P and Deb, K., "Transportation Policy Formulation as a Multi-Objective Bilevel Optimization Problem," IEEE Congress on Evolutionary Computation (CEC-2015), IEEE Press, 2015.
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- Thomas, Nobin and Vohra, Neharika, "Mapping Information Flow Patterns for Developing a Multi-Level Framework for Organizational Learning: Case of a Service Provider," Second Pan IIM World Management Conference, Indian Institute of Management, Kozhikode, November 5-8, 2014.
- Varma, Poornima and Ramakrishnan, Anjali, "Intra-Industry Trade and Likely Labour Market Adjustment in SAFTA," Thirteenth Annual South Asian Network of Economic Institute Conference, Dhaka, August 30-31, 2014.
- Verma, Varsha, "Language Abstraction in Marketing Communication: Online Reviews of Product Failure Context," Academy of Management Annual Meeting, Philadelphia, August 1-5, 2014.
- Yadav, Rama Shankar, "A Literature Review on the Linkage between Various Types of Leadership Styles and Organizational Innovation," Sixth International Conference on Excellence in Research and Education, Indian Institute of Management, Indore, May 8-11, 2014.

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CASES, RESEARCH, AND CONSULTING

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
2004-05	2933	655	2044
2005-06	2945	675	2118
2006-07	2977	709	2137
2007-08	2988	729	2186
2008-09	3037	749	2272
2009-10	3050	791	2405
2010-11	3062	792	2510
2011-12	3068	793	2634
2012-13	3080	797	2708
2013-14	3169	814	2823
2014-15	3210	889	3356

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CENTRE FOR MANAGEMENT IN AGRICULTURE

Abstracts of Completed Research Projects

1. An Analysis of Resource Conservation Technology: A Case of Micro Irrigation System (Drip Irrigation)

Research in agriculture has highlighted the beneficial role of micro irrigation technology, especially in resource conservation. However, some recent research reports have highlighted that farm level benefits derived from the technology do not alter the benefits at the basin level and therefore have posited that technology does not really benefit resource conservation. This study analyses the spread and impact of drip irrigation in high adoption areas or clusters. A survey was conducted across Gujarat, Maharashtra, Andhra Pradesh, and Tamil Nadu.

The study shows that resource conservation effects indeed do exist but are visible easily in situations of high adoption and therefore a cluster adoption policy could be very useful. Positive impact on water table and water availability follows from adoption despite a tendency to use the 'saved' water for irrigating more crops or overcoming deficit irrigation or even expanding the irrigated area. It is also an important coping mechanism for farmers faced with any of water, power, or labour scarcities, and serves as an income insurance against these shocks. Farmers see drip irrigation as the best alternative for sustaining farming as an occupation. Farmers need to be incentivized for better agriculture economics rather than for water savings which appear at the cluster level and not at the farm level. Funding from various schemes can be dovetailed to increase the subsidy allocations for drip irrigation.

2. Assessment of Marketed and Marketable Surplus of Major Foodgrains in India (coordinated study)

Indian agriculture has become increasingly commercial, market-oriented and monetized. The proportion of agricultural production that is marketed by farmers has increased significantly from about 30-35 per cent in the early 50s to more than 70 per cent in recent times. Marketed surplus is relatively higher in the case of commercial crops than subsistence crops. Understanding the marketing behaviour of producers and reliable estimates of marketed surplus as well as factors affecting it can be of significant help in designing appropriate production, procurement, storage, distribution and pricing policies. This study was undertaken to estimate marketed and marketable surplus of major foodgrains in leading producing states and examine important factors which determine the level of marketed surplus for various categories of farms. It is expected that the results of this study would be useful in designing effective food procurement, distribution and price policy.

3. Problems and Prospects of Oilseeds Production in India (coordinated study)

Edible oils constitute an important component of food expenditure in Indian households and account for about 6.7 per cent of food expenditure. The demand for edible oils has shown a steady growth during the last decade and per capita consumption has increased from about 12 kg/year in 2006-7 to 15.4 kg/year in 2012-13. The increase in demand for edible oils is attributable mainly to rising income levels and living standards and changing food habits. Demand for edible oils in the country is expected to grow because of income growth, population increase, and changes in consumption patterns. However, there has been a significant gap between demand and supply of edible oils because of slow growth in domestic oilseeds production, and shifting of acreage to other high-value crops. This gap has been met through imports, which accounted for about 57 per cent of oil consumption in 2012-13.

Given the competing demands on agricultural land from various crops and enterprises, production of oilseeds can be increased only if productivity is improved significantly and farmers get remunerative and attractive prices and assured market access. However, farmers face various constraints in oilseeds production. Most of the oilseeds are grown under rainfed conditions, and only 25 per cent of the area under oilseeds is irrigated. Several biotic, abiotic, technological, institutional and socio-economic constraints also inhibit exploitation of the yield potential of crops. Taking into account the changing policy environment, increasing demand, slow growth in domestic production, and rising imports, the study analyses the performance and potential of the Indian oilseeds sector, identifies major problems/constraints, and suggests policy options for increasing oilseeds production and productivity in the country.

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CENTRE FOR MANAGEMENT IN AGRICULTURE

4. Biotechnology in Agriculture: Potential, Performance, and Concerns

Major advances in biotechnology have made it possible to directly identify genes, know their functions, and isolate and transfer them from one organism to another. This has led to major developments and possibilities as well as controversies. This research makes an assessment of the potential benefits of agri-biotechnology for India. It examines information available on the performance of biotechnology so far in physical and economic terms, and the record of biotechnology in India and elsewhere. It also examines the reasons behind the resistance to agri-biotechnology in India, including risks and the risk perception of people. Based on this, it seeks suggests policies and a possible path of actions for agri-biotechnology in India in the future.

M

CENTRE FOR MANAGEMENT OF HEALTH SERVICES

■ Seminars Organized in 2014-15

- Debjit Biswas, Vice President and Head of Biostatistics and Data Management, Piramal Life Sciences, NCE Research, Mumbai, "Analytics in Pharmaceutical Development", August 27, 2014.
- Ajay Bakshi, Managing Director and CEO, Manipal Health Enterprises (Manipal Hospitals), Bangalore, "Management Challenges faced by the Private Sector Healthcare Delivery Organizations," September 10, 2014.
- Venkateshwarlu Sonathi, Group Lead, Central Analytics Function, Novartis, Hyderabad, "Analytics for Business Decision Making," November 28, 2014.
- Dr. Mahesh Desai, Medical Director, Muljibhai Patel Urological Hospital, Nadiad, Gujarat, "Quality Management and Institutionalized Hospital Care," December 19, 2014.
- Garry J. Bertholf, Assistant Professor, Department of English, Clemson University, "The Biopolitics of Race and the Post-Genomic Turn to Caste," December 29, 2014.
- Sandeep Menon, Executive Director and Head of Biostatistics at the Bio-therapeutics R&D at Pfizer Inc. New York, "Improving R&D Productivity and Healthcare through Quantitative Tools," January 5, 2015.
- Kanti Mardia, Senior Research Professor, University of Oxford and University of Leeds Fellow of Kellogg College, Oxford, "Is Statistics Everywhere? Some Far-reaching Case Studies in Health and Medical Science," January 19, 2015.
- Dr. Sidhartha Satpathy, Professor and Head of the Department of Hospital Administration, All India Institute of Medical Sciences, New Delhi, "Patient Safety in Hospitals: An Overview," February 13, 2015.

N

ALUMNI ACTIVITIES

Date	Chapter	Events	No. of Alumni Attended	Remark
April 2014	Ahmedabad	Study Circle Meet	9	The new team formally began its activities from April. It includes regular study circle meets which happen once in a month. Chapter has also taken an initiative called 'Motivational Finance' wherein a fund has been started for young entrepreneurs. IIMAAAAC keeps alumni engaged in regular get-together and dinners. The chapter has been very vibrant and plans are being formulated to undertake many more activities to strengthen the Institute-alumni relations.
April 11, 2014	Mumbai	IIMA Felicitation Function	25	Alumni gathered to discuss the definite impact that IIMA can make on the society via their involvement in socially relevant causes. The idea, purpose and vision for such a think-tank are to harness alumni strength and strengthen the community's presence across industries, government, not-for-profit sectors etc. in order to come together and form a forum.
April 19, 2-14	Pune	Leadership Workshop	20	The workshop was led by Prof. Indira Parikh (former Dean of IIMA). It was primarily a self-profiling session with practical thoughts on bridging the gap for effective leadership. Prof. Parikh's rich experience enabled the participants to get invaluable insights.
April 19, 2-14	Bangalore	Screening of 2 States	100	Screening of the movie '2 states' was organised by the Chapter. It was a different experience for the alumni to meet over a movie which was shot on the campus.
April 24 2014	Chennai	Director's Visit	100	Prof. Ashish Nanda, Director, visited Chennai for two extended sessions. Prof. Nanda gave an inspiring key note address on his vision for IIMA and the expectations from the alumni.
April 26, 2014	Mumbai	Screening of 2 States	45	Screening of the movie '2 states' was organised by the Chapter. It was a different experience for the alumni to meet over a movie which was shot on the campus.
April 27, 2014	Chennai	CSR	25	IIMA along with its alumni intends to create a think-tank and a centre that will address corporate social responsibility in a holistic manner. This Centre, when it takes off, will look at synthesising the various CSR initiatives by individuals.
May 17, 2014	Pune	Synchrony 2014	55	Jeany Chadnra briefed about the new activities and facilities at IIMA. A panel discussion was held on 'Opportunities for young MBA students in the coming ten years both for jobs and as entrepreneurs and salient points for both careers'.
May 24, 2014	Chennai	Synchrony 2014	80	The event started off with the customary introductions of the facchas. The members had some nostalgic moments remembering our alma mater when the Chapter president received a memento sent by the Institute to commemorate Synchrony.

ALUMNI ACTIVITIES

Date	Chapter	Events	No. of Alumni Attended	Remark
May 10, 2014	Mumbai	Synchrony 2014	130	Synchrony remains an interesting bridge between freshers and local seniors.
May 17, 2014	Pune	Synchrony 2014	75	The new entrant got a chance to interact with alumni and were able to do some networking. The alumni spent some golden moments meeting their batchmates after years.
May 18, 2014	Hyderabad	Synchrony 2014	250	The event was mega success. All the alumni right from the earliest batch of 1968 attended the event. In addition 11 first year interns and 25 fresh entrants attended.
May 24, 2014	Hyderabad	Painting Exhibition	50	The exhibition was titled 'Hue of Destiny, 2014-Captured in paint'. It aimed at raising funds for social activities which include supporting city based Udbhav School run by IIMA Alumni Association Hyderabad chapter.
June 21, 2014	Pune	Commemorating 1964	20	A meeting organised by the Pune chapter in order to commemorate 'Fifty years of the PGP at IIMA'.
June 14, 2014 August 23, 2014	Baroda	Get Together	10	Chapter is now on its way to regain its past glory. 48 alumni in Baroda have been identified.
July 31, 2014	London	Meeting	10	The chapter planned event in October to coincide with the visit of Prof. Ashish Nanda and Prof. Arvind Sahay. The interaction with the Director and the Dean (AE&R) served as a useful catalyst to organise the first Flagship event.
Aug 15, 2014	Bangalore	Launch of newsletter 'Namma'	40	The newsletter covers interviews with alumni, an introduction to alumni authored books; events organised and planned by the chapter. The Newsletter has helped connect the alumni better.
September 13, 2014	Chennai	Panel Discussion	50	The chapter organised a panel discussion amongst alumni turned authors.
September 20, 2014	Kolkata	Inter IIMA Networking Session	50	The chief Guest was P.D. Rai an alumnus from the batch of 1978.
October 29, 2014	London	The Innovation Forum	200	The forum served as a great platform for CIIE at IIMA and alumni to interact with the top leadership. Following a brief from Professor Ashish Nanda on the entrepreneurship spirit at IIMA, Professor Rakesh Basant highlighted the impressive achievements of CIIE at IIMA.
November 9, 2014	Ahmedabad	Post Diwali Get Together	20	Prof. Ashish Nanda was the chief guest.
November 22, 2014	Mumbai	Yearend Bash 2014	150	Apart from all the professional benefits you get from these meets, another thing it does is to remind you that you belong to the Institute.

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ALUMNI ACTIVITIES

Date	Chapter	Events	No. of Alumni Attended	Remark
November 22, 2014	Delhi	Annual Dinner and Panel Discussion	300	The subject for the panel discussion was 'Change with the Changing Times'. The panellist were P.D. Rai, Professor Ashish Nanda, Kiran Karnik and Santosh Desai.
January 16, 2015	Ahmedabad	1980 batch reunion	25	The alumni members of the chapter were invited by the batch to celebrate and mark the 35 year reunion.
January 18, 2015	Ahmedabad	Heritage Walk	25	A heritage walk in association with the Heritage Club, IIMA was attended by members with Professor Samir Barua, former Director of the Institute.
January 19, 2015	Pune	Make in India	42	<p>The evening began with a round table meeting with Director, Professor Ashish Nanda and some of the top management and industry captains of Pune. During the meeting, the following points were discussed:</p> <ul style="list-style-type: none"> • Promoting entrepreneurship via CIIE. • IIMA-Industry collaboration on development of contemporary cases. • How IIMA & Industry can come together to promote management development.



GLOBAL RANKINGS

International Rankings: Financial Times Masters in Management Rankings 2014

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Masters in Management 2014

FT.com Business School Rankings - Custom PDF download

Rank in 2014	Rank in 2013	School name	Country	Programme name	Weighted salary (US\$)	Value for money rank	Employed at three months (%)
1	1	University of St Gallen	Switzerland	Master of Arts in Strategy and International Management	79,572	1	100 (88)
2	4	HEC Paris	France	HEC Master of Science in Management	78,825	28	97 (65)
3	8	Essec Business School	France	Master of Science in Management	77,451	40	91 (74)
4	3	WHU Beisheim	Germany	Master of Science in Management	93,948	5	100 (90)
5	7	Cems	See table note	Masters in International Management	63,468	2	93 (62)
6	10	Esade Business School	Spain	MSc in International Management	65,647	29	97 (96)
7	2	ESCP Europe	France, UK, Germany, Spain, Italy	ESCP Europe Master in Management	65,404	48	83 (63)
8	5	Rotterdam School of Management, Erasmus University	Netherlands	MSc in International Management	67,696	11	88 (96)
9	5	IE Business School	Spain	Master in Management	74,263	46	95 (88)
10	-	London Business School	UK	Masters in Management	70,414	27	96 (98)
11	9	HHL Leipzig Graduate School of Management	Germany	Master of Science in Management	85,238	26	90 (88)
12	17	Università Bocconi	Italy	Master of Science in International Management	63,986	38	94 (42)
13	19	Indian Institute of Management, Calcutta	India	Post Graduate Programme	83,085	41	100 (99)
14	-	EBS Business School	Germany	Master in Management	81,734	25	86 (100)
15	13	Grenoble Graduate School of Business	France	Master in International Business	56,048	49	88 (75)
16	14	Edhec Business School	France	Edhec Master in Management	56,651	54	97 (94)
16	18	Indian Institute of Management, Ahmedabad	India	Post Graduate Programme in Management	94,721	55	100 (95)



GLOBAL RANKINGS

International Rankings: The Economist – Full-time MBA Rankings 2014

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



GLOBAL RANKINGS

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- | | | |
|--|-----|--------------------------------------------------------------------------------------------------------------------------------------------------|
| | 1. | ESSEC Business School
★★★★★ MS Management International Agro-Alimentaire |
| | 2. | Indian Institute of Management Ahmedabad
★★★★★ Post Graduate Programme in Agri-Business Management (PGP-ABM) |
| | 3. | Pontificia Universidad Católica de Chile - Facultad de Agronomía e Ingeniería Forestal
★★★★★ Magister en Gestión de Empresas Agroalimentarias |
| | 4. | University of California - Berkeley
★★★★★ Graduate Program and PhD Agribusiness Program |
| | 5. | Cornell University
★★★★★ Master of Science in Food Industry Management |
| | 6. | Universidad de Buenos Aires (UBA)
★★★★★ Maestría en Agronegocios |
| | 7. | The University of Melbourne - Melbourne School of Land and Environment
★★★★★ Master of Agribusiness |
| | 8. | Shanghai Jiao Tong University
★★★★★ Master in Agricultural Economy & Management |
| | 9. | University of British Columbia
★★★★★ Master of Food and Resource Economics |
| | 10. | Texas A&M University
★★★★★ Master of Agribusiness |



GLOBAL RANKINGS

International Rankings: Financial Times Global MBA Rankings 2015

FT .COM Global MBA Ranking 2015
 FINANCIAL TIMES FT.com Business School Rankings - Custom PDF download

Rank in 2015	3 year average rank	School name	Country	Weighted salary (US\$)	Salary percentage increase
1	1	Harvard Business School	US	179,910	96
2	3	London Business School	UK	154,147	97
3	3	University of Pennsylvania: Wharton	US	171,543	90
4	3	Stanford Graduate School of Business	US	177,089	80
4	5	Insead	France / Singapore	155,015	86
6	5	Columbia Business School	US	169,252	106
7	7	Iese Business School	Spain	144,992	121
8	8	MIT: Sloan	US	158,926	97
9	9	University of Chicago: Booth	US	161,289	97
10	11	University of California at Berkeley: Haas	US	158,518	88
11	14	Ceibs	China	149,504	147
12	12	IE Business School	Spain	152,286	104
13	15	University of Cambridge: Judge	UK	146,664	93
14	12	HKUST Business School	China	132,416	117
14	14	Northwestern University: Kellogg	US	159,598	90
16	19	HEC Paris	France	129,544	104
17	14	Yale School of Management	US	154,175	96
18	18	New York University: Stern	US	146,701	90
19	21	Esade Business School	Spain	133,138	117
20	17	IMD	Switzerland	148,148	70
21	19	Duke University: Fuqua	US	142,557	91
22	23	University of Oxford: Saïd	UK	136,474	86
23	20	Dartmouth College: Tuck	US	153,896	94
24	26	University of Michigan: Ross	US	144,159	97
25	25	UCLA: Anderson	US	142,380	92
26	27	Indian Institute of Management, Ahmedabad	India	167,676	88

P

PERSONNEL

■ P1: New Appointments

- | | |
|------------------------------|------------------------------------------|
| • Sunil Maheshwari | Personnel and Industrial Relations Area |
| • Poornima Varma | Centre for Management in Agriculture |
| • Hans Huber | Public Systems Group |
| • Sundaravalli Narayanaswami | Public Systems Group |
| • Ramesh Bhat | Public Systems Group |
| • Amit Karna | Business Policy Area |
| • Ashis Jalote Parmar | Business Policy Area |
| • Ankur Sinha | Production and Quantitative Methods Area |
| • Sanket Mohapatra | Economics Area |

■ P2 : Resignations:

- Ms. Pooja Dave

■ N3: Term Completion

- Prof. Shailendra Mehta

■ N4: Retirements

- | | | |
|-------------------------|------------------------------|---------------------------|
| • Professor K.V. Ramani | • Professor Deepti Bhatnagar | • Professor Jerome Joseph |
| • Mr. Magan Chowdhary | • Mr. Himat Solanki | • Mr. Dashrat Vaghela |
| • Mr. Girdhar Gohel | • Mr. G.B. Purabia | • Mr. Navalsingh Vaghela |
| • Mr. A. Raghavan | • Mr. Vajesinh Vaghela | • Mr. Jitendra Makwana |
| • Mr. Bhikhabhai Rathod | • Mr. S. Sundararajan | • Mr. M. Haridasan |
| • Mr. Vikram Purabia | • Mr. Jashbhai Parmar | • Ms. Ramany Vijayapal |
| • Mr. Kumaresh Datta | • Mr. V.N. Bhagat | • Mr. C.V. Varughese |

The Institute thanks them for their long, devoted, and distinguished service.

■ N5: Leave of Absence

Professor Navdeep Mathur has been granted leave without pay for one year from September 1, 2014.

■ N6: Promotions

- | | |
|----------------------------------|--------------------------|
| • Professor Dheeraj Sharma | • Mr. Avinash Lad |
| • Professor Debjit Roy | • Mr. Pradosh Thiya |
| • Professor Kavitha Ranganathan | • Mr. Pratik Sheth |
| • Professor Sobhesh Agarwalla | • Mr. P.V. Sethumadhavan |
| • Professor Rama Mohana Turaga | • Ms. Ramiya Deepak Nair |
| • Professor Prahalad Venkateshan | • Mr. Sunil Patel |
| • Mr. Kamlesh Gandhi | |

P

PERSONNEL

■ P7: Manpower

Year	Faculty	Research Staff	Administrative Staff	Total
2004-5	79	58	329	466
2005-6	81	69	314	464
2006-7	83	63	316	462
2007-8	86	69	311	466
2008-9	94	79	319	492
2009-10	92	68	329	489
2010-11	88	71	327	486
2011-12	88	66	316	470
2012-13	85	70	291	446
2013-14	90	65	269	424
2014-15	95	72	286	453

Q

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T. V. Rao

Chairman, TVRLS
Ahmedabad

Rama Bijapurkar

Management Consultant
Mumbai

D. Shivakumar

Chairman and CEO – India Region
PepsiCo India Holdings Pvt. Ltd.
Gurgaon

Vasant Gandhi

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Indian Institute of Management, Ahmedabad

Rekha Jain

Professor
Indian Institute of Management, Ahmedabad

Kiran Karnik

New Delhi

Srikant M. Datar

Arthur Lowes Dickinson Professor of Accounting
Harvard University, USA

Ashish Nanda

Director
Indian Institute of Management, Ahmedabad

R

IIMA SOCIETY MEMBERS

Bazmi Husain

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Bengaluru

Behram Sherdiwala

President – HR
ACC Limited
Mumbai

Hiren S. Mahadevia

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

Sr. Vice President (HR)

Alembic Ltd.
Vadodara

Mohal K Sarabhai

President (Corporate Planning)
Ambalal Sarabhai Enterprises Ltd.
Ahmedabad

Nitin J. Nanavaty

Managing Director
Apurva Containers Pvt. Ltd.
Ahmedabad

Amol Sheth

Chairman and Managing Director
Anil Limited
Ahmedabad

Prafull Anubhai

Chief Executive
Arohi Consultants Pvt. Ltd.

Ahmedabad

Sanjay S. Lalbhai

Chairman and Managing Director
Arvind Ltd.
Ahmedabad

Anang A. Lalbhai

Managing Director
Arvind Products Ltd.
Ahmedabad

Jalaj Dani

President - International
Asian Paints Limited
Mumbai

Chintan Parikh

Chairman and Managing Director
Ashima Limited
Ahmedabad

Sunil S. Lalbhai

Chairman and Managing Director

Atul Limited

Atul

Amrut Rath

Vice President (HR)
Bajaj Auto Ltd.
Pune

Mrs. Vindhya Ramesh

General Manager (HRM)
Bank of Baroda
Mumbai

Tara Prasad Misra

Principal and Deputy General Manager
Baroda Apex Academy
Ahmedabad

Sanjay Pawar

Zonal Manager
Bank of India
Ahmedabad

Chairman and Managing Director

BEML Limited
Bengaluru

B. Prasada Rao

Chairman and Managing Director
Bharat Heavy Electricals Ltd.
New Delhi

Durgesh Mehta

Joint Managing Director
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

Pramit Jhaveri

India CEO
Citibank
Mumbai

R. Kirpalani

Director – Automotive and Chief
Operating Officer
Castrol India Limited
Mumbai

S. Das Gupta

General Manager (Operations)
Central Bank of India
Mumbai

Anang K. Shah

Managing Director
Crystal Quinone Pvt. Ltd.
Ahmedabad

Dr. Vinay Bharat-Ram

Chairman and Managing Director
DCM Ltd
New Delhi

Sunil Aggarwal

Director
Devidayal Rolling and Refineries Pvt.
Ltd.
Mumbai

C. Bhaskar

Managing Director and Chief Executive
Officer
Digjam Limited
New Delhi

Bharatbhai U. Patel

Chairman and Managing Director
Shri Dinesh Mills Ltd.
Vadodara

Chairman and Managing Director

Engineers India Ltd.
New Delhi

Nikhil Nanda

Joint Managing Director
Escorts Limited
Faridabad

N. Shankar

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

General Insurance Corporation of India

Mumbai

Dr. Hasit Joshipura

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

Samir S. Somaiya

Chairman and Managing Director
Godavari Biorefineries Ltd.
Mumbai

Dr. S.K. Nanda, IAS

Chairman & 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 and Packers Ltd.
Ahmedabad

R

IIMA SOCIETY MEMBERS

B.P. Biddappa

Executive Director - Human Resources
Hindustan Unilever Limited
Mumbai

Akhilesh Joshi`

COO and Wholetime Director
Hindustan Zinc Ltd.
Udaipur

Mukesh D. Ambani

Chairman
Indian Petrochemicals Corpn. Ltd.
Vadodara

T.K. Srirang

Senior General Manager and Head –
Human Resources
ICICI Bank Limited
Mumbai

Rahul N Amin

Chairman and Managing Director
Jyoti Ltd.
Vadodara

Rajesh Khandelwal

Khandelwal Brothers Limited
Mumbai

K. Venkataramanan

CEO and Managing Director
Larsen and Toubro Limited
Mumbai

S.N. Subrahmanyam

Member of the Board and
Senior Executive Vice-President –
Infrastructure and Construction
Larsen and Toubro Limited
Chennai

N.V. Venkatasubramanian

Chief Executive
L and T Valves Ltd.
Chennai

Chairman

Life Insurance Corporation of India
Mumbai

Srikumar Menon

Managing Director
Linde India Limited
Kolkata 700088

Hrishikesh A. Mafatlal

Chairman
Mafatlal Industries Ltd.
Mumbai

Rajiv Dayal

Managing Director and Chief Executive
Officer
Mafatlal Industries Ltd.
Mumbai

Rajeev Dubey

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

Ashank Desai

Founder and Past Chairman
Mastek Limited
Mumbai

A.K. Tyagi

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

Suhas R. Lohokare

Managing Director
National Peroxide Limited
Mumbai

A.R. Sekar

Director and General Manager
The New India Assurance Company Ltd.
Mumbai

Managing Director

N.R.C. Limited
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

Director
Sakarlal Balabhai and Company Ltd.
Ahmedabad

Suhrid S. Sarabhai

Director
Sarabhai Holdings Pvt. Ltd.
Ahmedabad

Kartikeya V. Sarabhai

Sarabhai Management Corpn. Pvt. Ltd.
Ahmedabad

Tapan Haresh Chokshi

Saurabh Corporation
Ahmedabad

Priyam B. Mehta

Chairman and Managing Director
Sayaji Industries Ltd.
Ahmedabad

P.R. Mafatlal

Shanudeep Private Ltd.
Mumbai

N.R. Shah

Shriram Mills Charitable Trust
Mumbai

Amit D. Patel

Group Managing Director
Sintex Industries Ltd.
Kalol

Ravi Malhotra

Managing Director
Sirhind Steel Ltd.
Ahmedabad

S.A. Ramesh Rangan

Chief General Manager
State Bank of India
Ahmedabad

Baldev Singh, IAS

Managing Director
SICOM Ltd.
Mumbai

Chairman and Managing Director

The 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

Prabir Jha

Senior Vice President – Human
Resources
Tata Motors Limited
Mumbai

Chetan Tolia

Chief Human Resource Officer
The Tata Power Company Ltd.
Mumbai

R

IIMA SOCIETY MEMBERS

T.P. Vijayasathy

Director
Torrent Power Limited
Ahmedabad

N. Kannan

Joint General Manager
Tractor Engineers Ltd.
Mumbai

R. Haresh

Secretary and Treasurer
T V S Charities
Madurai

R. Haresh

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

Emmanuel David

EVP and CHRO
Voltas Limited
Mumbai

Chairman

Walchandnagar Industries Ltd.
Mumbai

S. Chaudhuri

Vishnu Farm
Distt. Hardwar

Mahipal Dalal

Ahmedabad

Gokul M. Jaykrishna

Ahmedabad

Dr. Biharilal Kaniyalal

Ahmedabad

Rajiv C. Lalbhai

Ahmedabad

Jyotindra N. Mehta

Ahmedabad

**Category: Individual/ Retired Faculty /
Alumni**

Professor Subhash Chandra Bhatnagar

Ahmedabad

Professor Varun Arya

Founder and Director
Marwar Education Foundation
Jodhpur

Professor T.V. Rao

Chairman, TVRLS
Ahmedabad

Pramod Agarwal

Switzerland

Anupam Martins

Chief Executive Officer
New Chapter Inc
USA

S

ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

Administration

Director

Ashish Nanda

Ph.D. (Harvard)

Dean (Programmes)

Ajay Pandey

Fellow (IIMA)

Dean (Faculty)

G. Raghuram

Ph.D. (Northwestern)

Dean (Alumni and External Relationships)

Arvind Sahay

Ph.D. (Texas University, Austin)

Chief Administrative Officer

Cdr. Manoj Bhatt (Retd.)

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

Librarian

Anil Kumar H.

Ph.D. (MSU)
Member of the Faculty

Faculty

Business Policy

Anurag K. Agarwal

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

M.R. Dixit

Ph.D. (IIT, Kanpur)

Amit Karna

Fellow (IIMA)

D. Karthik

Fellow (IIMA)

Pavan Mamidi

Ph.D. (Oxford)

Ajeet Narain Mathur

Ph.D. (IIS, Bangalore)

Ashish Nanda

Ph.D. (Harvard)

Ashis Jalote Parmar

Post-Doctoral (Delft Uni., Netherlands)
Ph.D (Delft Uni., Netherlands)

Akhilshwar Pathak

Ph.D. (Edinburgh)

Sunil Sharma

Fellow (IIMA)

Chitra Singla

Fellow (IIMB)

Centre for Management in Agriculture

Vaibhav Bhamoriya

Fellow (IIMA)

Vasant P. Gandhi

Ph.D. (Stanford)

Anil K. Gupta

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

Vijay Paul Sharma

Ph.D. (NDRI, Karnal)

Sukhpal Singh

Ph.D. (Bangalore)

Poornima Varma

Ph.D (JNU)

Communications

Asha Kaul

Ph.D. (IIT, Kanpur)

Vaibhavi Kulkarni

Ph.D. (California)

Meenakshi Sharma

M.A., Ph.D (Queensland)

Information Systems

Rekha Jain

Ph.D. (IIT, Delhi)

Kavitha Ranganathan

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

Srikumar Krishnamoorthy

Fellow (IIML)

Sanjay Verma

Fellow (IIMC)

R

ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

Economics**Rakesh Basant**
Ph.D. (Gujarat)**Errol D'Souza**
Ph.D. (JNU)**Viswanath Pingali**
Ph.D (Northwestern)**Satish Deodhar**
Ph.D. (Ohio State)**Sanket Mohapatra**
Ph.D (Columbia)**Shruti Sharma**
Ph.D. (California)**Ravindra H. Dholakia**
Ph.D. (MSU)**Sebastian Morris**
M.Sc. (IIT, Bombay)
Fellow (IIMC)**Finance and Accounting****Sobhesh Kumar Agarwalla**
CS, CA, ICWA, Fellow (IIMA)**Neerav Nagar**
Fellow (IIMC)**Jayanth R. Varma**
PGDM (IIMA)
A.I.C.W.A.
Fellow (IIMA)**Naman Desai**
Ph.D. (Florida)**Ajay Pandey**
Fellow (IIMA)**Vineet Virmani**
Fellow (IIMA)**Shailesh Gandhi**
Fellow (IIMA)**Rajendra Patel**
AICWA, ACA, PGDM (IIMA)**Joshy Jacob**
Fellow (IIML)**Premchander**
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)**Marketing****Abhishek**
Fellow (IIMA)**Abraham Koshy**
Fellow (IIMA)**Piyush Kumar Sinha**
Ph.D. (SP University)**Arindam Banerjee**
PGDM (IIML)
Ph.D. (State University of NY)**Arvind Sahay**
Ph.D. (Texas University, Austin)**Ramanathan Subramaniam**
Ph.D. (Pittsburgh)**Anand Kumar Jaiswal**
Fellow (XLRI)**Dheeraj Sharma**
Ph.D. (Louisiana Tech. Uni)**Sanjeev Tripathi**
Fellow (IIMA)**Organizational Behaviour****Premilla D'Cruz**
Ph.D. (TISS, Mumbai)**George Kandathil**
Ph.D. (Cornell)**Ernesto Noronha**
Ph.D. (TISS, Mumbai)**Parvinder Gupta**
Ph.D. (IIT, Kanpur)**Pradyumana Khokle**
B.Tech. (IIT, Kanpur)
Fellow (IIMA)**Kirti Sharda**
Fellow (IIMC)**Vishal Gupta**
Fellow (IIML)**Neharika Vohra**
Ph.D. (Manitoba)**Personnel and Industrial Relations****Promila Aggarwal**
Ph.D. (Delhi)**Jerome Joseph**
Ph.D. (Madras)**Manjari Singh**
Fellow (IIMC)**Rajesh Chandwani**
Fellow (IIMB)**Sunil Kumar Maheshwari**
Fellow (IIMA)**Biju Varkkey**
Fellow (NIBM, Pune)

ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

Production and Quantitative Methods

Tathagata Bandyopadhyay
Ph.D. (Calcutta)

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

Dhiman Bhadra
Ph.D (Florida)

Goutam Dutta
Ph.D. (Northwestern)

Diptesh Ghosh
Fellow (IIMC)

Apratim Guha
Ph.D (California)

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

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

Saral Mukherjee
Fellow (IIMC)

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

Debjit Roy
Ph.D. (Wisconsin-Madison)

Ankur Sinha
Ph.D (Aalto Uni., Finland)

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

Karthik Sriram
Fellow (IIMB)

Prahalad Venkateshan
Ph.D. (Case Western Reserve)

Public Systems Group

Sharon Barnhardt
Ph.D (Harvard)

Ramesh Bhat
Ph.D (Delhi University)

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

Hans Huber
Ph.D (Universite de Geneve)

Navdeep Mathur*
Ph.D. (Rutgers)

Sundaravalli Narayanaswami
Ph.D (IIT, Bombay)

Prem Pangotra
Ph.D. (Wisconsin)

G. Raghuram
Ph.D. (Northwestern)

Ankur Sarin
Ph.D. (Chicago)

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

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

Ravi Matthai Centre for Educational Innovation

Rajeev Sharma
Ph.D. (Allahabad)

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

Adjunct Faculty

S.C. Bhatnagar

A.K. Jain

Brij Kothari

Mukul Vasavada

N. Balasubramanian

Hasit Joshipura

Mahendra Gujarathi

Ashok Som

S. Manikutty

B.H. Jajoo

K.V. Ramani

R

ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

Officers

Albert Xavier

B.Sc./MLM/PGD in IR and PM/MBA
Manager, HR, CIPO, Welfare Officer,
Grievance Officer

Badlani Nina

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

Barathi Ramachandran (Ms.)

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

Bhatt Kaushik D.

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

Bhatt Pankajkumar K.

M.Com.
Accounts Officer

Bhattacharya S.

B.Sc. (Calcutta)
Manager-Facilities

Bhavsar U.B.

M.Com, Inter CA Group-I
Programmes Officer (MDP)

Gandhi Kamlesh

B.E. (Civil) (Gujarat)
Manager – Projects, Estate &
Maintenance

Gohil Laxmandev B.

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

Garg Sunil Kumar

M.Sc. (Udaipur)
MBA (IGNOU)
Manager-IT Services

Jain Neeraj

B.E. (Mechanical)
Manager, CIIE

Jansari Kanchanben K.

B.A.
Material Reproduction Officer

Joshi K. S.

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

Lad Avinash G.

MBA (Gujarat)
BE (Electrical) (Saurashtra University)
Manager, Electrical

Nagori Jatin M.

M.Com., LL.B. (Gujarat)
Dip. in Export Mktg. Mgmt. (IIE,
Baroda)
Manager, PGP, Coordinator – Student
Exchange Programme, Equal
Opportunity Office

Pravin G. Christian

M.Com, L.L.B. (Second)
Programmes Officer, Student Activities

Paliwal Mohan

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

Pushpa Hariharan

M.A., Diploma in HRM/DMS
House Keeping Officer

Pandya Kamal U.

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

Pandya Ravindranath N.

B.Sc. (Physics), Diploma in EDP and
Computer Management
Diploma in Business Entrepreneurship
Officer – Director's Office

Pareira Victor

M.A.
Placement Officer

Ramachandran K.V.

B.Com. (Madras University)
PG Dip. in HRM & Personnel (AIIMS,
Chennai)
Diploma in Comp. Applications
(Ahmedabad)
HR Officer

Sharma Mukesh

Ph.D. (Hindi)
Hindi Officer

Solanki Ishita Nilesh

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

Srinivasan Revathi (Ms.)

M.A. (Mysore)
Manager, MDP

Srivastava Pranaya

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

Sudarsanan M.S.

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

Vadher Harendra J.

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

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

Muralidharan K.N.

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

Research Staff

Jayant Bhatt

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

Shruti Dave

Ph.D. (SP University)

Sonal Kureshi

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

C.S. Prasad

M.Sc. (Andhra)

Mitali Sarkar

M.A. (Patna)



सत्यमेव जयते

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

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

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

No. CA(E)SAR/IIM/A'bad/2014-15/O.W.-603
Date: 05/10/2015

Sub: SAR on the accounts of the Indian Institute of Management, Ahmedabad for the Year 2014-15.

Sir,

The Annual account of the Indian Institute of Management, Ahmedabad for the year 2014-15 were audited between 08/07/15 and 30/07/15 under section 20(1) of the Comptroller & Auditor General of India's (DPC) Act, 1971.

The following documents are sent herewith:

- 1) Separate Audit Report and Annexure-A for the year 2014-15.
- 2) Certified copy of Annual Accounts of IIM, Ahmedabad for the year 2014-15

The audit report may please be arranged to be placed on both the houses of Parliament and date on which it is placed before Lok Sabha & Rajya Sabha may be intimated to this office, along with the printed copy of the documents placed, endorsing a copy there of to the Comptroller & Auditor General of the India, New Delhi.

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

Yours Faithfully

SD/-
Director/ITRA & CA(E)

Encl: as above

Copy to Speed Post

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

A certified copy of the Annual Accounts and Separate Audit Report is enclosed which may please be treated as confidential till it is placed on the table of both the houses of parliament.

The date of placement of Separate Audit Report before both the houses of parliament along with a printed copy of the Audit Report may be furnished to Audit. The printed report may carry the name of the principal Director of Audit (Central) with Designation.

SD/-
Director/ITRA & CA(E)

Separate Audit Report of the Comptroller and Auditor General of India on the Accounts of Indian Institute of Management, Ahmedabad for the year ended 31 March 2015

We have audited the attached Balance Sheet of Indian Institute of Management, Ahmedabad as 31st March 2015, the Income and Expenditure Account and Receipts & Payments Account for the year ended on that date under Section 20(1) of the Comptroller & Auditor General's (Duties, Powers & Conditions of Service) Act, 1971 read with rule 18 of the Memorandum of Association and Rules of Indian Institute of Management, Ahmedabad. The audit has been entrusted for the period upto 2014-15. 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 Comptroller & Auditor General of India (CAG) on the accounting treatment only with-regard to classification, conformity with the best accounting practices, accounting standards and disclosure norms, etc. Audit observations on financial transactions with regard to compliance with the Law, Rules & regulations (Propriety and Regularity) and efficiency-cum-performance aspects, etc., if any, are reported through Inspection Reports/CAG's Audit Reports separately.
3. We have conducted our audit in accordance with auditing standards generally accepted in India. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements. An audit includes examining, on a test basis, evidences supporting the amounts and disclosure in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of financial statements. We believe that our audit provides a reasonable basis for our opinion.
4. Based on our audit, we report that:
 - i. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of our audit;
 - ii. The Balance Sheet, Income & Expenditure Account and Receipts & Payments Account dealt with by this Report have been drawn up in Uniform Format of Accounts prescribed by Ministry of Finance, Government of India
 - iii. In our opinion, proper books of accounts and other relevant records have been maintained by the Indian Institute of Management, Ahmedabad in so far as it appears from our examination of such books.

We further report that:

A. Balance Sheet

1. Capital Earmarked/Endowment Fund (Schedule-3). Campus and Infrastructure Development Fund Rs.20,627.87 lakh.

The above includes an amount of Rs.50.00 lakh received as donation from M/s. Gujarat Tea Processors and Packers Limited (Wagh Bakri Tea) for the purpose of educating the underprivileged children. The agreement entered with the donor also specifies the scope of activities which was to be carried out from the said fund. The said fund should have been classified under "Fully Externally Funded Activities" with some suitable head (i.e. Charitable fund) and not under "Campus and Infrastructure Development Fund". Therefore Capital/Earmarked/Endowment Fund is overstated by Rs.50 lakhs and "Fully Externally Funded Activities" are understated to the same extent.

B. Income and Expenditure Account

2. Interest Income (Schedule-10).

As per significant Accounting Policy No 6 (Interest on Investment), "Interest earned on investments out of earmarked endowment and other funds should be allocated to respective fund account".

While allocating the interest earned to earmarked funds (Schedule-3), the Institute has not allocated interest earned on investments out of following earmarked funds:-

(Rs. In Lakh)

Sr. No	Name of funds	Balance as on 31st March 2014	Interest (@9.2%)
1.	Fund from GOI Ministry of Agriculture for CMA	22.95	2.11
2.	Student Welfare Fund	195.58	18.00
	Total		20.11

The above interest income was incorrectly shown in Income & Expenditure Account under interest income.

This has resulted in overstatement of net surplus by Rs.20.11 Lakh and understatement of Capital/Earmarked/Endowment funds by the same extent.

C. General Comments

3. Non adherence to the new format of accounts approved by MHRD.

Ministry of Human Resource Development (MHRD) had taken a decision to adopt a Uniform Accounting Standards in all the Educational Institutions from April 2013 onwards. The same was approved by the MHRD in April-2015 but the Institute failed to adhere to the requirements prescribed by the MHRD and has not prepared its financial statements in revised formats.

D. Grants in aid

4. Out of the grants-in-aid of Rs 375.14 lakh received during the year 2014-15, the Institute could utilize a sum of Rs. 249.46 lakh. Unspent balance of previous year was Rs. 61.26 lakh and closing balance for the year was Rs. 186.94 lakh.

5. Effects of comments on Accounts.

Overstatement of Campus and Infrastructure Development fund Rs. 50 Lakh.

Overstatement of Capital /Earmarked/ Endowment fund Rs. 20.11 Lakh.

- iv. Subject to our observations in the preceding paragraphs, we report that the Balance sheet, Income & Expenditure Account and Receipts & Payments Account dealt with by this report are 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 on Accounts, and subject to the significant matters stated above and other matters mentioned in Annexure to this Audit Report gives a true and fair view in conformity with accounting principles generally accepted in India.
 - a) In so far as it relates to the Balance Sheet, of the state of affairs of the Indian Institute of Management, Ahmedabad as at 31 March 2015 and
 - b) In so far as it relates to Income & Expenditure Account for the year ended on that date.

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

Sd/-
Principal Director of Audit (Central)

Annexure- A to Audit Report

It should contain the following comments/observations:

1. **Adequacy of Internal Audit System:** The internal audit of the Institute is carried out by Chartered Accountants. Internal auditor has to submit report half yearly. Internal auditor has not submitted the report for the year 2014-15.
2. **Adequacy of Internal Control System:** The internal control system is adequate as the physical verification of fixed assets, inventory is being carried out regularly and there exists a system of pre audit of vouchers.
3. **System of Physical verification of fixed assets:** Physical verification is being carried out at regular interval. Last physical verification was conducted in 2015.
4. **System of Physical verification of inventory:** Physical verification is being carried out at regular interval. Last physical verification was conducted in 2015.
5. **Regularity in payment of statutory dues:** The Institute is regular in depositing the statutory dues.

SD/-
Audit Officer CA(E)

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

BALANCE SHEET AS AT 31ST MARCH, 2015

(₹ in Lakhs)

	Schedule	As at 31.03.2015	As at 31.03.2014
FUNDS AND LIABILITIES			
Corpus Fund	1	9,853.15	7,410.57
Reserves and Surplus	2	89.21	82.08
Capital/Earmarked / Endowment Funds	3	35,563.14	30,382.63
Current Liabilities and Provisions	4	25,279.84	23,554.18
TOTAL		70,785.34	61,429.46
ASSETS			
Fixed Assets	5		
Gross Block		19,789.21	19,596.57
Less : Accumulated Depreciation		14,281.47	12,863.23
		5,507.74	6,733.34
Capital Work in Progress		122.56	9.04
		5,630.30	6,742.38
Investments of Funds	6	37,615.76	28,349.23
Current Assets, Loans, Advances, etc.	7	27,539.28	26,337.85
TOTAL		70,785.34	61,429.46
Significant Accounting Policies	18		
Notes forming part of Accounts	19		

Date : June 25, 2015

As per our report of even date

SD/-
Nina Badlani
Group Head
(Finance & Accounts)

SD/-
Manoj Bhatt
Chief Administrative
Officer

SD/-
Ashish Nanda
Director

SD/-
Audit Officer
C.A.(Expenditure)

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED ON 31ST MARCH, 2015

(₹ in Lakhs)

	Schedule	2014-2015	2013-2014
INCOME			
Fees and Other Income from Long Duration Programmes	8	10,010.61	8,944.83
Income from Programmes and Projects	9	7,704.73	4,545.42
Grants	-	-	-
Interest Income	10	647.90	581.27
Other Income	11	1,480.66	959.26
Transfer from Funds	12	632.70	1,964.29
TOTAL (A)		20,476.60	16,995.07
EXPENDITURE			
Establishment Expenses	13	7,114.28	6,705.59
Administrative Expenses	14	1,790.67	1,465.58
Expenditure on Programmes and Projects	15	4,347.68	2,879.94
Direct Expenditure on Long Duration Programmes	16	3,320.57	3,073.01
Depreciation	5	1,468.32	1,567.60
TOTAL (B)		18,041.52	15,691.72
Excess of Income over Expenditure for the Year (A-B)		2,435.08	1,303.35
Less : Transfer to Funds	17	2,435.00	1,300.00
NET SURPLUS		0.08	3.35
CARRIED TO INCOME & EXPENDITURE ACCOUNT IN BALANCE SHEET		0.08	3.35
Significant Accounting Policies	18		
Notes forming part of Accounts	19		

Date : June 25, 2015

As per our report of even date

SD/-
Nina Badlani
Group Head
(Finance & Accounts)

SD/-
Manoj Bhatt
Chief Administrative
Officer

SD/-
Ashish Nanda
Director

SD/-
Audit Officer
C.A.(Expenditure)

SCHEDULE 1 - CORPUS FUND

					(₹ in Lakhs)
Fund Account	As at 01.04.2014	Addition	Deduction		As at 31.03.2015
1. Corpus Fund	7,367.52	2,435.00	(a)		9,802.52
2. IIM Society Membership Fee Fund	38.50	7.50	(b)		46.00
3. Income & Expenditure Account	4.55	0.08	(a)		4.63
TOTAL	7,410.57	2,442.58		-	9,853.15
PREVIOUS YEAR'S TOTAL	6,975.57	435.00		-	7,410.57

(a) Transferred from Income & Expenditure Account

(b) Life Membership Fee received during the year

SCHEDULE 2 - RESERVES AND SURPLUS

					(₹ in Lakhs)
Fund Account	As at 01.04.2014	Addition	Deduction		As at 31.03.2015
1. General Reserve	82.08	7.13	(a)		89.21
TOTAL	82.08	7.13		-	89.21
PREVIOUS YEAR'S TOTAL	75.37	6.71			82.08

(a) Interest credited during the year

SCHEDULE 3 - CAPITAL / EARMARKED / ENDOWMENT FUND

Sr. No.	Fund Account	As at 01.04.2014	Addition				Deduction				As at 31.03.2015	
			Interest	Grants	Donation	Fees and Other Income	Others	Capital Expenditure	Revenue Expenditure	Transferred to Income and Expenditure Account		Others
A	Fund for Immovable Properties	3,821.17						235.91				3,585.26
B	Fund for Moveable Properties	1,469.66		5.40		13.51	36.47	146.90	7.00			1,371.14
C	Fully Externally Funded Activities and Centres											
1	Fund from GOI-Ministry of Agriculture for CMA	22.95		200.00				198.24				24.71
2	Fund for FPM Programme	38.32	3.33	133.15				25.70				149.10
3	Chairs Funds	1,158.85	111.48	1,144.30			18.02	18.23	32.07			2,382.35
4	Student Aid Funds	1,110.85	137.66	146.20				89.00				1,306.15
D	Fully Internally Funded Activities and Centres											
1	Fund for CMA Programme	391.18	33.99			61.22				1.23		485.16
2	Fund for Alumni Activities	252.90	21.98			97.05			75.97			295.96
3	Fund for Expenses on Computer	1,196.49	103.98			1.20			36.47			1,265.20
4	Student Welfare Funds	195.58				91.07			76.81			209.84
E	Internally and Externally Funded Activities and Centres											
1	Campus and Infrastructure Development Fund	17,897.21	2,286.67	454.53					10.54			20,627.87
2	Fund for Centre for Innovation and Incubation	94.30	6.12	21.14		3.78			34.54			90.80

(₹ in Lakhs)

Sr. No.	Fund Account	As at 01.04.2014	Addition				Deduction			As at 31.03.2015		
			Interest	Grants	Donation	Fees and Other Income	Others	Capital Expenditure	Revenue Expenditure		Transferred to Income and Expenditure Account	
3	Research, Publication and Thrust Area Fund	1,956.41	174.24	750.46	137.10			128.22		2,889.99		
F	Other Funds											
1	Fund for Conveyance Advance to Faculty and Staff	57.67	4.79							62.46		
2	Faculty, Officer & Staff Development & Welfare Fund	232.68	20.84		126.12			95.41		284.23		
3	House Building Advance Fund	486.41	46.51							532.92		
	TOTAL	30,382.63	2,951.59	354.29	2,500.89	531.49	54.49	36.47	510.49	626.21	39.07	35,563.14
	PREVIOUS YEAR'S TOTAL	27,079.74	3,684.43	190.00	135.77	836.99	991.94	120.17	348.76	1,958.72	108.59	30,382.63
a	Appropriated for purchase of Fixed Assets											
b	Balance written off											
c	Adjustment on account of sale of Fixed Assets											
d	Rs. 18.48 Lakhs transfer to Project Account and Rs. 13.59 Lakhs balance written off											
e	Break up of Interest Income	2014-15	2013-14									
	Interest Allocated	2,946.87	3,678.74									
	Interest Earned	4.72	5.69									
		2,951.59	3,684.43									

SCHEDULE 4 - CURRENT LIABILITIES AND PROVISIONS

Particulars	(₹ in Lakhs)			
	As at 31.03.2015		As at 31.03.2014	
A. Current Liabilities				
1. Statutory Liabilities:				
a) Professional Tax	0.03		0.02	
b) Tax Deducted at Source	112.11	112.14	70.74	70.76
2. Other Current Liabilities:				
a) Project / Programmes	1,900.14		3,745.41	
b) Students	56.82		58.25	
c) Outstanding Liabilities for Expenses & Others	2,041.10		1,404.70	
d) Prereceived Income	2,115.89		2,026.47	
e) Deposits Accepted	355.25		418.60	
f) Scholarships to be credited to students	6.01	6,475.21	5.86	7,659.29
B. Provisions				
a) Retirement Benefits	18,625.59		15,653.96	
b) New Pension Scheme	9.73		116.85	
c) Others	57.17	18,692.49	53.32	15,824.13
TOTAL		25,279.84		23,554.18

SCHEDULE 5 - FIXED ASSETS

IMMOVABLE & MOVABLE PROPERTIES	GROSS BLOCK			ACCUMULATED DEPRECIATION			NET BLOCK		
	As at 01.04.2014	Addition	Sale/ Adjustment	As at 31.03.2015	As at 01.04.2014	For the year #	As at 31.03.2014	As at 31.03.2014	
1. Land (Including Land Donated by GOG)	107.00	-	-	107.00	-	-	-	107.00	
2. Buildings	12,184.77	46.37		12,231.14	7,508.26	1,095.14	8,603.40	4,676.51	
3. Furniture & Fixtures	1,929.62	52.89	1.93	1,980.58	1,029.64	108.48	1,136.76	899.98	
4. Plant & Machinery	1,750.07	42.92	11.58	1,781.41	1,154.45	94.42	1,239.91	595.62	
5. Electrical Fittings	785.86	2.61		788.47	445.77	34.22	479.99	340.09	
6. Computers & Peripherals	1,536.12	47.51	39.76	1,543.87	1,438.87	79.92	1,479.03	97.25	
7. Vehicles	30.48			30.48	13.59	2.53	16.12	16.89	
8. Library Books	1,272.65	53.61		1,326.26	1,272.65	53.61	1,326.26	-	
	19,596.57	245.91	53.27	19,789.21	12,863.23	1,468.32	50.08	5,507.74	6,733.34
Previous Year's Total	19,316.94	407.65	128.02	19,596.57	11,400.19	1,567.60	104.56	6,733.34	7,916.75
Capital Work in Progress including Payment against Running Bills								122.56	9.04
TOTAL								5,630.30	6,742.38

Includes transfer to Income and Expenditure Account in Schedule 12 - 'Transfer From Funds' Rs. 6.49 Lakhs (Previous Year Rs. 5.57 Lakhs) on account of sale of assets acquired out of funds.

SCHEDULE 6 - INVESTMENTS OF FUNDS

(₹ in Lakhs)		
Particulars	As at 31.3.2015	As at 31.3.2014
1 In Government Securities	23,001.30	16,299.77
2 In Fixed Deposits with Public Sector Companies	14,800.00	12,050.00
TOTAL	37,801.30	28,349.77
Less : Provision for Premium/(Discount) on Redemption of Investments	(185.54)	(0.54)
TOTAL	37,615.76	28,349.23
Notes:		
a Out of the above, investments of Rs. 18625.59 Lakhs (Previous Year Rs. 15,653.96 Lakhs) have been earmarked for Employees' Retirement Benefits.		
b Book Value of Quoted Investments	10,776.30	74.77
Market Value of Quoted Investments	10,940.66	71.53
Book Value of Unquoted Investments	27,025.00	28,275.00

SCHEDULE 7 - CURRENT ASSETS, LOANS & ADVANCES, ETC.

(₹ in Lakhs)

	As at 31.03.2015		As at 31.03.2014	
A. CURRENT ASSETS				
Inventories:				
Stationery and Stores Stock		27.67		22.66
Cash on hand (Including Imprest)		0.25		0.25
Postage Stamps on Hand (Including Franking Machine Advance)		0.01		0.14
Bank Balances:				
a) In Current Accounts				
- Rupee Account		676.65		449.85
- Foreign Contribution Account		9.20		5.37
		<u>685.85</u>		<u>455.22</u>
b) In Savings Accounts				
- Rupee Account		309.21		161.32
		<u>995.06</u>		<u>616.54</u>
c) In Deposits Accounts				
- Rupee Account		21,224.15	22,219.21	22,212.99
				22,829.53
TOTAL (A)		22,247.14		22,852.58
B. LOANS, ADVANCES AND OTHER ASSETS				
Loans & Advances to :				
a) Employees		26.02		31.24
b) Students		4.45		4.55
c) Others		352.57	383.04	289.54
		<u>383.04</u>		<u>325.33</u>
Advances & other amounts recoverable in cash or in kind or for value to be received				
a) Security Deposits		79.74		79.65
b) CENVAT Credit Receivable		49.50		16.30
c) TDS Receivable		1,206.91		708.48
Income Accrued:				
a) Interest Accrued		2,693.34		1,740.59
b) Grant Receivable		191.41		
c) Income Outstanding		688.20	3,572.95	614.92
		<u>3,572.95</u>		<u>2,355.51</u>
TOTAL (B)		5,292.14		3,485.27
TOTAL (A + B)		27,539.28		26,337.85

SCHEDULE 8 - FEES AND OTHER INCOME FROM LONG DURATION PROGRAMMES

		(₹ in Lakhs)	
		2014-2015	2013-2014
a)	Fees and Other Income		
I	Two Year - Post Graduate Programme		
	1) Post Graduate Programme	6,373.39	5,622.99
	2) PGP - Agri-Business Management	709.81	633.07
II	One Year - Post Graduate Programme		
	PGP - Executives	1,925.80	1,879.99
b)	Fellow Programme in Management	281.29	215.55
c)	Income from Common Admission Test (Net)	262.58	149.98
d)	Placement Income		
	1) Post Graduate Programme	411.34	406.25
	2) PGP - Executives	46.40	37.00
TOTAL		10,010.61	8,944.83

SCHEDULE 9 - INCOME FROM PROGRAMMES AND PROJECTS

		(₹ in Lakhs)	
		2014-2015	2013-2014
a)	Income from Open Enrollment Programmes	2,132.78	1,826.17
b)	Income from Customized Executive Education Programmes	2,551.78	-
c)	Consultancy Project Income	2,737.20	2,455.84
d)	Income from Faculty Development Programme (FDP)	41.85	53.82
e)	Research Project Income	241.12	209.59
TOTAL		7,704.73	4,545.42

SCHEDULE 10 - INTEREST INCOME

	(₹ in Lakhs)	
	2014-2015	2013-2014
a) Interest on Investments		
1) Government Securities	1,587.12	1,304.09
2) Fixed Deposit with Banks and Public Sector Companies	3,346.81	3,014.10
b) Interest on Saving Bank Accounts	29.47	1.41
Total (A)	4,963.40	4,319.60
Less:		
1) Provision for Premium/(Discount) on Redemption of Investments	(7.69)	(0.05)
2) Transferred to General Fund (Refer Schedule-2)	7.13	6.71
3) Transferred to Earmarked & Endowment Funds (Refer Schedule-3)	2,946.87	3,678.74
4) Transferred to Provision for Retirement Benefits	1,298.28	-
5) Transferred to Project Accounts	70.91	52.93
Total (B)	4,315.50	3,738.33
TOTAL (A-B)	647.90	581.27

SCHEDULE 11 - OTHER INCOME

	(₹ in Lakhs)	
	2014-2015	2013-2014
a) Income from Campus Facilities (Net)	857.22	504.82
b) Rent	121.81	116.35
c) Scholarship from Government / Industries	307.59	97.22
d) Royalty Income	-	33.68
e) Surplus on Sale/disposal of obsolete Assets acquired out of Grants	2.22	0.73
f) Brokerage on Investments	39.77	6.25
g) Miscellaneous Income	152.05	161.65
h) Excess Provision no longer required	-	38.56
TOTAL	1,480.66	959.26

SCHEDULE 12 - TRANSFER FROM FUNDS

		(₹ in Lakhs)	
		2014-2015	2013-2014
Transferred from Capital / Earmarked / Endowment Funds (Refer Schedule-3)			
(To the extent of expenditure incurred)			
1)	Fund from Min. of Agriculture & Contribution from CMA Fund	199.47	188.75
2)	Chairs	18.23	0.03
3)	Various Capital Grant (To the extent of depreciation)	382.81	466.42
4)	Pension & Retirement benefit fund (Interest only) (Refer Note 6.4 (a))	-	1,157.69
5)	Computer Fund (Refer Note 6.4 (b))	-	115.33
6)	Centre for Retailing	-	30.50
7)	Fund from GOI for FPM(SC/ST/GEN)	25.70	-
		626.21	1,958.72
Transferred from Depreciation Fund (Refer Schedule-5)			
1)	To the extent of sale of assets	6.49	5.57
TOTAL		632.70	1,964.29

SCHEDULE 13 - ESTABLISHMENT EXPENSES

		(₹ in Lakhs)	
		2014-2015	2013-2014
a)	Salaries and Wages	3,207.74	2,804.22
b)	Allowances and Bonus	573.08	371.31
c)	Contribution to Provident Fund	32.46	46.24
d)	Contribution to New Pension Scheme	49.16	94.92
e)	Staff Welfare Expenses	70.73	66.98
f)	Expenses on Employees' Retirement and Terminal Benefits (Refer Note 6.4 (a))	2,861.02	3,017.37
Total (A)		6,794.19	6,401.04
g)	Other Establishment Expenses		
1)	Centre for Management in Agriculture(CMA)	179.28	167.40
2)	Consultancy Projects *	22.34	23.98
3)	Research Projects *	105.94	78.17
4)	Centre Activities*	9.42	35.00
5)	Customized Executive Education Programmes*	3.11	
Total (B)		320.09	304.55
TOTAL(A+B)		7,114.28	6,705.59

*Salaries and related expenditure on temporary staff hired for these projects/programmes

SCHEDULE 14 - ADMINISTRATIVE EXPENSES

	(₹ in Lakhs)	
	2014-2015	2013-2014
a) Electricity Charges (Net)	225.42	151.23
b) Campus Repairs and Maintenance	620.93	494.78
c) Furniture/Equipments Repairs and Maintenance	60.97	61.63
d) Travelling and Conveyance Expenses	77.57	79.36
e) Computer Expenses	109.38	115.33
f) Security Expenses	152.83	150.76
g) Postage, Telephone and Communication Charges(Net)	40.82	40.00
h) Legal & Professional Charges	35.15	34.82
i) Insurance	15.15	13.10
j) Advertisement	10.55	12.84
k) Municipal Tax	47.04	61.50
l) Service Tax Borne by the Institute	227.49	92.02
m) Staff Mess Expenses	19.19	18.26
n) Vehicles Operations and Maintenance	3.00	3.60
o) Printing and Stationery (Net)	14.49	19.38
p) Auditors Remuneration	2.75	2.75
q) Loss on Sale of Assets	1.20	-
r) Miscellaneous Expenses	126.74	93.32
s) Loss due to Fire- Placement office	-	20.90
TOTAL	1,790.67	1,465.58

SCHEDULE 15 - EXPENDITURE ON PROGRAMMES AND PROJECTS *

	(₹ in Lakhs)	
	2014-2015	2013-2014
1) Open Enrollment Programmes	1,423.47	890.74
2) Customized Executive Education Programmes	1,761.40	-
3) Consultancy Projects	973.35	1,759.45
4) Faculty Development Programmes	26.42	31.04
5) Research Projects	51.58	121.62
6) CMA Other Expenses	20.19	21.35
7) Centre Activities	3.17	3.12
8) Chairs	18.23	0.03
9) Faculty & Professional Development Expenses	56.26	48.17
10) Research Assistance to New Faculties	13.61	4.42
TOTAL	4,347.68	2,879.94

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

SCHEDULE 16 - DIRECT EXPENDITURE ON LONG DURATION PROGRAMMES *

	2014-2015		2013-2014	
	(₹ in Lakhs)			
a) POST GRADUATE PROGRAMME (PGP)				
I Two Year - Post Graduate Programme				
1) Post Graduate Programme	688.88		625.94	
2) PGP - Agri Business Management	61.95	750.83	70.61	696.55
II One Year - Post Graduate Programme				
1) PGP - Executive		637.28		665.59
b) FELLOW PROGRAMME IN MANAGEMENT (FPM)				
1) FPM Expenses		74.93		66.31
c) SCHOLARSHIPS AND FELLOWSHIPS				
1) Educational Scholarship	317.57		104.85	
2) Need Based Scholarships	484.95		575.77	
3) Fellowship to FPM students	547.13	1,349.65	496.97	1,177.59
d) OTHER ACADEMIC ACTIVITIES				
1) Library Services (Other than Books)		507.88		466.97
TOTAL		3,320.57		3,073.01

*Does not include allocated overhead expenditure

SCHEDULE 17 - TRANSFER TO FUNDS

	2014-2015		2013-2014	
	(₹ in Lakhs)			
1) Corpus Fund		2,435.00		435.00
2) Research Publication & Trust Area Fund		-		430.00
3) Campus Maintenance Fund		-		435.00
TOTAL		2,435.00		1,300.00

SCHEDULE 18: SIGNIFICANT ACCOUNTING POLICIES

1. ACCOUNTING CONVENTION

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

2. INVENTORY VALUATION

Stock of stores and stationery are valued at cost.

3. FIXED ASSETS

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

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

4. DEPRECIATION

- 4.1 Depreciation on Buildings has been provided on Straight Line Method while Depreciation on other Assets has been provided on Written Down Value Method. The rates of depreciation are as specified in the Income Tax Act, 1961 except for Buildings of main Campus. In this case, where separate figures of residential and non-residential building are not available and major portion of the Building is for residential purpose, the rate of depreciation applied is 5%, the rate fixed by the Income Tax Act for residential building; instead of 10% for non-residential building.
- 4.2 Depreciation on assets where actual cost is equal to or less than ₹ 5000/- item-wise is provided at the rate of 100%.
- 4.3 Capital Grants / Funds (Govt. and Non-Govt.) related to Fixed Assets are treated as Deferred Income and recognized in the Income and Expenditure Account on a systematic and rational basis over the useful life of the assets, i.e. Capital grants / Funds are allocated to Income over the periods and in the proportion in which depreciation is charged.

5. REVENUE RECOGNITION

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

Interest on Investments is recognized on accrual basis.

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

6. INTEREST ON INVESTMENT

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

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

7. FOREIGN CURRENCY TRANSACTIONS

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

8. GOVERNMENT GRANTS

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

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

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

9. INVESTMENTS

Investments classified as "Long term investments" are carried at cost. Provision for Decline, other than temporary, is made in carrying cost of such investments.

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

Cost includes acquisition expense like brokerage, transfer stamps.

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.

SCHEDULE 19: NOTES FORMING PART OF ACCOUNTS
1. Government Grants
GOI – MHRD GRANT FOR FPM PROGRAMME

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

(₹ in Lakhs)

Particulars	2014-2015	2013-2014
Balance as per Last Balance sheet	38.31	35.18
Grant Receivable during the year	133.15	0.00
Interest credited during the year	3.33	3.13
Expenditure incurred	25.70	0.00
Balance at the end of the year	149.09	38.31

2. UNEXECUTED CAPITAL CONTRACT

Unexecuted Capital Contract (Net of Advances) is ₹202.56 Lakhs (Previous year ₹ Nil), for which sufficient fund is available in Campus & Infrastructure Development Fund.

3. CONTINGENT LIABILITIES

(a) Service Tax demands in dispute:

₹ 23.91 Lakhs (Previous Year ₹ 23.91 Lakhs)

(b) Claims against the Institute not acknowledged as debts:

₹ 1.59 Lakhs (Previous year ₹ 1.59 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 Tax Deducted at Source from:

(₹ in Lakhs)

Particulars	2014 - 15	2013-2014
a) Interest Income	97.80	22.87
b) Placement Income	34.45	22.56
c) Project Income	340.34	260.68
d) Other Income	18.00	15.92

6.2 Expenditure in Foreign Currency (₹ in Lakhs)

Particulars	2014-2015	2013-2014
a) Foreign Travel	37.29	97.50
b) Books and Case Materials	353.71	227.04
c) Others	242.68	63.52

6.3 Earning in Foreign Currency (₹ in Lakhs)

Particulars	2014-2015	2013-2014
a) Project, Program and Fee Income	403.35	475.40
b) Placement Income	40.17	63.89

6.4 Changes in Accounting Policies

(a) Interest on Pension/Retirement benefit Fund and Payment of Retirement Benefit Fund

Hitherto, Interest on Investment out of Retirement Benefit Fund was transferred to Income and Expenditure Account to the extent of payment of retirement benefits. From Current year onwards, interest accrued thereon and payment of retirement benefits have been transferred to Provision for Retirement Benefits Account.

Accordingly, payment of retirement benefits of `1,187.67 Lakhs has been debited to Provision for Retirement Benefit Account and interest on investments to the same extent has been credited to Provision for Retirement Benefit Account.

Due to this, Interest Income and Establishment Expenditure for the year are lower by `1,187.67 Lakhs. However, there is no effect on surplus for the year.

(b) Computer Fees Income

Hitherto, Computer Fees were credited to Fund for Computer Account and Computer Expenses were met out of such fund. From Current year onwards, Computer Fees have been credited to Fees Income instead of Fund for Computer and Computer Expenses are met from Computer Fees.

Accordingly, Fees income is credited by `570.65 Lakhs and Computer Expenses of `109.38 Lakhs has been met from Computer Fees.

Due to this, Income and Surplus for the year are higher by `461.27 Lakhs and Earmarked Fund is lower to that extent.

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.

Date : June 25, 2015

As per our report of even date

SD/-
Nina Badlani
Group Head
(Finance & Accounts)

SD/-
Manoj Bhatt
Chief Administrative
Officer

SD/-
Ashish Nanda
Director

SD/-
Audit Officer
C.A.(Expenditure)

RECEIPTS AND PAYMENTS FOR THE YEAR ENDED 31ST MARCH, 2015

			Amount ₹ in Lakhs				
RECEIPTS		2014-15	2013-14	PAYMENTS		2014-15	2013-14
1.1	Opening Balances			2.1	Payments for		
1	Cash in hand	0.25	0.25	1	Establishment Expenses	4,245.93	4,335.98
2	Bank balances			2	Administrative Expenses	1,785.03	1,465.58
	- in current accounts	455.23	562.42	3	Long Duration Programme Expenses	3,320.57	3,073.01
	- in savings accounts	161.32	282.29			9,351.53	8,874.57
	- in Deposits accounts	22,212.99	16,174.05	2.2	Payments against Various Funds		
3	Franking Advance	0.14	0.19	1	Projects/programmes	4,347.69	2,879.94
		22,829.93	17,019.20	2	Academic Activities	204.19	175.11
1.2	Interest Received on			3	Student Aid	165.80	88.49
1	Investments	2,612.00	9,514.92	4	Faculty & Staff Development Fund	95.42	63.09
2	Saving Bank Account	29.47	1.41	6	CII Fund	34.54	123.83
3	Loans,Advances etc.	4.73	5.68	7	Campus & Infrastructure Dev Fund	10.54	-
		2,646.20	9,522.01			4,858.18	3,330.46
1.3	Grant Received			2.3	Investments (Net)	9,258.85	6,788.94
1	CII Grant	21.15	-	2.4	Purchase of Fixed Assets	359.42	416.70
3	Fund for FPM Programme	133.13	-	2.5	Changes in Inventory	5.01	-
4	C M A Fund from GOI	8.59	190.00	2.6	Loans and Advances		
		162.87	190.00	1	Statutory Dues	70.76	78.45
1.4	Other Income Received			2	TDS Receivable	498.43	335.64
1	Fees	9,937.32	9,117.98	3	Loans & advances	57.71	-
2	Project/Program/Services	7,699.76	4,552.19	4	CENVAT	33.20	-
3	Sale of Assets	3.69	22.93	5	Deposits Paid	63.35	5.37
4	Donations	2,500.89	135.77			723.45	419.46
5	Misc.Receipts	1,478.44	958.52	2.7	Changes in Current Liabilities		
6	CII Fund Income	3.78	4.71	1	Project/Program & Others Liabilities	1,120.73	158.58
7	Computer Centre Receipts	1.20	514.39	2	Security Deposits	0.09	-
8	Academic Activities Receipt	295.37	196.33			1,120.82	158.58
9	Students Aid Fund	91.51	79.06	2.8	Closing Balances		
10	IIM Society Membership Fees	7.50	-	1	Cash on Hand	0.25	0.25
11	Faculty,Officer & staff Dev & welfare Fund	126.12	42.51	2	Bank balances		
		22,145.58	15,624.39		- in current accounts	685.85	455.23
1.5	Changes in Current Assets				- in savings accounts	309.21	161.32
1	Changes in Inventory	-	3.01		- in Deposits accounts	21,224.15	22,212.99
2	Loans & advances	-	353.76	3	Franking Advance	0.01	0.14
3	Statutory Dues	112.15	70.76			22,219.47	22,829.93
4	CENVAT	-	34.11	TOTAL		47,896.73	42,818.64
5	Security Deposits	-	1.40				
		112.15	463.04				
TOTAL		47,896.73	42,818.64				

Date : June 25, 2015

As per our report of even date

SD/-
Nina Badlani
 Group Head
 (Finance & Accounts)

SD/-
Manoj Bhatt
 Chief Administrative
 Officer

SD/-
Ashish Nanda
 Director

SD/-
Audit Officer
 C.A.(Expenditure)

GOLD MEDALISTS 1966-2015

1966

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

1967

- Vijay Bhargava
- Jayant Kumar Dey

1968

- John Caius Camillus
- Gramma Kasturi Jayaraman
- Biji K. Kurien
- Ravi V. Sarathy

1969

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

1970

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

1971

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

1972

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

1973

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

1974

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

1975

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

1976

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

1977

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

1978

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

1979

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

1980

- Sanjay Bhargava
- Vipul Prasad Jain
- Sridhar Seshadri

1981

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

1982

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

1983

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

1984

- Sunil Gulati
- Pappu Jagdish Rao

1985

- Harsh Lal
- Cadambi P. Janardhan
- Srinath Mukherji

1986

- Anil Ahuja
- Rajeev Ahuja
- Devina Mehra

1987

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

1988

- Rajiv Agarwal
- Sanjay Gupta
- Saurabh Garg

1989

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

1990

- Vipin Gupta
- Monish Kumar
- Milind Shahane

1991

- Aggarwal Vijay
- S. Nagarajan

1992

- Chetankumar B. Shah
- Sanjeev Chhabra
- Vivek Rastogi

1993

- Sanjay Kumar Jain
- Gautam Kumra
- Rohit Chatterjee

1994

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

1995

- Ashutosh Padhi
- Nitin Malhan
- Sanjay Purohit

1996

- Samit A. Parekh
- Bhupender Singh
- Purva Indurkar

1997

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

1998

- Sumat Rajpal
- Avinash Agarwal
- Vipul Bansal

1999

- Amit Bordia
- Anupam Mortins
- Prashant

2000

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

2001

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

2002

- Vikas Gupta
- Manikandan Natarajan
- Mohit Khurana
- Suman Ann Thomas (PGP-ABM)

2003

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

2004

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

2005

- Phillip T. Jacob
- Manoj Gupta
- Gaurav Saigal

2006

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

2007

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

2008

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

2009

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

2010

- Samrat Ashok Lal
- Rohan Choudhary
- Himanshu Sharma
- Vinod Kumar Ramachandran (PGPX)
- Sanjeet Kumar Pandey (PGP-PMP)

2011

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

2012

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

2013

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

2014

- Hemant Omprakash Mundra
- Sanchit Bansal
- Prashant Sarkar
- Aditya Kiran Paranjpe (PGPX)

2015

- Agrawal Rahul Satish
- Rakshit U. Agarwal
- Abhinav Gupta
- Sidharth Aggarwal (PGP-ABM)
- Anshul Srivastav (PGPX)



Chief Guests at Convocations

1966 Mr. M.C. Chagla	1983 Mr. Nani Palkhiwalla	2000 Mr. R.K. Laxman
1967 Dr. Vikram Sarabhai	1984 Mr. P.L. Tandon	2001 Dr. Desh Deshpande
1968 Mrs. Indira Gandhi	1985 Mr. K. C. Pant	2002 Mr. Azim Premji
1969 Dr. Karan Singh	1986 Mr. Hiten Bhaya	2003 Dr. A.P.J. Abdul Kalam
1970 Mr. L. K. Jha	1987 Dr. Raja Ramanna	2004 Dr. Bimal Jalan
1971 Mr. Dharma Vir	1988 Mr. V. Kurien	2005 Mr. Raghuram Rajan
1972 Mr. C. Subramaniam	1989 Mr. A.S. Ganguly	2006 Mr. M.S. Banga
1973 Mr. D.P. Dhar	1990 Mr. Russi Mody	2007 Mr. P. Chidambaram
1974 Professor Nurul Hasan	1991 Mr. Sarup Singh	2008 Mr. Montek Singh Ahluwalia
1975 Mr. T. A. Pai	1992 Mr. Rajmohan Gandhi	2009 Shri Deepak Parekh
1976 Dr. V.M. Dandekar	1993 Mr. P.V. Narasimha Rao	2010 Dr. C. Rangarajan
1977 Mr. M.S. Swaminathan	1994 Dr. Manmohan Singh	2011 Dr. Manmohan Singh
1978 Mr. H. M. Patel	1995 Mr. Sam Pitroda	2012 Shri K. V. Kamath
1979 Mr. V. G. Rajadhyaksha	1996 Mr. A.M. Ahmadi	2013 Shri L. N. Mittal
1980 Justice Mr. M. Hidaytullah	1997 Mr. Adi Godrej	2014 Mr. Anand Mahindra
1981 Mr. Keshub Mahindra	1998 Mr. Vikram Lal	2015 Mr. Ajay Banga
1982 Mrs. Sharda Mukherjee	1999 Mr. K.B. Dadisheth	

