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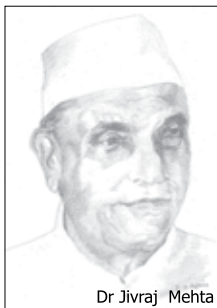
56<sup>TH</sup>

2017-18

वार्षिक प्रतिवेदन  
ANNUAL REPORT



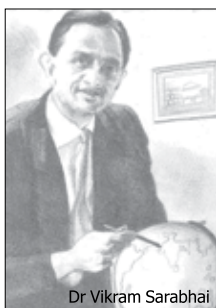
*Founding Fathers*



Dr. Jivraj Mehta



Kasturbhai Lalbhai



Dr. Vikram Sarabhai

*Our Past Chairmen*



Dr. Jivraj N. Mehta



Shri Prakash Tandon



Shri. S.L. Kirloskar



Shri Keshub Mahindra



Mr. V. Krishnamurthy



Mr. A.P. Venkateswaran



Prof. S.K. Khanna



Dr. I.G. Patel



Mr. N.R. Narayana Murthy



Dr. Vijaypat Singhania



Shri A. M. Naik



Shri Pankaj Patel

*Our Present Chairman*



Shri Kumar Mangalam Birla

*Our Present Director*



Prof. Errol D'Souza

*Our Past Directors*



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Dr. I.G. Patel



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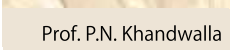
Prof. Jahar Saha



Prof. Bakul H. Dholakia



Prof. Samir K Barua



Prof. Ashish Nanda

56<sup>TH</sup>  
2017-18

वार्षिक प्रतिवेदन  
ANNUAL REPORT

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## VISION

*Educating leaders of enterprises*



## MISSION

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



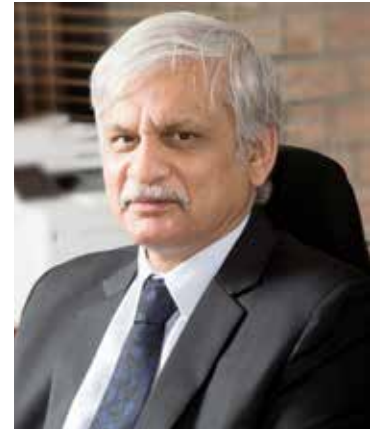
## OBJECTIVES

- ❖ *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 people for careers in management and related fields, in all forms of organizations.*
- ❖ *To develop teachers and researchers in management with specializations 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 opportunities for continuing education.*
- ❖ *To provide advisory services so as to enhance: a) 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 capabilities through meaningful collaboration.*
- ❖ *To globalize the Institute's operations and linkages in the context of any or all of the above objectives so as to emerge as a pre-eminent management school in India that is globally respected.*



## THE YEAR IN RETROSPECT

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The Institute aims at continuing to achieve recognition as a premier global management school operating at the frontiers of management education and practice, while making a progressive and sustainable impact on society. The Institute delivers on this vision through a focus on promoting scholarship, educating and nurturing leaders of enterprises, and impacting the world of policy and practice.

The Institute supports a high performance work environment and ensures the autonomy of the faculty while providing opportunities for collaboration and creativity. The availability of research and conference funding and assistance for case writing enables the faculty to concentrate on generating quality publications.

We are also keen on furthering our culture of collaboration among faculty, staff and alumni. The number of campus reunions has been increasing over the years and alumni are increasingly pledging to give back to the Institute in terms of funding, opportunities for case writing and consultancy, and on occasion sharing their valuable practical experience with our students.

Students continue to pursue their extra-curricular interests with vigour through the various clubs on campus and participation in inter-institute tournaments. They have furthered the Institute's community engagement with children belonging to the weaker sections of society through 'Prayaas' and 'SMILE'. The student exchange programmes

with management schools across the globe provide students with an opportunity to experience learning in different cultural settings.

Students flagged off the inaugural edition of the four-day management symposium 'The Red Brick Summit' in late-September, 2017. This event recorded close to 22,000 registrations and earned a place as a distinguished management symposium in the country.

Our Faculty Development Programme continues to contribute to the professional development of management teachers in India and abroad. The six-month Armed Forces Programme continues to arm professionals from the forces to facilitate their migration to work in the corporate world.

Our long-duration programmes – the PGP, PGP-FABM, PGPX, and FPM - are growing steadily. The PGPX added a section. The doctoral programme, the FPM, has reviewed its course offerings so as to make them more contemporary, relevant, and rigorous. We inaugurated the first batch of the ePGP programme (the PGP delivered through the electronic mode) this year; 53 participants from 13 cities of the country are undergoing this programme.

The Executive Education programmes have grown and their rankings have improved. The Institute has re-introduced Executive Education programmes in the e-learning mode. The first batch had 115 participants and by now we have impacted 416 participants through five programmes.



The state of our infrastructure is a current challenge at the Institute. The great Louis Kahn buildings are in a fragile state and we envisage a multi-year restoration and upgradation programme. The Vikram Sarabhai Library and Dorm 15 were taken up in the first round of the restoration process and the valuable lessons learned will help in the renovation of the other buildings. Plans for new projects including a classroom complex, student, staff, and faculty housing, a sports complex, and the JSW School of Public Policy are in an advanced stage.

CIIE, along with The Student Entrepreneurship Cell, hosted the 8th edition of the Hult Prize. This year's Hult Prize is focused on building scalable and sustainable social enterprises that harness the power of energy to transform the lives of 10 million people by 2025. The Hult Prize is a start-up accelerator organized in association with the United Nations and is the world's largest social entrepreneurship competition spanning 106 countries, with participation from over 5,000 universities.

It is an honour that the Hon'ble President of India, Shri Ramnath Kovind, awarded IIMA the Rajbhasha Keerti Award 2016-17.

The Institute welcomed many distinguished academicians and public figures in the last year. Prof Eric Maskin, a Nobel Laureate, delivered a lecture on Mechanism Design. The Right Hon'ble Prime Minister of Canada, Justin Trudeau, visited the Institute and interacted with students. Others who visited included Mr. Salil Shetty, Secretary General,

Amnesty International, and Dr. Has Mukh Adhia, Finance Secretary.

Student diversity is an important part of the campus experience as it contributes to an enrichment of learning. In terms of educational background, non-engineers were 32% of the students in the PGP – the highest ever in more than 15 years. In the PGP-FABM non-engineers were 45% of the students. In terms of gender diversity, the PGP saw 28% women joining the programme in 2017 – an increase from the 14% figure of 2015. Similarly the PGP-FABM saw 50% women joining the programme in 2017. This year the graduating students from the FPM were male and female in equal proportions.

The IIM Act 2017 has come into being. It declares the IIMs institutions of national importance and confers on them the power to grant degrees. We are waiting for the Government of India to formulate the rules which will provide the framework within which our regulations and ordinances will be framed. The Act gives autonomy to the Board to run the affairs of the Institute.

The Institute is constantly on the alert to improve the educational experience for students and executives and influence the practice of management. It seeks to contribute to expanding the horizons of knowledge and to improving the conditions under which businesses flourish and citizens live. We as a community of staff, students, and faculty are conscious that our business is never finished and that much needs to be done.



# PROGRAMMES

Currently, the Institute offers four long-duration academic programmes: the Post-Graduate Programme in Management (PGP) (equivalent to MBA); the Post-Graduate Programme in Food and Agri-Business Management (PGP-FABM) (equivalent to MBA); the Post-Graduate Programme in Management for Executives (PGPX); and the Fellow Programme in Management (FPM) (equivalent to Ph.D.).

## 1. POST-GRADUATE PROGRAMME IN MANAGEMENT (PGP)

The 54<sup>th</sup> batch of the Post-Graduate Programme in Management (PGP) got off to a start on June 19, 2017, with 395 students. At the end of the year, 393 students were promoted to the second year.

The second year of the programme commenced on June 8, 2016 with 395 students. At the end of the second year, 398 students (including Double Degree) graduated, having satisfactorily completed the academic requirements.

Details are given in **Appendix A1**.

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

Students	GEN	NC-OBC	SC	ST	DA	Total
First Year	177	112	59	34	13	395
Second Year	190	105	58	29	13	395

## Preparatory Programme

The preparatory programme is meant for students preparing to join the programme but who need to strengthen their skills in communication and mathematics. Conducted before the start of the regular session, ninety-three students attended this programme from June 7 to 17, 2017.

## Orientation Programme

An orientation programme for new students was held from June 21 to 23, 2017. In addition to addresses by the Director, the Dean (Programmes) and the PGP Chairperson, a dialogue with the PGP Executive Committee and briefing on the Institute administration, 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 held to familiarize new students with the case method of teaching since that is the dominant pedagogical tool.

## Tutorials

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

## Curriculum

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



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

During the second year, a total of 140 courses were offered as electives of which 15 courses were offered for the first time. Fourteen courses were offered with 2 sections, and 6 courses were offered with 3 sections. One hundred and sixteen project courses were also offered. The scheduling required managing 159 course-classrooms venues during the year.

### New Courses

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

- ▶ Business Analytics
- ▶ Coordinating the Crowd
- ▶ Economic Development Policy and Growth
- ▶ Experiencing Live Action of Business
- ▶ Gamification, Technology and Learning Motivation
- ▶ Innovations in Managing Urban Transport
- ▶ Managing Digital Business
- ▶ Marketing of Healthcare Products and Services
- ▶ Multinational Company Strategies and International Expansion Choices
- ▶ New Products Creation and Development

- ▶ Quantitative and Algorithmic Trading
- ▶ Strategic Alliances and Valuation of Intellectual Assets
- ▶ Strategic Models in Marketing
- ▶ Supply Chain Thinking: Value Creation and Adaptation
- ▶ Transformational Social Movements

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

The Institute has double degree exchange programmes at the post-graduate level with the following international universities:

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

A total of thirteen second year students from the Institute participated in the Double Degree Exchange Programmes at University of Bocconi, ESCP Europe, European Business School, and HEC School of Management during the academic year. At the same time, eight students from the University of Bocconi, two students from HEC, one student from European Business School, and one student from ESSEC



Business School participated in the second year of PGP during the academic year.

### One-Term Exchange Programme

In line with the Internationalization of PGP and with a view to providing international exposure to students, the Institute collaborates with various international business schools on single-term exchange programmes. One hundred and thirty-six (127 PGP + 9 PGP-FABM) IIMA students studied for one term at various foreign universities, while 83 students from the collaborating universities came to IIMA.

Details can be found in **Appendices A2 and A3**.

### Scholarships

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

### Industry Scholarships

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

### Aditya Birla Scholarships

Aditya Birla Group scholarship worth ₹ 1,75,000 each was given to five students.

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

The Institute gave need-based scholarships amounting to ₹ 2,62,80,000 during the academic year. The scholarships ranged from ₹ 50,000 to ₹ 2,45,000. Programme-wise break-up of students receiving these scholarships is as follows:

Programme	No. of Students	Amount (₹)
PGP II	101	1,38,60,000
PGP-FABM II	18	26,15,000
PGP I	70	87,15,000
PGP-FABM I	8	10,90,000
<b>Total</b>	<b>197</b>	<b>2,62,80,000</b>

Of the above, ₹ 31,33,000 was funded through alumni scholarships and ₹ 10,000 by Taravati Ram Gopal Mehra Foundation.

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

Scheduled Castes – Five applications of the first year students were forwarded to the Ministry of Social Justice and Empowerment along with six renewal applications. Grants for these scholarships are awaited. Grants received for the previous year were disbursed to the students concerned.

Scheduled Tribes – Six applications of the first year students were forwarded to the Ministry of Tribal Affairs along with two renewal applications. Grants for these scholarships are awaited.

Persons-with-Disability – Four applications for the first year students were forwarded to the Department of Empowerment of Persons with Disabilities. These scholarships are disbursed directly to the recipients by the Department.

Ministry of Minority Affairs – Four applications for the first year students were forwarded to the Ministry of Minority Affairs along with two renewal applications. These scholarships are disbursed directly to the recipients by the Ministry.

### IIMA Exit Scholarships

Two PGP 2015-17 batch students who graduated in 2017 were awarded with a monthly stipend of ₹ 30,000 each as exit scholarship meant for those who chose to become entrepreneurs. The recipients were identified by CIIE and they would continue to receive the stipend for three years.

### Scholarships Instituted by Other Agencies

- ▶ The OP Jindal Scholarship worth ₹ 1,50,000 per scholarship was awarded to following PGP II students:
  - ▶ Dornadula Revanth Reddy
  - ▶ Shatrughan Singh Bhati
- ▶ The T. Thomas Scholarship worth ₹ 1,00,000 was awarded to Shatrughan Singh Bhati of PGP II.
- ▶ The Dunia Finance Scholarships for scholastic excellence worth ₹ 1,00,000 per scholarship were awarded to the following students:
  - ▶ Vidit Garg, PGP I
  - ▶ Pavithraa Devi A., PGP I
  - ▶ Patel Vinit Tushar, PGP II
  - ▶ Ritika Chaudhury, PGP II



- ▶ The Taravati Ram Gopal Mehra Foundation (TRMF) scholarship of ₹ 80,000 was given to Modi Neel Kamleshkumar of 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 scholarships to the SNBS awardees.

The table below gives details of these scholarships:

Sponsor	Amount (₹)	Awardee/s	Class/ Batch
Europa	1,00,000	Shatrughan Singh Bhati	PGP-II/2016-18
	1,00,000	Mohit Pahuja	
NRN Ayyar	1,00,000	Abhay Goel	PGP-II/2016-18
	1,00,000	Nishant Shah	
	1,00,000	Nilay Bang	
Peri Viswanath Scholarship, Class of 2001	5,00,000	Shubham Varshney	PGP-II/2016-18
	5,00,000	Deepak R.	
PGP 1983 (MCM)	75,000	Sanghvi Kevin Pares	PGP-II/2016-18
	60,000	Abhinav Sandeep Gadia	
	45,000	Garima B. Maheshwari	

Details of scholarships that were merged with SNBS:

Sponsor	Amount (₹)	Class/Batch
Warburg Pincus	16,80,000	PGP-I/PGP-II & FABM-I/FABM-II
Shri Arun Nanda	14,53,000	PGP-I /PGP-II & FABM-I/FABM-II
Taravati Ram Gopal Mehra Foundation	10,000	PGP-I

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

## Awards

### Shri S.K. Seth Memorial Award

Instituted by Mrs. Shanti Seth in memory of her husband, late Shri S.K. Seth, the first Librarian of the Institute, this award is given to the student who

obtains the highest grade points in the first year of the programme. This year, the award was given to Prakhar Balasubramanian.

### S. Umapathy Prize

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

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

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

### Desh Ratna Dr. Rajendra Prasad Gold Medal for Scholastic Performance

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

### Woman All-Rounder Awards

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

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

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

## Other Awards

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

**Outstanding Sportsperson Award** was instituted by Mr. Sunil Chainani (PGP 1980). It is awarded to a student who shows excellent all round performance in sports. This year, the award was given to Vaishali Singh.

**Sajeev Sirpal Academic and Creativity Excellence 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 Shivani Garg.

**Europa Industry Scholarship (Merit-cum-Means Scholarship)** was instituted by Mr. Raghunath Narayan (PGP 1983). This year, the scholarship was given to Shatrughan Singh Bhati and Mohit Pahuja.

**N.R.N. Ayyar Scholarship (Merit-cum-Means Scholarship)** was instituted by Raghunath Narayan

(PGP 1983). This year, the scholarship was given to Abhay Goel, Shah Nishant Manishbhai, and Nilay Bang.

**IIM AVERICKS** was instituted by CIIE. This year, the aid was given to Gaurav Bagde, Pawan Kumar, Somesh Agarwal, Vaibhav Suranna, Shrehith Karkera, Ranjana Srivastava, and Bhanu Harish Gurram.

## Admissions

The classification of students who joined the PGP 2017-2019 batch is as follows:

Category	Male	Female	Total
General	132	45	177
NC-OBC	86	26	112
SC	39	20	59
ST	20	14	34
PwD	9	4	13
<b>Total</b>	<b>286</b>	<b>109</b>	<b>395</b>

CAT 2017 was conducted as a computer based test on November 26, 2017.

The Post-Graduate Programme, commencing June 2018 attracted 187683 applications including those from overseas/foreign candidates. The comparative figures for this year and the previous year are given below:

Category	Batch 2017-2019				Batch 2018-2020			
	Male	Female	Trans-gender	Total	Male	Female	Trans-gender	Total
General	93656	47663		141319	93468	50693		144161
NC-OBC	18462	6716	16	25194	19573	7614	19	27206
SC	9033	3619		12652	8657	3600		12257
ST	2327	1054		3381	2227	1085		3312
PwD	601	124		725	593	119		712
GMAT/Indian Overseas	21	6		27	21	8		29
Supernumerary Quota	10	1		11	4	2		6
<b>Total</b>	<b>124110</b>	<b>59183</b>	<b>16</b>	<b>183309</b>	<b>124543</b>	<b>63121</b>	<b>19</b>	<b>187683</b>
<b>%</b>	<b>67.71</b>	<b>32.29</b>	<b>0.01</b>	<b>100.00</b>	<b>66.36</b>	<b>33.63</b>	<b>0.01</b>	<b>100.00</b>

Details are given in **Appendix A5**.

## 2. POST-GRADUATE PROGRAMME IN FOOD AND AGRI-BUSINESS MANAGEMENT (PGP-FABM)

The Post Graduate Programme in Food and Agri-Business Management (PGP-FABM) is designed to transform young people into dynamic professional managers, leaders and entrepreneurs to take up the challenges of organizations in food, agribusiness, rural and allied sectors. From its early days, the Institute has taken up managerial issues related to agriculture, food, and other developmental sectors as part of its mandate.

### Objectives

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. Along with innovative skills, those working in this industry require a range of management skills, familiarity with the policy environment, and a strategic perspective. The programme prepares students for the arduous task of leading and managing change. The programme objectives are:

- ▶ Equip students with conceptual and interpersonal skills along with a sense of social purpose for managerial decision making and implementation in the unique context of agri-business.
- ▶ Encourage agri-entrepreneurship among students to transform them into successful professionals within the agri-business sector
- ▶ Develop leadership capabilities in students, enabling them to adapt to change and motivate the organizations they work in
- ▶ Widen students' vision and instil in them values of professionalism, integrity, ethics, and social commitment

### Admission

The Institute received 1,27,966 applications for admission into the 2017-19 batch. After an intensive selection process, which included the Common Admission Test, Group Discussion, and Personal Interviews, 46 students joined the programme.

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

### Preparatory Programme

In order to strengthen their knowledge of agriculture and mathematical, communication and computer skills, selected students were asked to attend the preparatory programme from June 5 to 17, 2017.

### Orientation Programme

A welcome and orientation programme for the new batch was held during June 21 to 23, 2017. There was an interaction and dialogue with the PGP-FABM Executive Committee and a briefing on the administration, computer, and library facilities at the Institute. A session on case preparation and case discussion was held to introduce students to the case method of instruction.

The second year of the PGP-FABM programme (2016-18) got off to a start on June 07, 2017 with 46 students. At the end of the first year (2017-19), 46 students were promoted to the second year.

Details are given in **Appendix B3.**

### Curriculum

The first year of the programme is common with PGP. The students took 34 compulsory courses (23.30 credits) spread over three terms. In the second year, six sector-specific compulsory courses and 22 elective courses covering different aspects of agribusiness were offered. Second year students were required to register for a minimum of 17 credits and a maximum of 20 credits. They were also allowed to register for 3.5 credit units from other programmes in any of the terms.

### Rural Immersion Module

The objective of the Rural Immersion Module is to give students an exposure to rural life, help them learn by interacting with villagers, and make them familiar with the rural environment, society, institutions, and economy. The first phase of the Module was organized from March 30 to April 8, 2017. The students were divided into eight groups. The Second Phase was organized with six groups from December 7 to 16, 2017.

### Scholarships

The Government of India scholarships for SC/ST were awarded to all SC/ST candidates. To help



economically weaker students, the Institute also awarded need-based scholarships.

### Awards

R.C. Mathur (PMA 1972 batch) Award for the Best All Rounder PGP-FABM Woman Student was awarded to Enu Sharma.

Apart from the above award, two more awards were introduced last year:

- ▶ The batch all-rounder award instituted by PGP-FABM Alumna Geeta Garg (PGP-ABM 2013-15).
- ▶ Industrial Scholarship (I-Schol) instituted by SPA Alumnus Parmesh Shah, World Bank (SPA 1982).

**Enu Sharma** received both awards for 2017-18.

### Exchange Programme

Five second year students went to ESSEC MS Agribusiness School, two students went to Norwegian School of Economics, and two students went to Antai College of Economics and Management, Shanghai Jiao Tong University and spent a term there from September to December 2017.

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

The programme commenced on April 13, 2017. The batch has 115 students (two sections) including 29 female students. The batch has an average GMAT score of 700; the average age is 32 years 5 months, and the average work experience is 8 years 6 months which includes international work experience of

around 2 years. The profile of the PGPX 2017-18 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-three core/compulsory were offered; 52 elective courses including nine new courses were offered during the year, of which 40 courses, including five new courses were actually taught.

New courses offered during the year are listed in **Appendix C2**.

### International Immersion Programme

This is a two-week academic training at foreign institutions and was offered from September 11 to 24, 2017. Students travelled in groups to:

- ▶ Bologna Business School (5 students)
- ▶ Chinese University of Hong Kong (29 students)
- ▶ Cranfield School of Management (6 students)
- ▶ Ecole Supérieure de Commerce de Paris (ESCP) (44 students)
- ▶ IIMA EMBA International Week (3 students)
- ▶ Internship at Arthur D. Little, UAE (1 student)
- ▶ Internship at Rosneft, Vietnam (1 student)
- ▶ Internship at SD Electric Energy Co., Ltd., Korea (1 student)
- ▶ Lucas Graduate School of Business, San Jose State University (5 students)
- ▶ Warwick Business School (20 students)



In order to equalize the immersion programme to two weeks according to curriculum requirements, students who attended immersion programme at EMBA consortium schools also worked on a week's project with the High Commission of India, London; Embassy of India, Rome; Embassy of India, Washington D.C.; and Consulate General of India in San Francisco.

### Doing Business in India

This module was organized for 16 exchange students from Warwick Business School. This module covered topics such as:

- ▶ A Brief Introduction to Indian Culture
- ▶ Business Strategies for Bottom of Pyramid
- ▶ Entrepreneurship in India
- ▶ History of India
- ▶ India and the Indian Consumer
- ▶ Indian Economy
- ▶ Indian Energy Sector
- ▶ Indian Financial System
- ▶ Indian Legal System
- ▶ PPPs in India
- ▶ Tackling the Indian Distribution System
- ▶ Understanding India and Indian Customer

As part of the programme, participants visited Arvind Limited, GVK EMRI (108 Ambulance Services) Centre, and CIIE in Ahmedabad.

Another module was organized for 37 exchange students from ESCP, Paris. This module covered topics such as:

- ▶ Indian Culture
- ▶ Indian Economy
- ▶ Indian Energy Sector
- ▶ Indian Finance System
- ▶ Indian Legal System
- ▶ Indian Pharma Sector
- ▶ Meditation
- ▶ Strategies for Fortune at the Bottom of Pyramid
- ▶ Understanding Indian Society through the Lens of Social Policies

As part of the programme, participants visited Gujarat International Finance Tec-City Company

Ltd. (GIFT City), Gandhinagar, GVK EMRI (108 Ambulance Services) Centre, and Havmor Ice Cream Factory in Ahmedabad.

PGPX office also organized an EMBA International Week at the Institute, where 12 students from seven schools participated. The week was themed on "Doing Business in India" and covered topics such as:

- ▶ Cooperative Movement in India
- ▶ Entrepreneurship in India
- ▶ Foreign Investment and the Legal System in India
- ▶ Indian Macroeconomy
- ▶ Indian Pharma and Healthcare Sector
- ▶ Introduction to India: Nationhood, Recent Economic and Political Events
- ▶ The Financial System in India and Implications for Doing Business
- ▶ Understanding the Distribution and Logistics System
- ▶ Understanding the Indian Culture and the Indian Consumer

As part of the programme participants visited Wagh Bakri Tea Group, Zydus Cadila, Amul Dairy, and CIIE. They also interacted with Industry leaders such as Mr. Girish Agarwal, Promoter-Director, DP Corp. Ltd. and Shrihari Shidhaye, Founder Director at Synaegis Healthtech during the panel discussion focused on Foreign Investors in India.

### Academic Performance and Scholarships

All the 115 PGPX students graduated successfully. Awards were given to the following students:

- ▶ Gold Medal to the PGPX topper, Srihari Sumaithangi Janakiraman.
- ▶ Academic Merit Awards carrying cash of ₹ 30,000 each to top six students: Srihari Sumaithangi Janakiraman, Ashwini Agrawal, Suman Kakkur, Manaswin Pandey, Apurv Manjrekar, and Sunita Srivastava.
- ▶ All-round Excellence Award carrying cash of ₹ 1,00,000 sponsored by Shri Arun Duggal (Chairman, Shriram Capital Ltd., IIMA Visiting Faculty and alumnus 1974 batch) to Avi Dutt.
- ▶ Shapoorji Pallonji Rising Star Award of Academic Merit to Srihari Sumaithangi Janakiraman.



### International Recognition

PGPX continues to be ranked among the best in the world in the Financial Times' FT Global MBA Rankings 2018. It was ranked second globally in Career Progress and 31<sup>st</sup> overall.

### Student Activities

ConneXions 2017 attained greater heights this year by becoming the brand of the panel discussion series of the Red Brick Summit 2017 (TRBS). The overall theme was "The Next Frontier". Eminent industry experts from Healthcare, ICT space, Consulting, Banking, and Energy sector graced the occasion with their presence. Spread across four days from September 29 to October 2, the panels were moderated by distinguished Institute faculty. With over 20+ schools participating in The Red Brick Summit, Connexions left a remarkable impression. Going forward, Connexions would be an integral part of The Red Brick Summit and would be popular as the brand ambassador event for panel discussions.

### PGPX Alumni Meet: Xpressions 2017

Xpressions 2017 was a milestone event. It gave the class of 2018 a unique opportunity of bonding with all X's of PGPX. The two days were marked by a session by Professor N. Ravichandran, fun activities for the alumni, and a gala dinner. The campus had

participants from as early as X2 to X11 who were eagerly received by the current batch. The past batches shared their experiences from their life on campus, and thereafter – their industry insights were valuable .

### PGPX Speaker Series

Speaker Series is a PGPX student initiative where senior corporate leaders and eminent citizens are invited to share their experiences with PGPX students. This initiative is entirely organized by PGPX students. Fifteen speakers were invited to the campus. Details are given in **Appendix C3**.

### Admissions for 2018-19

Nine hundred and twenty three applications were received for PGPX 2018-19 (476 in Round-1, and 447 in Round 2); 583 applicants were shortlisted for interviews (310 in Round-1 and 273 in Round-2). Personal Interviews were held at Ahmedabad, Bengaluru, Delhi, London, Newark and a few international candidates were interviewed through Video Conferencing. Final offers were made to 157 candidates, and 26 were wait-listed of which 23 were activated. Finally 138 candidates (including three from the previous year's deferrals), including 23 women, joined the programme. Eight candidates have deferred their admissions to the next batch starting April 2019.





## 4. FELLOW PROGRAMME IN MANAGEMENT

Including the 16 participants who graduated in 2018, 365 students have received the title of Fellow of IIMA. There are 46 participants writing their theses, and 49 who are undergoing their course work.

The names of the graduating participants of 2017-18 are given in **Appendix D**.

### Awards

#### IFCI Awards

	Thesis Title	Award (₹)
Pavneet Singh (Economics)	Essays in Governance and Economic Growth	50,000
Sonali Jain (Finance and Accounting)	Studies in Indian Equity Derivatives Market	50,000

#### Professor Tirath Gupta Memorial Award

	Thesis Title	Award (₹)
Biswajita Parida (Marketing)	An Experimental Investigation of Advertising Effectiveness in Roadblock Advertising	50,000
Aashish Argade (Food and Agri-Business)	Choice Determinants and Comparative Evaluation of Agri-output Marketing Channels: A Farmers' Perspective	50,000

### Chaudhary-Padmanabhan Pant Award for Best Scholastic Performance in the First Year

- ▶ Vishal Bansal - ₹ 5,000
- ▶ Avijit Bansal - ₹ 5,000

### Conferences/ Doctoral Colloquium/ Consortium Participation by Students/ Paper Publications

Conferences	
International Conferences	30
Domestic Conferences	30
Total Conferences	60
Total Students Participated	35
Doctoral Colloquium / Consortium	
International Doctoral Colloquium	05
Domestic Doctoral Colloquium	04
Total Doctoral Colloquium	09
Total Students Participated	08
Paper Publications	
Total Papers published	14 (A-4, B-2, C-5 and others - 3)
Total number of students involved	12

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





## PLACEMENT

### PGP

Final Placement process for the Class of 2018 of the Post Graduate Programme in Management (PGP) was successfully completed. Firms from multiple domains participated across the three clusters in final placement, with students being placed across more than 23 cohorts.

### Process

The placement process was conducted in two stages. The first was the laterals where firms interviewed students with prior work experience and offered mid-level managerial positions. More than 47 firms hired from diverse sectors such as technology, banking, consulting, general management, and analytics. In the second stage, firms were grouped into cohorts based on the profile offered, and groups of cohorts were invited to campus across different clusters. As in previous years, students were provided the flexibility of making “dream” applications to firms of

their choice in a subsequent cluster even with an offer in hand. There were 176 dream applications this year. Students also had the opportunity to work under the mentorship of the Centre for Innovation, Incubation and Entrepreneurship (CIIE) on their entrepreneurial ideas.

### Sectoral Overview

Firms from different sectors and geographies participated in the selection process. Recruiters in the management consulting domain included Accenture Strategy, A.T. Kearney, Bain & Co., McKinsey & Co., Monitor Deloitte, Oliver Wyman, and The Boston Consulting Group, among others. Prominent recruiters in the investment banking and markets space included Barclays, Citibank, Credit Suisse, Deutsche Bank, Goldman Sachs, JP Morgan, and Standard Chartered. The private equity and venture capital cohort included recruiters like Kedaara Capital and Matrix Partners. Banking, financial services, and insurance recruiters included firms like American Express, Bajaj Finserv, FinIQ, Fullerton, HSBC, and Yes Bank. Sales and marketing roles were offered by regular recruiters like HUL, Nestle, P&G, Reckitt Benckiser, and Wipro Consumer Care, among others. The general management cohort saw recruiters such as Aditya Birla Group, C.K. Birla, RPG Group, and Tata Administrative Services, among others. The consumer services cohort saw firms like ABP News, Airtel, IndiGo, and Star TV. The enterprise tech and



consumer tech cohorts had firms like Magicpin, Microsoft, Nykaa, OYO Rooms, and UpGrad among others. Firms which participated in the lateral process included Adidas Germany, Flipkart, L.E.K. Consulting, Lodha Group, Microsoft, Parthenon, and Wipro Global.

### Top Recruiters

About 125 firms participated in the placement process with 150 different roles. Firms which made the most offers included Accenture Strategy, The Boston Consulting Group, and Amazon. Accenture Strategy lead with 18 offers, followed by BCG and Amazon with 14 offers each. Among global banks, HSBC and JP Morgan were the largest recruiters, having picked 5 students each. In the sales and marketing domain, Airtel extended the most offers – 8, followed by HUL – 5. With 7 offers, TAS was the largest recruiter in the general management cohort. Microsoft extended 8 offers, the highest in the enterprise tech cohort. In BFSI, American Express extended the most offers – 8, followed by Yes Bank and FinIQ with 6 offers each. In IT consulting, EXL extended the most offers – 8.

Further details about the placement process will be released in an audited report as per the Indian Placement Reporting Standards (IPRS), introduced by the Institute in an effort to bring about greater transparency in B-school placement across the country.

### Final Placements Details

A total of over 482 job offers were made to 388 students of the 2016-2018 PGP batch.

### Strengthening Old Relationships and Forging New Ones

Placements are viewed as an opportunity to build



relationships with industry and create a symbiotic association. Not only did existing recruiters maintain their relationship with the Institute by recruiting large numbers but many new companies also recruited. This is an indication of the growing global reputation of our graduates.

### Pre-Placement Offers

Based on the performance of students in summer internships and after students deciding to make dream applications, 112 PPOs were accepted.

### Lateral Placements

With almost 50 per cent of the batch eligible for lateral placements, 47 firms from diverse sectors such as technology, consulting, pharmaceuticals, and analytics hired them. Eighty-seven students accepted offers through the lateral placement process.

### Entrepreneurship

In recent years a growing preference has been seen among students to reject lucrative job offers in order to start their own ventures. This year also saw six PGP students opting out of placement to start their own enterprises with the support of CIIE.

In response to the enthusiasm of such entrepreneurs, the Placement Committee is giving them two years of placement holidays. Students who opt out of placement on the basis of taking up entrepreneurship will be eligible for taking placement assistance from the Institute during the next two years.

### Summer Placements

A total of 391 students of the 2017-2019 PGP batch participated in summer placement.

### PGP-FABM

The placement process for PGP-FABM was successfully completed, with the batch of 2018 comprising 46 students being presented with job opportunities in food, agribusiness and allied sectors.

The niche combination of sector specific knowledge and managerial competence facilitated by the PGP-FABM programme is highly valued by Industry. Recruiters further corroborated this by creating new positions to better utilize the wide pool of talent offered. A total of 24 firms participated at final





placement ranging from sectors such as FMCG, agri inputs and services, food processing, food and agri consulting, e-commerce, BFSI, and social development and made 50 offers to students. Godrej group of companies and PI Industries were the top recruiters, recruiting eight and five students respectively. The process saw participation from a number of first-time recruiters like Jain Irrigation, KPMG, Grofers, ITC Agri, Walmart, Livlush, and Basix. Regular recruiters like ADM, TGI, Pioneering Ventures, and General Mills reaffirmed their confidence in the placement process by extending multiple offers.

The batch attracted a diverse pool of recruiters, ranging from MNCs to small and medium enterprises as well as upcoming startups. A notable fact this year was the inclination of students to work in the social and development sector.

Further details about the placement will be released in an audited report, as per the Indian Placement Reporting Standards (IPRS).

### Pre-Placement Offers

Based on the performance of students in summer internship, 16 pre-placement offers were extended by eight companies out of which 15 offers were accepted.

### Building New Relationships

With the objective of further strengthening the reach of the programme in Industry, new firms representing diverse sectors were invited for placements.

### New Recruiters

- ▶ Jain Irrigation
- ▶ KPMG
- ▶ Grofers
- ▶ ITC Agri

- ▶ Walmart
- ▶ Livlush
- ▶ Basix

### Summer Placement (2017-19 batch)

The summer placement process was successfully completed. Forty students out of a batch of 45 opted for placement through the Institute and were placed in less than a day, further corroborating the quality of students and the relevance of this specialized programme to the food and agribusiness sector. One student opted out for a project with CIIE.

### PGPX

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

The placement season has attracted a diverse pool of recruiters across multiple sectors. This year's recruiter list spanned Conglomerates, Consulting, BFSI sector, IT, engineering and technology, pharmaceutical/healthcare, manufacturing, and start-ups and included many first-time recruiters.

Firms that visited for placement included Accenture, Persistent Systems, Indian Ports Association, KEC International, Apptus, Zensar, Mckinsey, ONGC Videsh Ltd., and Mastercard.

### FPM

There were 7 FPM candidates seeking placement this academic year. They belonged to the following areas: Production and Quantitative Methods (2), Public Systems Group (4), and Economics (1) area. The candidates were looking for specific and niche roles aligned with their broad research interests and background. One student was able to get an offer and remaining are still looking for appropriate roles.

On the summer internship front, four students received an offer from the Ecole-IIM-Ahmedabad collaboration through a faculty member at the Institute. One student is working with a government organization, one with a private firm, and another with a non-profit organization.

Since an institutionalized process does not exist for FPM placement, the FPM Placement Committee is

aiming to establish a more streamlined placement process with the aim of helping FPM students in venturing into better research-oriented roles.

### City Connect Initiative

The City Connect Initiative was held in September 2017 in which placement committee students along with two IIMA faculty members visited cities like New Delhi, Mumbai, Hyderabad, etc. The objective was to create awareness about the PGP, PGP-FABM, and PGPX programmes among the regular recruiters of the Institute.

### Entrepreneurship Fair – An Overview

The Placement Committee, in association with the Entrepreneurship Cell and the Centre for Innovation, Incubation and Entrepreneurship (CIIE), organized 'Entre Fair 2017' on October 8, 2017. This was the seventh edition of the annual event, witnessing participation not only from students on campus but also from other colleges in and around Ahmedabad.

The Entre Fair 2017 was designed as a platform to introduce students to the world of entrepreneurship by providing internships and networking opportunities with some of the most exciting startups in the country today. The participants had ample

opportunity to interact with the founders of these startups and talk about the key challenges facing them. This edition witnessed the participation of 12 startups and young ventures such as eswasthya and feeljoy. The event kicked off with a lively discussion on "The Life of an Entrepreneur" by Utsav Bhattacharjee (PGP 2017). This was followed by the pitch-a-thon wherein the startups pitched to the diverse set of participants both from within the campus and from outside. Students got a basic idea about the startups through this session and helped them choose the firms they would want to interact. The main event of Entre Fair 2017 was undoubtedly the startup job fair. The students got to explore Entre fair for summer internships, offline projects, full-time roles, and experience sharing.

### Startups that participated in Entre Fair 2017:

- ▶ Eswasthya
- ▶ CareNX
- ▶ Hostec
- ▶ Openfuel
- ▶ Technology mindz
- ▶ Reculta Solutions
- ▶ Tight the nut
- ▶ VMukti
- ▶ Feeljoy
- ▶ Healthchart
- ▶ Ingenious
- ▶ PoshAQ

Details are given in **Appendix F**.





## CONVOCATION

The fifty-third convocation was held on March 24, 2018. Dr. Janmejaya Sinha, Chairman, Asia-Pacific of The Boston Consulting Group, delivered the convocation address. At the convocation, 16 FPM students were awarded the title of Fellow of the Indian Institute of Management, Ahmedabad; 398 students were awarded the Post-Graduate Diploma in Management; 47 students were awarded the Post-Graduate Diploma in Food and Agri-Business Management; and 115 students were awarded the one-year Post-Graduate Diploma in Management for Executives.

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

### PGP

- ▶ Prakhar Balasubramanian
- ▶ Anurag Poddar
- ▶ Soumyo Madhab Mitra

### PGPX

- ▶ Srihari Sumaithangi Janakiram





## 5. FACULTY DEVELOPMENT PROGRAMME IN MANAGEMENT

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

The 39th FDP was conducted from June 5 to September 23, 2017. Twenty-five management teachers attended the programme, including twelve women faculty. Twelve held doctorates in various disciplines related to management. Eleven were self-sponsored. Fellowships totalling ₹ 51,686 were made available to eleven self-sponsored participants from the Fellowships instituted by Apeejay Trust and Sir Dorabji Tata Trust. The Centre for Regional Management Studies research grant was extended to those participants who wished to work on Gujarat-based research studies.



The major focus of the FDP is on upgrading the teaching, training, and research skills of management educators – specially those educators who haven't had adequate opportunities to hone their teaching and research skills. Three sets of courses were offered: discipline-based courses, foundational courses, and a set of electives. The first set of courses included Strategy Formulation and Implementation, Information Technology for Management, Economic

Environment and Policy, Fundamentals of Financial and Cost Accounting, Fundamentals of Corporate Finance, Marketing, Understanding Organizational Behaviour, Qualitative Research Methods, Statistical Data Analysis, Human Resources Management, and Operations Management.

The foundational courses aimed at specific pedagogical and research skills, and included Communication for Management Teachers, Research Methods and Design, and Case Method in Management Education.

The electives were offered from the three main areas as given below:

- ▶ OB and HR Contemporary Topics in Organizational Behaviour: Teaching and Research
- ▶ Perspectives on Contemporary HRM Research
- ▶ Finance Compulsory Accounting Course
- ▶ Compulsory Finance Course
- ▶ Marketing Business Strategies for the Bottom of the Pyramid
- ▶ Consumer Behaviour Research Methods
- ▶ Marketing Models
- ▶ Neuroscience and Consumer Behavior

In addition, Advanced Multivariate Analysis for Management Research and Advanced Strategic Management were conducted along with elective courses. Participants also undertook a field visit to Arvind Mills.

IIMA's FDP has been recognized as one of the oldest in the country. The FDP Alumni network now has 835 members, including 94 management teachers from Nepal, Bangladesh, Maldives, Sri Lanka, Bhutan and Ethiopia. Over the years our FDP alumni members have been contributing significantly towards the improvement of the quality of management education in India and abroad.





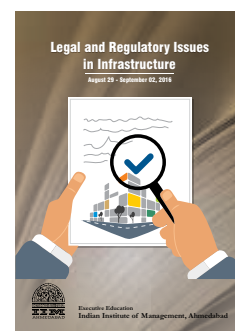
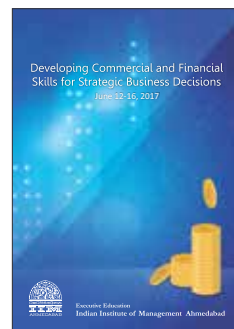
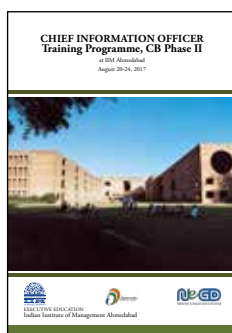
## 6. EXECUTIVE EDUCATION PROGRAMMES

In 2017-18, the Institute offered 73 programmes under Open Enrollment offerings (OEP), 140 under Customized Executive Education (CEP) and 5 as e-learning programmes. Overall, they attracted more than 7300 executives from private and public sectors including government departments. Eight new Open Enrollment programmes were offered in six areas.

There has been an impressive growth in terms of programme offerings, participation, and revenue. This is reflected in the Financial Times Rankings 2017, where CEP was ranked at 63, up from 74<sup>th</sup> in 2016 while OEP rose to 66 from 67.

Under the blended learning model, five programmes are offered as e-Learning programmes through NIIT and Hughes. Accelerated General Management Programme (AGMP) with 115 participants commenced in April 2017, Strategic Human Resources Management Programme (SHRM) with 45 participants commenced in October 2017, Senior Management Programme (SMP) with 128 participants commenced in June 2017, Executive Programme in Business Finance (EPBF) with 52 participants in September 2017, and Executive Programmes in Advanced Business Analytics (EPABA) with 72 participants in June 2017.

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. Publications in various forms – books, papers in journals, cases – result from these research projects.

During the year, four research projects and two seed money projects were completed. Thirteen research projects and 14 seed money projects were initiated. In addition, 50 summer internship projects were undertaken.

During the year, the academic community wrote 8 books and 109 articles in journals. They contributed 16 chapters in Books, presented 128 papers in conference, and wrote 24 working papers.

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

### **Vikalpa: The Journal for Decision Makers**

*Vikalpa: The Journal for Decision Makers* is a quarterly, peer-reviewed open access academic journal of the Institute. Currently in its 43<sup>rd</sup> year of publication; *Vikalpa* is published and marketed by Sage Publishers. It is recognized as a premier management journal focused on rigorous applied research articles and reflective pieces which are relevant to practitioners.

*Vikalpa* issues carry the following features. Perspectives: Articles on emerging issues and ideas which call for action or rethinking from managers, administrators, and policymakers. Research articles: Analytical articles focused on the resolution of managerial issues. Notes and Commentaries: Preliminary research, review of literature, and

comments on published papers. Colloquium: Discussion/debate on a contemporary topic. Management Case: Narratives on a real-life situation, a decision or action taken by an individual manager or by an organization at the strategic, functional, or operational levels. Diagnosis: Analyses of a real-life managerial case. *Vikalpa* also features book reviews.

The *Vikalpa* Editorial Advisory Board includes prominent scholars from top universities across the world so as to encourage dialogue and engagement among a wide range of audiences globally. The team of Associate Editors, drawn from top management schools around the world, represents a range of management disciplines.

*Vikalpa* has steadily expanded its international audience. The United States constitutes 27 per cent of its subscription. Western Europe and South America with 13 per cent and 11 per cent respectively also contribute to *Vikalpa's* geographic spread. Full-text downloads have seen a steep increase, exceeding 1,00,000 in the past year. There has also been a steady increase in the number of visits to the *Vikalpa* website from more than 180 countries. Outside India, United States, United Kingdom, Australia, and Malaysia account for large numbers.

During the past year, *Vikalpa* received 233 manuscripts, out of which, 29 manuscripts are in different stages of the review process. The average acceptance rate of *Vikalpa* over a period of three years is about 6.7 per cent.

*Vikalpa* has a branded home page on the Sage platform (<http://vik.sagepub.com>) where researchers are able to search across the journal's content including the archive. *Vikalpa* has a dedicated, active profile on social media platforms such as Facebook and Twitter.



## CASE CENTRE

The IIMA Case Centre is actively involved in promoting case writing and teaching. The Centre provides editorial as well as funding support to case writers, and manages the distribution of these cases to a variety of audiences. The Case Centre is a repository of 4328 registered items that includes 2678 Cases, 433 Teaching Notes, 1036 Technical Notes, 83 Exercises, 4 Supplements, 2 Epilogues and 2 Games. From April 2017 to March 2018, the Case Centre registered 104 items which include 49 Cases, 48 Teaching Notes, and 7 Technical Notes.

The Case Centre also administers the sales of IIMA cases to various other management institutes, educators, corporate trainers, and individuals. In 2017-18, the Case Centre generated revenue of over ₹ 72 lakh which is inclusive of revenue from non-contract users and institutions having annual contracts with the Case Centre.

The Case Centre has established distribution partnerships with Harvard Business Publishing, Ivey Publishing, The Case Centre, UK (formerly: ECCH) and Sage Publications with an aim to widen the case distribution networks worldwide. In 2017-18 the Case Centre distributed over 21 cases and teaching notes through Harvard Business Publishing, 29 cases and teaching notes through The Case Centre (ECCH), 22 cases and teaching notes through Ivey

Publishing, and 78 cases and teaching notes through Sage Publications. The total repository of IIMA Cases registered and distributed through Harvard Business Publishing, The Case Centre (ECCH), IVEY Publishing, and SAGE Publications are 54, 93, 55 and 258 respectively.

The Case Centre is committed to strengthening the case ecosystem not just within the Institute but also nationally. It has collaborated with Harvard Business Publishing to offer the Case Method Teaching Seminar (CMTS) to encourage the introduction of case method teaching in other management institutions. This year two Case Method Teaching Seminars were organized, the first on July 7-8, 2017 at Symbiosis Institute of Business Management (SIBM) Bangalore, and the second on December 1-2, 2017 at IIMA.

Each year the Case Centre honours the efforts of case writers by conferring the Philip Thomas Memorial Case Award to one best case. This year Dr. Amarpreet Singh Ghura and Professor Vijaya Sherry Chand received the award for their case "The Akal Academies".

In 2017-18, the Case Centre received funding of ₹ 1.07 crore for a period of five years to support recruitment of editorial staff and case development.



Case Method Teaching Seminar (CMTS) in collaboration with Harvard Business Publishing held on December 1-2, 2017



## INTERDISCIPLINARY CENTRES AND GROUPS

### 1. CENTRE FOR INNOVATION, INCUBATION, AND ENTREPRENEURSHIP

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

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

CIIE has, over the years, played a multi-dimensional role in the entrepreneurial landscape of India. CIIE's deep understanding of the evolving gaps, needs and opportunities in the markets and of the entrepreneurial ecosystem has enabled it to design initiatives that have attracted and supported the best entrepreneurs in various sectors. CIIE has also built an unmatched network of partners, mentors, and advisors who have been closely supporting its initiatives and startups. Given its belief and mandate to unlock value in early stage, CIIE has developed strong relationships, programmes and processes to source, seed, and scale ventures.

During the year CIIE received SEBI approval for setting up the Bharat Innovation Fund as VC fund. The first closing of the fund will be announced by July 2018.

#### Student Engagement

In addition to continuing the existing IIMavericks programmes, CIIE launched a few more initiatives under the 'IIMavericks' umbrella. First among

these was the EIR programme for recent alumni. The programme provides financial and mentoring support to recent alumni on the lines of the IIMavericks fellowship. Five EIRs were appointed under the programme after careful selection from more than 30 applications. One of the EIR start-ups also received seed funding from CIIE under the ET-POI programme. CIIE also launched the e-LAB (Experiencing Live Action of Business) course for PGP2 students. The course aims to provide students with a first-hand view of entrepreneurship by running a small business on campus. CIIE provides a small seed funding for the course. CIIE also supported the Entre Cell to conduct large national level programmes such as Masterplan by roping in partners like Matrix & Siemens. In 2018, CIIE launched an accelerator programme for alumni start-ups. Seven startups are part of the programme and are being mentored through intensive clinic based approach.

#### Research and Case Studies

##### Cases Registered

- ▶ Memorable Shaadi (recommended for distribution by Harvard Publishing)
- ▶ Ryan Ali Singh
- ▶ BotGo (submitted to be registered)

##### In Writing

- ▶ Flexiple (in collaboration with Professor A K Jain and Professor Aruna Divya)
- ▶ Travelyaari (in collaboration with Professor Amit Karna)
- ▶ MHFC (in collaboration with Professor Amit Karna)
- ▶ ReMaterials (in collaboration with Professor Sandip Chakrabarti)
- ▶ Mini caselets on why entrepreneurs quit

##### Research Studies

- ▶ Entrepreneurial logics and funding success: Presented at the Indian Academy of Management Conference, 2017 and Effectuation Conference at Darden 2018

- ▶ Women and entrepreneurship – identity perspective
- ▶ eLAB—an experiment in teaching entrepreneurship
- ▶ Women and entrepreneurship – communication perspective Continuum of for-profit social enterprises
- ▶ Impact of mentoring on entrepreneurs
- ▶ Organizational design of startup
- ▶ Psychographic profiles of entrepreneurs
- ▶ Persuasion through pitches

### Ecosystem Development Activities

- ▶ Innocity – Experimenting with customized and on-demand incubation support for entrepreneurs from Gujarat (Supported by SAP):

The programme-based model for supporting regional entrepreneurs seemed counterintuitive since this model enables interactions with domain experts and startups once or at best twice a year. Since both the local experts and local entrepreneurs are co-located in the same geography, they tend to interact with each other more often in various forums. Additionally, most of the programme based support is targeted at startups of a particular stage of their maturity (MVP, seed, etc). Instead, there seemed to be a need to offer continuous support to entrepreneurs across various stages of maturity. In order to validate this, CIIE offered a series of programmes across the year for startups at all stages of the value chain. These included:

Programme	Startup Stage	# Startups Supported
Launchboard	Idea – POC	98
Pre-Accelerator	POC – MVP	23
Accelerator	MVP – Seed	07
Pitch Town	MVP and upward	07

CIIE was able to validate the value proposition of a full stack support to startups. Towards the end of the year, these programmes were completely unbundled and offered on-demand to startups through the website [www.innocity.in](http://www.innocity.in).

In 2017, CIIE was able to successfully validate a new model for supporting regional entrepreneurs. At present CIIE offers unbundled and customized support through the following touchpoints:

Touchpoints	Stage of Startup	Frequency
Innocity Events	All	Weekly
Innocity Booster	POC – MVP	Once every 2 months
Innocity Clinics	POC – Post Seed	Monthly
Innocity Pitch	POC – Post Seed	Quarterly

### Large National Scouting Programmes

Large National Scouting Programmes have enabled CIIE reach out to a large ecosystem of founders nationally and scout and invest in some of the best entrepreneurs in the country. In 2017, CIIE conducted two such programmes and built a pipeline of over 10,000 applications.

- ▶ **India Innovators Growth Programme (IIGP 2.0) 2017:** IIMA and CIIE jointly implemented the India Innovation Growth Programme - 2.0 sponsored by Lockheed Martin, Tata Trusts and DST. The focus of the programme was to scout for IP driven innovations in industrial and social sectors. The specifics of the programme are as follows:
  - ▶ Sectors: Social and Industrial
  - ▶ Applications Received: 1590
  - ▶ Applications Shortlisted: 50
  - ▶ Days of faculty led IIMA bootcamp: 5 days
  - ▶ Mentoring Days: 4 days
  - ▶ Grants: The top 50 startups pitched to a panel of eminent jury in New Delhi on July 25 and 26 and 10 received grants of ₹ 25 lakh each.
  - ▶ Immersion at MIT Tata Centre: The top 10 innovators were selected for week long immersion programme at MIT.
- ▶ **Economic Times Power of Ideas 2017:** A joint initiative of Facebook, Department of Science and Technology (DST), Economic Times (ET) and CIIE, Power of Ideas is India's largest entrepreneurship platform to scout for and support some of the top entrepreneurs from India across various sectors. This was the fourth edition of the programme. The top 59 entrepreneurs of the programme were trained for five days through a faculty-led bootcamp at the Institute. The specifics of the programme are as follows:
  - ▶ Sectors: Various
  - ▶ Applications Received: 9360
  - ▶ Applications Shortlisted: 59

- ▶ Days of faculty led IIMA bootcamp: 5 days
- ▶ Mentoring Days: 4 days
- ▶ Grants: ₹ 2.2 crore to 55 startups
- ▶ Investments: ₹ 4 crore (₹ 40 lakh per startup for a total of 10 startups)

**Pitch Towns – City based scouting programmes:** In addition to scouting startups through large national funnels, CIIE also tested an angel driven scouting programme for high quality startups from different cities. In 2017, Pitch Chennai and Pitch Ahmedabad were rolled out and received 7 and 8 applications respectively. Pitch Towns validated a focused scouting programme. However, participation from the local angels left much to be desired.

**Incubator Support:** CIIE partnered with Atal Innovation Mission (AIM) and Indian STEP and Business Incubators Association (ISBA) to conduct short two-day workshops for senior faculty and directors of engineering colleges in Bhimavaram.

### Activities in Renewable and Cleantech Sector and Infuse

The INFUSE venture fund has supported 14 startups operating in areas like solar, energy efficiency, energy analytics, and green chemicals. The four year commitment period of INFUSE ended in May 2017, which means that no new investments can be made by the fund; however it can continue to make follow-on investments in existing portfolio companies till May 2018. Seven portfolio companies of INFUSE raised follow-on investments from new or existing investors, and INFUSE participated in some of these.

### Portfolio Highlights

This year was dominated by fund raising activities in CIIEI portfolio companies. About six companies ended up raising funds from external VCFs, Angel Funds, and Investor consortium. The deals ranged from Pre-Series A to Series D. There were a few successful exits and one major acquisition. CIIE Initiatives also invested in two new portfolio companies, one of which was from the cohort of the healthcare accelerator conducted in 2016. CIIE Initiatives is looking to close 10 investments from the Power of Idea 2017 batch along with some external deals that are evaluated.

## Activities at Startup Oasis

### Social Impact Incubation (INVENT)

The Technology Development Board (TDB) and the Department for International Development (DFID), UK, have initiated the “Innovative Ventures and Technologies for Development” (INVENT) programme. Startup Oasis is implementing INVENT programme in eight low-income states, especially Rajasthan and Madhya Pradesh to support social entrepreneurs in these regions. The programme is run in partnership with Villgro and involves, funding, incubation-support, mentoring, capacity building, and networking assistance. Startup Oasis mandates to incubate approximately 50 social startups under INVENT in a span of three years (2016 to 2019). The incubator has already on-boarded over 23 start-ups with funding (debt, grant or equity) of ₹ 25 to 50 lakh for each startup and is supporting 30 others through its social accelerator programmes.

### Social Accelerators (INVENT)

Social Accelerators are three month programmes to support social impact enterprises, committed to creating footprint by their rigorous ‘for profit’ social business endeavour, by significantly steepening their learning curve and making them investment ready. After the successful launch of the first Social Accelerator, the incubator plans to scale up the model through domain specific and lean accelerator programmes, like - ‘Crafts, Culinary and Livelihoods’ and ‘Jaipur-Delhi-NCR Lean Accelerator’ respectively. Eight start-ups were supported through first Social Accelerator programme. More details are available at: <http://startupoasis.in/socialaccelerator/>

### CSR Initiatives

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

### Strategic Initiatives

- ▶ **Corporate Social Responsibility (CSR) grant Portescap** to support in agri-startups in India. Distinct Horizon, an innovative fertilizer machinery startup was awarded grant to help



testing of its prototype. CIIE is scouting for more start-ups in agri-innovation for one or two similar grants.

- ▶ **JP Morgan CSR Fintech Study: JP Morgan** supported a research study to understand the financial needs and behaviour of the low and middle income (LMI) segment and how fintech solutions can address these needs.
- ▶ **Bharat Inclusion Initiative (BII)** - supported by **Bill and Melinda Gates Foundation and Michael and Susan Dell Foundation:** BII is an effort towards building public goods and fostering innovative entrepreneurial activities targeted at financial inclusion, wealth building, and livelihood for the poor (underserved Bharat Market).
- ▶ **HDFC Bank CSR** engagement seeks to support emerging innovative start-ups in healthcare and clean technology. CIIE and HDFC will jointly select startups from within CIIE's portfolio (including CIIE accelerated start-ups) to receive grant support.

## 2. INDIA GOLD POLICY CENTRE

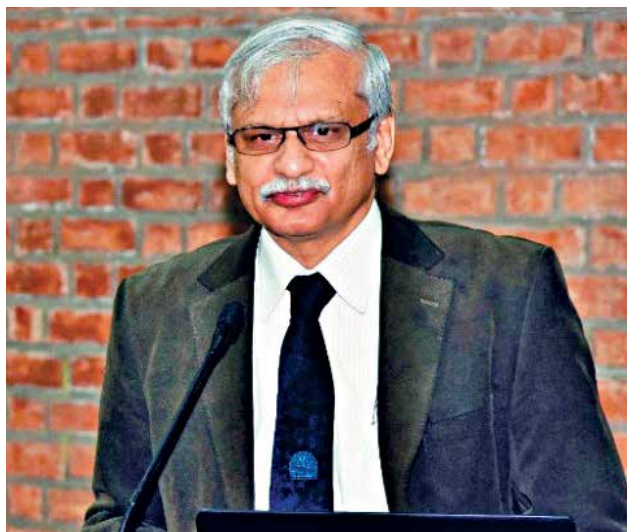
The India Gold Policy Centre (IGPC) is a pioneer research and policy centre at the Institute. It was established with a donation from the World Gold Council (WGC) about three years back. At the helm of establishing the Gold Research Centre, members of IGPC envision it as a neutral entity for research-based policy recommendations for developing a

robust and transparent gold ecosystem in India and the world. The four key constituencies of IGPC are research, policy, engagement, and training. IGPC undertakes multi-disciplinary research for policy recommendations.

IGPC has made its mark in the industry and achieved certain milestones. IGPC is now advising the Ministry of Finance on the formulation and implementation of a comprehensive gold policy for India.

### Conference on Gold and Gold Markets

India Gold Policy Center (IGPC) at IIMA hosted a Conference on policy-relevant research on gold related issues on January 12, 2018. The conference featured an inaugural session on key issues for gold and gold markets, a presentation on the global gold scenario, and a panel discussion on "Designing an effective policy and regulatory framework for gold in India". The rest of the sessions comprised technical presentations on a range of research themes related to gold. Fourteen research papers were presented by academics in Indian and international institutions. Four research studies funded by the IGPC by IIMA faculty and doctoral students were presented at the conference. The conference also included two papers presented by researchers from industry. The conference witnessed participation by about fifty delegates from academia and industry and few journalists from media.



Prof. Errol D'Souza, Director IIMA addressing the dignitaries and delegates at the conference



Prof. Arvind Sahay, Head IGPC addressing researchers and delegates



Prof. Arvind Sahay, Head IGPC addressing Alumni of Ahmedabad Chapter

### List of papers presented at the conference

	<b>Title</b>	<b>Authors and Affiliation</b>
1	Gold Monetization in India as a Transformative Policy: A Mixed Method Analysis (WP)	Priya Narayanan, Balagopal Gopalakrishnan, Arvind Sahay, IIMA
2	Distribution of Durable Assets Across Households and Generations: A Mathematical Model	Anindya Chakrabarti, IIMA
3	Impact of CTT on Gold Derivatives Markets: Analysis based on Ultra-High Frequency Order Flow and Trade Data	Joshya Jacob, Jayanth R. Varma, IIMA
4	Gold in Central Bank Reserves: Role of Global Risk and Liquidity	Balagopal Gopalakrishnan, Sanket Mohapatra, IIMA
5	Gold and Geopolitical Risk	Dirk Baur, UWA, Perth
6	A Study of Excess Volatility of Gold and Silver	Parthajit Kayal, S. Maheswaran IFMR, Chennai
7	Does Information Spillover and Leverage Effect Exist In World Gold Markets?	S. Maria Immanuel, D. Lazar SJIM Bangalore & School of Management, Pondicherry
8	Estimating Elasticity of Import Demand for Gold in India	Paramita Mukherjee, Vivekananda Mukherjee, Debasmita Das, IMI Kolkata & Jadavpur University
9	Gold, Gold mining Stocks and Equities – Exploring their Hedge, Diversifier and Safe Haven Properties in Developed Markets	Arif Billah Dar, Manas Paul, Niyati Bhanja, IMT Ghaziabad
10	Investigation of Price Discovery for Gold Future Market Prices	Samna. M, Sadar. A. R., Dept. of Commerce University of Kerala & Dept. of Commerce, M.S.U. Tamil Nadu
11	Multifractal Modeling of the Indian Gold Market	P. Mali, Dept. of Physics, Univ. of North Bengal, Darjeeling
12	Relationship between Gold and other Markets: A Cointegration Approach with Structural Breaks	Shivani Inder Chopra, Chitkara Business School, Chitkara University, Punjab
13	Return and Volatility Spillovers: An Evaluation of India's Demonetization Policy	Shubhasis Dey, Aravind Sampath, IIM Kozikode
14	Sources of Uncertainty and the Indian Economy	Shubhasis Dey, IIM Kozikode
15	Indian Gold Demand and Consumer Buying Pattern: An Industry Perspective	Vaibhav Aggarwal, MMTC Ltd.
16	A Curious Contract – Exploring the Nuances of Gold Backed Pension Products	Saket Hishikar, SBI



Dignitaries at the dais: L to R-Prof. Sahay-Head IGPC, Prof. Errol-Director IIMA, Mr. John Reade-Chief Market Strategist and Mr Somasundaram PR-MD (India) WGC



Prof. Arvind Sahay, Head IGPC felicitating Mr. John Reade, Chief Market Strategist, WGC

### IGPC's Engagement with Policy Makers

- ▶ Professor Arvind Sahay, Head IGPC made recommendations to DEA Ministry of Finance, on various gold policy issues such as improvising GMS at various touch points such as banks, CPTCs, consumers, jewellers and refiners, emulating the Turkey model, setting up spot exchange, taxation, certification, hallmarking, etc.
- ▶ The first meeting of Niti Aayog's committee to transform India had participation by IGPC. Professor Joshy Jacob attended the first meeting. WGC also actively participated and sent recommendations on policy changes to Niti Aayog.

### Engagement with Industry Stakeholders

- ▶ IGPC participated at the Bullion Federation Global Convention from August 4 to 6 2017, as research partner in New Delhi. Professor Sahay conducted the first workshop in collaboration with Mr. Tyler Gillard, Head of Sector Projects, Responsible Business Conduct Unit, OECD, Paris.
- ▶ IGPC participated in the International Gold Convention held in Goa on August 11-14, 2017, as research partner.
- ▶ Meeting on April 27, 2017 by the India Bullion and Jewellery Association on the proposed precious metals code and how it contributes to and detracts from setting up a robust, transparent, efficient gold ecosystem in India.
- ▶ First Meeting of the Indian Responsible Minerals Sourcing (IRMS) working committee on Responsible Sourcing of Gold on November 30, 2017 in New Delhi.

- ▶ **India Gold and Jewellery Summit:** The first-ever India Gold and Jewellery Summit (IGJS) organized by the Gem and Jewellery Export Promotion Council (GJEPC) took place in New Delhi on December 1-2, 2017. The event was attended by a host of dignitaries and IGPC participated as Research Partner.
- ▶ **India International Bullion Summit:** IGPC participated as research partner at IIBS5 on March 14-15, 2017 in Mumbai.

### IGPC's International Footprints

#### Asia Pacific Precious Metals Conference

IGPC participated at the Asia Pacific Precious Metals Conference (APPMC) in Singapore on June 4-6, 2017 organized by SBMA, International Enterprise Singapore, Foretell Business Solutions, and CGSE.

#### Infiniti Conference

Professor Sanket Mohapatra, Member IGPC presented a paper on "Determinants of Central Banks Gold Reserves" at the Infiniti Conference in Valencia, Spain June 12-13, 2017.

#### International Conference on Public Policy

Ms. Priya Narayanan, FPM student, presented a paper on "Gold Monetization Policy-Gold Monetization in India as a Transformative Policy: A Mixed Method Analysis" at International Conference on Public Policy held from June 28-30, 2017 in Singapore.

Details are given in **Appendix K**.



### 3. CENTRE FOR MANAGEMENT IN AGRICULTURE

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

#### Research Projects

##### Completed

- ▶ Decision-Oriented Information Systems for Farmers: A Study of Kisan Call Centres (KCC), Kisan Knowledge Management System (KKMS), Farmers Portal, and M-Kisan Portal (All India Coordinated Study – Coordination and Consolidation)
- ▶ Decision-Oriented Information Systems for Farmers: A Study of Kisan Call Centres (KCC), Kisan Knowledge Management System (KKMS), Farmers Portal, and M-Kisan Portal - Gujarat Study

##### In Progress

- ▶ Coping with Climate Change through Agro-Biodiversity: A View from Below
- ▶ Performance Evaluation of Pradhan Mantri Fasal Bima Yojana (PMFBY)
- ▶ Production, Markets and Trade: Analysis of Factors Affecting Pulse Production in India
- ▶ Soil Health, Plant Health and Human Health

##### Teaching

CMA faculty offered eighteen courses in various Post Graduate Programmes.

#### Fellow Programme in Management (Food and Agribusiness)

CMA offered five courses in the Fellow Programme in Management (Food and Agribusiness).

#### Executive Education Programmes

Agricultural Input Marketing, January 15-20, 2018.

### Agro-Economic Policy Briefs and Agro-Economic Alerts

#### Agro-Economic Policy Briefs

The 15 Agro Economic Research Centres/Units (AERCs) regularly prepare and present Policy Briefs based on research, highlighting important findings and recommendations. This would help increase the relevance and impact of research.

- ▶ **Agro-Economic Policy Briefs: Issue 1 – September 2017. Faculty: Poornima Varma, Vasant P. Gandhi**
  - ▶ Kisan Call Centres (KCC): A Decision-Oriented Information Systems for Farmers
  - ▶ Dairy Development in Eastern Uttar Pradesh
  - ▶ Study of Pressurized Irrigation Network Systems (PINS) in Rajasthan
  - ▶ Impact of Neem Coated Urea (NCU) on Production, Productivity and Soil Health in Bihar
  - ▶ Towards Doubling Farmer Incomes: Direct Procurement by organized Retailers
- ▶ **Agro-Economic Policy Briefs: Issue 2 – December 2017. Faculty: Poornima Varma, Vasant P. Gandhi**
  - ▶ Enhancing Rice Productivity and Food Security through System of Rice Intensification (SRI) in India
  - ▶ Protected Cultivation of Horticulture in Himachal Pradesh
  - ▶ Revival of Fallow Land in Madhya Pradesh
  - ▶ Pressurized Irrigation Network Systems (PINS) in Gujarat
  - ▶ Farmer Suicides in Telangana
  - ▶ Soybean Production in Maharashtra: The Double Edged Sword
- ▶ **Agro-Economic Policy Briefs: Issue 3 – February 2018. Faculty: Poornima Varma, Vasant P. Gandhi**
  - ▶ Litchi Production, Marketing and Processing in Bihar and India
  - ▶ Government Intervention in Onion Markets
  - ▶ Problems and Prospects of Production of Small Millets and their Value Added Products in Madhya Pradesh
  - ▶ Agri-Clinics and Agri-Business Centres Scheme in Uttar Pradesh
  - ▶ Understanding the Problem of Fallow Land in Kerala
  - ▶ Losses in Pulse Crops due to Blue-Bulls in Uttar Pradesh

## Agro-Economic Alerts

The 15 Agro Economic Research Centres/Units (AERCs) regularly scan the agricultural, agro-economic and market environment in different parts of the country, and provide regular “Alerts” on the emerging critical situations and threats in the agricultural economy, and also suggest action points.

- ▶ **Agro-Economic Alerts: Issue 1 – July 2017.**  
**Faculty: Ranjan Ghosh, Vasant P. Gandhi**
  - ▶ Maize Markets under Threat in Bihar
  - ▶ Heavy Rain Hit Kharif Crops in Gujarat
  - ▶ Farmers Unable to Get Price Support
- ▶ **Agro-Economic Alerts: Issue 2 – November 2017.**  
**Faculty: Ranjan Ghosh, Vasant P. Gandhi**
  - ▶ Need for Worker Welfare in Tamil Nadu’s Salt Sector
  - ▶ Coconut Production in Kerala Hit as Costs Rise
  - ▶ Bhagalpuri Katarni Paddy Facing Threat of Extinction
  - ▶ Price Volatility Hurts Onion Farmers
- ▶ **Agro-Economic Alerts: Issue 3 – January 2018.**  
**Faculty: Ranjan Ghosh, Vasant P. Gandhi**
  - ▶ Farmer Suicides in Maharashtra
  - ▶ Paddy Farmers in Kerala Trapped In Subsidies
  - ▶ Daranggiri Banana Mandi in Assam under Threat
- ▶ **Agro-Economic Alerts: Issue 4 – March 2018.**  
**Faculty: Ranjan Ghosh, Vasant P. Gandhi**
  - ▶ Difficulties in Bhavantar Bhugtan Yojana (Price difference payment scheme) in Madhya Pradesh
  - ▶ Obstacles to e-NAM in Gujarat
  - ▶ Problem of Fallow Land in Jharkhand

## 4. CENTRE FOR MANAGEMENT OF HEALTH SERVICES

### IIMA-CMHS Seminar Series

CMHS started a seminar series in August 2014. The following seminars were organized during 2017-18:

- ▶ A talk on “Building a Compassionate Organization” by Dr. Aravind Srinivasan, CMO, Aravind Eye Hospital, Chennai, December 14, 2017.
- ▶ A talk on “A Leadership Journey;

Professionalization, Scalability and Sustainability in Missionary Hospitals: The Jubilee Mission Case” by Dr. Benny Joseph, CEO, Jubilee Mission Hospital, Medical College and Research Institute, January 4, 2018.

- ▶ Panel discussion on “Geriatric Health in India: Challenges and Opportunities” by Dr. Digamber Chapke, Dr. G. Giridhar, Dr. Sharda Nandram, Dr. Prasun Chatterjee, Dr. Soma Bose, Moderated by Professor Rajesh Chandwani, January 18, 2018.
- ▶ A talk on Discovery and Development of SIRTURO: A new drug for drug-resistant tuberculosis : “Harnessing value of Innovation” by Dr. Anil Koul, Director, CSIR-IMTech, February 7, 2018.
- ▶ Panel Discussion on “Technology Innovations for Quality and Affordable Healthcare in India” by Dr Purvish Parikh, Dr. Maheboob Basade, Dr. Aakash Ganju, Dr. Bharat Gadhvi, Dr. Vivek Arya, Mr Shalinder Madhok Moderated by Professor Rajesh Chandwani, February 15, 2018. Taking forward the work on Technology solutions for diet and diabetics.
- ▶ Event on “Caring and Honouring of Female Organ Donors” facilitated by Dr. Manoj Gumber, Consultant Nephrologist & Transplant Physician, Ahmedabad, March 9, 2018.

### International Conference

The Third IIMA International Conference on Advances in Healthcare Management Services (ICAHMS 2017) was organized during December 9-10, 2017. The objective of the conference was to bring together leading academic scientists, researchers, practitioners, healthcare administrators, care providers and policy makers to share cutting-edge research, new ideas, debate issues and address latest developments in the domain of healthcare management. Speakers included academicians, medical practitioners, policy makers, etc.

### Keynote addresses at ICAHMS 2017

- ▶ Ecosystem for Development of Bio Therapeutics in India by Surinder Singh, National Institute of Biologicals.
- ▶ Injury Burden : India’s Emerging Public Health Issues by A K Mukherjee, Indian Spinal Injuries Centre.
- ▶ Healthcare Value Chain by Prabhakar Chebiyyam, Pharmaceuticals and intermediates, Atul Limited.

- ▶ Hospital and Healthcare Administration/ Management Education in India: Rising Horizons by Anoop Daga, AIIMS, New Delhi.
- ▶ A Snapshot on Future of Pathology Labs in India by Ravi Gaur, Oncquest.
- ▶ Digital: The Next Frontier for Clinician Engagement by Rohan Desai, Plexusmd.
- ▶ Customer Centric Business Model for Healthcare Access by Piyush Kumar Sinha, IIM, Ahmedabad.
- ▶ Patient Safety in Hospitals - Nurses at the Helm with Strategies to Succeed by Phalakshi Manjrekar, Hinduja Hospital.

### Panel Discussions at ICAHMS 2017

- ▶ Panel discussion on Policies for Resurgent Indian Healthcare Sector, Panel Members : Sucheta Banerjee Kurundkar - Clinical Development Services Agency S.Eswara Reddy - Central Drugs Standard Control Organization (DSCO),HQ, New Delhi,S.K.Nanda-ArvindKukreti-Praween Agrawal - United Nations Children's Fund.
- ▶ Panel discussion on Transforming Indian Healthcare through Innovation, Panel Members: Shirshendu Mukherjee - Biotechnology Industry Research Assistance Council Bill and Melinda Gates Foundation - Wellcome Trust. Gagandeep Kang - Translational Health Science & Technology Institute, DBTAnoop P Ambika - Genpro Life Sciences India Pvt. Ltd.

### Workshops at ICAHMS 2017

- ▶ Managing Healthcare Professionals by Sunil Maheshwari - Indian Institute of Management Ahmedabad.
- ▶ Meta-Analysis in Healthcare Research by Subir Sinha -Tata Medical Centre.

### Executive Education Programmes

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

## 5. PUBLIC SYSTEMS GROUP

The Public Systems Group (PSG) undertakes cutting edge research, training and organizational work on strategic public management, public and social policy. The objective of the group 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, inter alia, energy and climate change, including long term emissions scenarios and modeling, environment and sustainability, global environmental negotiations and risk assessment; hospital and health systems covering primary, secondary and tertiary health sectors; urban management, transport and aviation management, infrastructure development and rehabilitation; public finance, education policy, community development; operations research in public systems, impact assessments and telecommunications. During the academic year 2017-18, the PSG faculty offered the following courses and programmes.

### Courses

#### PGP

#### Core

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

#### Electives

- ▶ Aviation Management
- ▶ Carbon Finance
- ▶ Good Governance and People Living in Poverty
- ▶ Infrastructural Development and Financing
- ▶ Innovation in Managing Urban Transport
- ▶ Intelligent Transportation Systems
- ▶ Investigation Corporate Social Irresponsibility
- ▶ Managing Energy Business
- ▶ Managing Telecom Enterprises
- ▶ Manipulation, Myth-Making and Marketing
- ▶ Participatory Theatre for Development
- ▶ Power and Politics in Organizations
- ▶ Public Policy
- ▶ Qualitative Research Methods for Understanding Business and Human Development in a Network Society
- ▶ Rail Transport Planning and Management
- ▶ Social Entrepreneurship: Innovating Social Change



- ▶ Strategic Transformation and Change in the Indian Economy
- ▶ Transformational Social Movements
- ▶ Urban Economics and Business Environment

#### PGP-FABM

- ▶ Managing Sustainability

#### FPM

##### Core

- ▶ Public Finance
- ▶ Public Management
- ▶ Public Policy

##### Electives

- ▶ Economic Development and Growth
- ▶ Interpretive Research Methods
- ▶ Public Policy Instruments for Environment Management
- ▶ Using Quantitative Methods for Causal Inference in Social Policy Research

#### PGPX

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

#### Executive Education Programmes

- ▶ Intelligent Transportation Systems
- ▶ Programme in General Management for Shipping

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

During 2017-18 the Centre continued to strengthen its focus on ‘innovations in education and innovative responses to problems in education’. The portfolio of 15 ongoing research projects is built around the following: teacher-driven innovations and their potential for professional development in the public system; the use of technology for teacher professional development; school climate; decentralized governance in public education; and the implementation of the Right to Education Act. Some of the research projects have a strong action component. For instance, the trial programme with principals of government elementary schools of Gujarat on School Governance and Innovation (January to March 2017) was extended into a second

round that was completed in July 2017. It covered about 2000 principals in a two-month long online development programme. The programme was based on the adaptation of the case method for online learning and involved discussion on a social media platform. The programme has been evaluated, and is being scaled up in 2018-19.

During the year, the Centre’s three members collectively brought out six peer-reviewed articles and presented three conference papers.

The Centre offered 13 courses in the postgraduate and doctoral programmes, in addition to project courses. The courses cover educational theory, policy analysis, educational innovation, research methods, and other general topics.

The 18<sup>th</sup> edition of “Strategic Leadership for Schools in a Changing Environment” was held from October 2 to 7, 2017. It attracted 56 participants. In addition, members of the Centre were involved in a series of programmes for principals of schools of the Delhi government.

RJMCEI also offers the ‘Innovation and Management in Education’ stream in the doctoral Fellow Programme in Management. Three students joined the programme in 2017, taking the total number of students to nine. The first batch of three students is expected to graduate in 2019.

## 7. JSW SCHOOL OF PUBLIC POLICY

The JSW School of Public Policy (JSW-SPP) is a centre of excellence in the making. Set up very recently with support from the JSW Group, it seeks to make a distinctive contribution to knowledge about public policy through cutting-edge research on the emerging Indian experience of policy formulation and design, policy choice, and policy impact. The research and teaching programmes are being planned keeping in mind national priorities in the following sectors: Agriculture; Social Policy; Infrastructure; Governance and Regulation; Energy and Environment.

The initial work on the School was carried out by a steering committee during 2016-17, and the first executive committee was constituted in May 2017. The School has entered into an arrangement with the Lal Bahadur Shastri National Academy of Administration, Mussoorie, to develop case studies on public policy. It has also initiated a quarterly research seminar series, with two seminars being held during 2017-18.

## DISCIPLINARY AREAS

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

### 1. BUSINESS POLICY

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

#### PGP

##### Courses

##### *Compulsory*

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

##### *Electives*

- ▶ Business and Intellectual Property
- ▶ Business Taxation
- ▶ Business, Government and Law
- ▶ Competence, Capability and Corporate Strategy
- ▶ Economics of Strategy
- ▶ Entrepreneurship and New Venture Planning
- ▶ International Business Dispute Resolution
- ▶ Leadership: Vision, Meaning, and Reality
- ▶ Managing Diversified Organizations
- ▶ Strategic Management of Technology and Innovation
- ▶ Strategy in Emerging Markets
- ▶ Understanding Global Organization Context

##### *New elective courses for PGP second year*

- ▶ Multinational Company Strategies and International Expansion Choices
- ▶ Strategic Alliances and Valuation of Intellectual Assets

#### PGP-FABM

The area offered course on Food and Agri-business International Strategies and Organization as elective in the academic year 2017-18 for PGP-FABM second year.

#### FPM

##### *Compulsory*

- ▶ Advanced Seminar in Action Research Methodologies
- ▶ International Strategic Management
- ▶ Strategic Management I
- ▶ Strategic Management II
- ▶ Strategy and Innovation

##### *Electives*

- ▶ Advanced Strategy and Innovation
- ▶ Corporate Governance
- ▶ Economics of Strategy
- ▶ Seminar on Entrepreneurship

#### PGPX

##### *Compulsory*

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

##### *Electives*

- ▶ Management of New and Small Firms
- ▶ Strategic Execution

- ▶ Transformational Leadership and Organizational Impact

### FDP

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

### AFP

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

### Executive Education Programmes

- ▶ Contract Management
- ▶ Cultivating Entrepreneurship in Organizations
- ▶ Discipline of Strategy Execution
- ▶ Doing Business Abroad
- ▶ Family Business: Organization, Strategies, Internationalization and Succession
- ▶ Innovation, Corporate Strategy, and Competitive Performance
- ▶ Leading Professional Service Firms
- ▶ Organizational Leadership for 21st Century
- ▶ Strategies for Growth
- ▶ Strategies for Winning in International Markets
- ▶ Strategy Implementation
- ▶ Transformational Leadership
- ▶ Working Conference on Authority, Organization, Strategies and Politics of Relatedness
- ▶ Young Entrepreneurs Programme

### Research and Publications

Research interests of the members include international business strategies and issues relating to competitive strategies, innovation and entrepreneurship, intellectual property rights, internationalization, capability development, and legal aspects of business. Area Faculty published their work in leading national and international journals and presented papers in leading international conferences across the world.

## 2. COMMUNICATION

### Courses

#### PGP/PGP-FABM

#### Compulsory

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

#### Electives

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

#### FPM

- ▶ Communication for Management Teachers (First year) New – Term III
- ▶ Communication for Management Teachers (Second year) Old – Term VI

#### PGPX

- ▶ Management Communication (core)
- ▶ The Persuasive Manager (elective)

#### ePGP

- ▶ Managerial Communication I
- ▶ Managerial Communication II



**FDP**

- ▶ Communication for Management Teachers

**Project Courses**

- ▶ Corporate Accountability to Internal Stakeholders

**Executive Education Programmes**

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

**3. ECONOMICS****Courses****PGP****Compulsory**

- ▶ Macroeconomics and Policy
- ▶ Microeconomics

**Electives**

- ▶ Economic Development Policy and Growth
- ▶ Economics of Food Quality
- ▶ Economics of Happiness
- ▶ Economics of Organization
- ▶ Economics of Strategy
- ▶ Game Theory and Applications
- ▶ Hitchhiker's Guide to Business and Economics Across Five Centuries
- ▶ Indian Economy and Society Today
- ▶ International Trade and Investment
- ▶ International Trade: Theory and Policy
- ▶ Issues in International Finance
- ▶ Labour Markets in Developing Countries
- ▶ Macroeconomics of India: An Applied Perspective
- ▶ Managerial Econometrics
- ▶ Massive Change
- ▶ Monetary Theory and Policy
- ▶ Understanding Global Organizational Context – joint course with BP area
- ▶ World Economy: Business, Government and Policy

**FPM****Compulsory**

- ▶ Advanced Microeconomics
- ▶ Econometrics
- ▶ Microeconomic Analysis

**Electives**

- ▶ Advanced Data Analysis
- ▶ Advanced Macroeconomics
- ▶ Economic Development and Growth – (joint course with BP area)
- ▶ Public Finance – joint course with PSG area
- ▶ Times Series Analysis a course
- ▶ Econometrics Business History
- ▶ Topics In Advanced Macroeconomics: Granularity And Networks
- ▶ Microeconomic Analysis
- ▶ Advanced Microeconomics
- ▶ Economics Of Strategy

**PGPX****Compulsory**

- ▶ Firms and Markets
- ▶ Open Economy Macroeconomics

**Electives**

- ▶ International Economics and Political Environment
- ▶ Macroeconomic Performance of the Indian Economy in Recent Times

**FDP**

- ▶ Economics Module

**4. FINANCE AND ACCOUNTING****Courses****PGP****Compulsory**

- ▶ Corporate Finance
- ▶ Costing and Control Systems

- ▶ Financial Markets
- ▶ Financial Reporting and Analysis

### **Electives**

- ▶ Alternative Investments and Hedge Funds
- ▶ Asset Backed Securitization
- ▶ Behavioural Finance
- ▶ Bitcoin and the Blockchain
- ▶ Financial Modelling
- ▶ Financial Statement Analysis
- ▶ Financing of Firms
- ▶ Fixed Income Securities
- ▶ Fraud Risk Assessment and Governance Mechanisms
- ▶ Futures, Options, and Risk Management
- ▶ Issues in International Finance
- ▶ Management of Financial Institutions
- ▶ Mergers, Acquisitions and Corporate Restructuring
- ▶ Microfinance Management
- ▶ Modern Investment and Portfolio Management
- ▶ Principles of Transfer Pricing
- ▶ Quantitative & Algorithmic Trading\*
- ▶ Stochastic Calculus in Finance
- ▶ Strategic Perspective in Banking
- ▶ Structured Products
- ▶ Trading Strategies
- ▶ Valuation of Firms

\* New elective launched in the academic year

### **FPM**

- ▶ Asset Pricing (Core)
- ▶ Corporate Finance in Emerging Markets
- ▶ Derivatives Pricing (Elective)
- ▶ Empirical Asset Pricing (Core)
- ▶ Empirical Research in Auditing and Corporate Governance (Core)
- ▶ Mathematical Finance (Elective)
- ▶ Seminar Course in Empirical Accounting Research (Core/Elective)
- ▶ Seminar Course on Corporate Finance (Core)
- ▶ Seminar in Behavioural Finance (Elective)

### **PGPX**

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

### **ePGP**

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

### **FDP**

- ▶ Compulsory Finance Course
- ▶ Compulsory Accounting Course
- ▶ Fundamentals of Financial Accounting, Fundamentals of Cost Accounting, Fundamentals of Corporate Finance

### **Executive Education Programmes**

- ▶ Advanced Corporate Finance
- ▶ Corporate Hedging and Derivatives
- ▶ Developing Commercial and Financial Skills for Strategic Business Decision
- ▶ Executive Programme in Business Finance
- ▶ Financial Analysis of Business
- ▶ Investment Decisions and Behavioural Finance
- ▶ Mergers, Acquisitions and Restructuring
- ▶ Strategic Cost Management

Area faculty taught in various executive education programmes organized by other areas and offered consultancy services to various institutions.

### **Research**

A number of research projects were initiated during the year.

## Conference

The area conducted an accounting symposium titled "JAAF Symposium" during January, 2017 at IIMA in collaboration with Journal of Accounting, Auditing, and Finance (JAAF) and Indian School of Business (ISB).

## 5. HUMAN RESOURCE MANAGEMENT

The area faculty members taught in all programmes (core, flexi-core and elective courses) of the Institute. Other than activities connected with the HRM area, area members were also involved in teaching in FPM/PGPX hosted courses, electives offered by Business Policy and Marketing Areas and the Public Systems Group. They were also involved with activities of different centres, both for academic pursuits and in administrative roles.

### Courses

#### PGP

##### Compulsory

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

##### Electives

- ▶ Business Turnaround and Organizational Transformation
- ▶ Business and Society
- ▶ Games People Play: Psychology of HRM
- ▶ Human Resource Management in Service Sector
- ▶ Managing Work Place Dynamics and Employee Collectives (Flexi core)
- ▶ Managing Firms in Service Sector
- ▶ Personal Competencies for International HRM
- ▶ Strategic Choice, Ethics and Morality: Lessons from Bhagavad Gita
- ▶ Talent and Competency Management (Flexi core)

#### FABM

- ▶ Analyzing and Building Competencies

## Executive Education Programmes

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

### FPM

#### Compulsory

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

#### Electives

- ▶ Foundations of Research in Employment Relations Management II
- ▶ Foundations of Research in Human Resource Management II
- ▶ International Human Resources Management
- ▶ Qualitative Methods in Human Resource Management
- ▶ Quantitative Techniques in Human Resource Management

#### PGPX

##### Compulsory

- ▶ Strategic Human Resource Management

##### Electives

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



**ePGP**

- ▶ Human Resource Management I
- ▶ Human Resource Management II

**FDP**

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

**AFP**

- ▶ Health Services Management
- ▶ Human Resource Management

**Research**

Area members contributed to case writing, teaching material development, and research in their areas of interest. Members are also involved in interdisciplinary research, collaborating with researchers at the Institute and outside.

The Area also initiated a process for institutional collaboration to mentor NTPC School of Business (NSB). It is playing a lead role in creating NSB as a Centre of Excellence for research, policy formulation, and teaching in the global energy sector.

**6. INFORMATION SYSTEMS****Courses****PGP****Compulsory**

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

**Electives**

- ▶ Big Data Analytics
- ▶ Consulting in e-Governance: From Vision to Implementation
- ▶ Data Mining and Business Intelligence
- ▶ Data Visualization for Decision Making
- ▶ Digital Inclusion for Development
- ▶ Strategies for Internet Economy

**FPM**

- ▶ Artificial Intelligence

- ▶ Data Mining Algorithms and Applications
- ▶ Data Structures and Programming
- ▶ Database Management Systems
- ▶ Emerging Frameworks for Internet and Telecommunications Policy and Regulation
- ▶ Excel Workshop during FPM Induction term
- ▶ Framework for Information Systems
- ▶ Networks and Distributed Systems
- ▶ System Analysis and Design

**PGPX**

- ▶ Consulting in e-Governance
- ▶ Data Visualization for Decision Making
- ▶ Strategies for Internet Economy

**ePGP**

- ▶ Managerial Computing
- ▶ Transforming Businesses through Information Technology

**FDP**

- ▶ IT for Management

**AFP**

- ▶ MIS and Managerial Computing

**Executive Education Programmes**

- ▶ Big Data Analytics
- ▶ Managing IT Projects
- ▶ Strategic IT Management for CIOs
- ▶ Visual Business Intelligence

**7. MARKETING**

In 2017-18 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 offered by Area.

**Courses****PGP****Compulsory**

- ▶ Business Research Methods
- ▶ Marketing I

- ▶ Marketing II
- ▶ Marketing III

#### **Electives**

- ▶ Advertising and Sales Promotion Management
- ▶ Business to Business Marketing
- ▶ Consumer Behaviour
- ▶ Customer Based Business Strategies
- ▶ Innovation, Live
- ▶ International Trade and Investment (Jointly offered with Economics Area)
- ▶ Managing Customer Value Delivery
- ▶ Managing Digital Business
- ▶ Managing Luxury Business
- ▶ Managing Omni Retail
- ▶ Market Research and Information Systems
- ▶ Marketing Management in the World of High Technologies and Innovation
- ▶ Marketing of Healthcare Products and Services
- ▶ Mobile Marketing Essentials
- ▶ Neuroscience and Consumer Behaviour
- ▶ New Products Creation & Development
- ▶ Pricing
- ▶ Semiotics: Strategies for Media and Brand Communications
- ▶ Strategic Marketing
- ▶ Strategic Models in Marketing

#### **FPM**

- ▶ Behavioural Science Applications in Marketing
- ▶ Managing Omni Retail
- ▶ Marketing Strategy
- ▶ Marketing Theory & Contemporary Issues
- ▶ Neuroscience, Behavioural Theories and Marketing Applications
- ▶ Qualitative Methods
- ▶ Reading Seminar in Marketing Management
- ▶ Seminar on Experimental Methods in Marketing
- ▶ Seminar on Quantitative Models in Marketing
- ▶ Structural Equation modeling
- ▶ Theory of Brand and Branding

#### **PGPX**

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

- ▶ Managing Omni Retail
- ▶ Marketing Management in the World of High Technologies and Innovation
- ▶ Marketing of Healthcare Products and Services
- ▶ Pricing
- ▶ Seminar on Marketing Data Analytic Practices

#### **FDP**

- ▶ Business Strategies for the Bottom of the Pyramid
- ▶ Consumer Behaviour Research Methods
- ▶ Core course of Marketing
- ▶ Marketing Modell
- ▶ Neuroscience and Consumer Behavior

#### **Executive Education Programmes**

- ▶ Advanced Data Analysis for Marketing Decisions
- ▶ B2B Marketing
- ▶ Customer Based Business Strategies
- ▶ Customer Relationship Management
- ▶ Developing and Managing Brands
- ▶ Enhancing Sales Force Performance
- ▶ Pricing for Profit

The area faculty actively involved in various EEPs organized by other areas and offered consultancy services to various Institutions.

#### **Research and Seminars**

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

#### **Case Method and Case Research**

The case method continues to be an important learning methodology in marketing. During the year, the area published 7 cases, 8 teaching notes and 1 technical note.

#### **Research Projects**

- ▶ Understanding BOP customers' preference for

- package sizes (Research Project by Professor Anand Kumar Jaiswal)
- ▶ Exploring the Consumer Search, consumption and product Reviews Online (Seed money project by Professor Aruna Divya T)
- ▶ Pricing Subscription Based Products and Services” submitted for financial assistance (Seed money project by Professor Aruna Divya T)
- ▶ Violent-Humorous Ads: Appeal as a Function of Violence Salienc (Seed money project by Professor Akshaya Vijayalakshmi)
- ▶ Understanding the impact of co-shopper on in-store engagement and final purchase intentions (Seed money project by Professor Akshaya Vijayalakshmi)

### Consulting and Customized Programmes

Area members provided consulting services to several organizations and designed and offered customized programmes to executives of the different organizations. The consulting assignments included topics such as understanding and establishing customer value, business development, leadership skills, brand management, building strategic plans, developing strategic implementation plan, and implementation plan for retail strategy, among others. The seven customized programmes were offered to middle and senior level managers of organizations.

Industries benefiting from the efforts included, telecommunication, pharmaceutical, Logistics, FMCG infrastructure, among others.

## 8. ORGANIZATIONAL BEHAVIOUR

### Courses

#### PGP

#### Compulsory

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

#### Electives

- ▶ Co-Creating Organizational Change
- ▶ Contemporary Indian Workplaces:
- ▶ Decent Work and Diversity

- ▶ Explorations in Role and Identity (A)
- ▶ Explorations in Role and Identity (B)
- ▶ Gender Lens on Corporate Policies
- ▶ High Performing Teams: A Journey
- ▶ Investigating Corporate Social Irresponsibility
- ▶ Managing Complex Dynamics in Organizations
- ▶ Power and Politics in Organization
- ▶ The Creative Self at Work

#### FPM

- ▶ Advanced Micro OB
- ▶ Advanced Techniques in Quantitative Social Science Research
- ▶ Basics in Micro OB
- ▶ Classics and Perspectives in OB
- ▶ Crafting and Publishing of Research
- ▶ Methods of Qualitative Research: Gathering and Analysing Data
- ▶ Organizational Structure and Processes
- ▶ Organizational Theory and its Social Context
- ▶ Principles of Psychometrics and Assessment
- ▶ Psychology-I
- ▶ Psychology-II
- ▶ Structural Equation Modeling

#### PGPX

- ▶ Leadership Skills
- ▶ OB I: Module 1
- ▶ OB I: Module 2
- ▶ Orientation

#### ePGP

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

#### FDP

- ▶ Advanced Multivariate Analysis
- ▶ Qualitative Research Methods
- ▶ Specialized Module for OB
- ▶ Understanding OB

#### Executive Education Programmes

- ▶ Corporate Theatre: Developing Creative Competencies through Storytelling and Film-Making



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

Many Area faculty members also offered several customized in-company programs and other professional consultancy services to different organizations during the period.

## 9. PRODUCTION AND QUANTITATIVE METHODS

### Courses

#### PGP

##### Compulsory

- ▶ Flexicore – Manufacturing Operations Management
- ▶ Flexicore – Service Operations Management
- ▶ Operations Management I and II
- ▶ Quantitative Methods 1a
- ▶ Quantitative Methods 1b
- ▶ Quantitative Methods 2

##### Electives

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

#### PGP-FABM

- ▶ Food Supply Chain Management

#### FPM

##### Compulsory

- ▶ Advanced Probability for Management
- ▶ Linear Algebra
- ▶ Operations Management
- ▶ Operations Research

##### Electives

- ▶ Advanced Optimization Techniques
- ▶ Algorithms on Graphs and Networks
- ▶ Applied Multivariate Analysis
- ▶ Applied Regression Analysis
- ▶ Applied Statistical Inference
- ▶ Game Theory for Operations Management
- ▶ Large Scale Optimization
- ▶ Problem Solving with Heuristics
- ▶ Queuing Models
- ▶ Statistics II
- ▶ Stochastic Processes
- ▶ Systems Analysis and Simulation
- ▶ Time Series Analysis

#### PGPX

##### Compulsory

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

##### Electives

- ▶ Business Analytics
- ▶ Elephants and Cheetahs: Systems, Strategy and Bottlenecks
- ▶ Logistics Management
- ▶ Supply Chain Management
- ▶ Understanding and Assessing Risk

#### ePGP

- ▶ Operations Management I
- ▶ Probability Statistics I

#### FDP

- ▶ Operations Management
- ▶ Statistical Analysis

**AFP**

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

**Research**

Logistics and supply chain management, port operations, warehouse design, service system design, facility location, revenue management, stochastic optimization, large scale optimization, decomposition techniques, network optimization and meta-heuristics, network reliability, bilevel optimization, game theoretic models in operations-marketing interface, statistical modeling in finance, analysis of sparse data, survey methodology and statistical inference are areas where area faculty have contributed through publications.

**Executive Education Programmes**

- ▶ Advanced Analytics for Management
- ▶ Art and Craft of Decision Making
- ▶ Design Fundamentals of Operations Management
- ▶ Logistics Management
- ▶ Manufacturing Strategy
- ▶ Project Management
- ▶ Restaurant 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
- ▶ Top Management Workshop on Manufacturing
- ▶ Uncertainty, Complexity, and Risk in Projects
- ▶ Warehouse Design and Management

## ACCREDITATION AND RANKING

### Ranking and Surveys

The Institute participated in 15 national/international B-School Surveys for rankings during the year. The Institute continues to maintain the top position in all the leading and prestigious national surveys. IIMA's position in the recent International rankings demonstrates that the Institute's programmes and students are of high quality and among the best globally.

### FT Executive Education Rankings 2017 (Custom and Open Programmes)

The Institute was ranked 63<sup>rd</sup> in the Financial Times Executive Education Rankings 2017 (Custom Programmes). It moved up by 11 places as compared to the previous year. IIMA was ranked at 66<sup>th</sup> position in the Financial Times Executive Education Rankings 2017 (Open Programmes) announced moving up by one place.

### FT Masters in Management 2017 Ranking

IIMA was ranked 21<sup>st</sup> in the Financial Times (FT) Masters in Management 2017 Ranking from among

95 pre-experience MBA level programmes globally. IIMA's Post Graduate Programme was ranked first on five criteria 'Salary today (US\$)', 'Weighted Salary (US\$)', 'Employed at three months', 'Faculty with doctorates' and 'Company Internships Rank' while it was placed at third position in 'Careers service rank'.

### FT Global MBA Rankings 2018

IIMA's PGPX was ranked 31<sup>st</sup> in the Financial Times (FT) Global MBA Rankings 2018 from among the top 100 list of B-Schools. The Institute was number one in the criteria of 'Faculty with doctorates' and the PGPX programme was number two in 'career progress rank' and number seven in 'Salary today (US\$)', 'Weighted salary (US\$)'.

### QS Global MBA Rankings 2018

IIMA's PGPX Programme was at 49<sup>th</sup> position in the QS (Quacquarelli Symonds) Global MBA Rankings 2018 from among the 232 schools considered in this first edition.

IIMA was at 7<sup>th</sup> position in Asia, Australia & New Zealand Regional rank. IIMA showed a stronger



Prof. Shailesh Gandhi, Dean (Programmes) received award from Shri Pranab Mukherjee Hon'ble President of India on April 5, 2017



performance in “Thought Leadership” with a regional rank of 2.

### QS Masters in Management Rankings 2018

IIMA’s PGP Programme ranked at 23<sup>rd</sup> position in the QS Masters in Management Rankings 2018 from among 121 schools considered in this first edition. It performed well in the “Alumni Outcomes indicator” for Management, with a score of 91.5 out of 100.

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

IIMA was ranked 1<sup>st</sup> in Management (Research and Teaching Institutes) category and 17<sup>th</sup> in Overall category in the second edition of MHRD’s National Institutional Ranking Framework (NIRF).

Details are given in **Appendix L**.

### Ministry of HRD Surveys

The Institute participated in the 8<sup>th</sup> edition of All India Survey on Higher Education by the Ministry of Human Resource Development (MHRD), Government of India, to support the Ministry’s efforts towards making informed policy decisions and augmenting research for development of education sector.

### International Accreditation

International accreditation is pursued as part of IIMA’s international strategy and with a view to strengthen its brand and visibility globally. Accreditation is an elaborate and intensive process undertaken by **IIMA to ensure that it meets international standards in delivering high quality education.**

### EQUIS Re-Accreditation

**IIMA was re-accredited by EFMD (European Foundation for Management Development) for a further five years in 2015. IIMA was the first management school in India to receive accreditation for five years, the maximum length of time for which EQUIS accredits an institution. Earlier in 2008, IIMA was the first business school in India to attain EQUIS accreditation.**

### External and Public Engagements

IIMA hosted and engaged in bilateral dialogue to



Visit of The Right Honourable Justin Trudeau, Prime Minister of Canada on February 19, 2018

support initiatives in higher education with several high level delegations from foreign institutes/international agencies during the year. Some of the important delegations include:

#### Protocol visits

- ▶ The Right Honourable Justin Trudeau, Prime Minister of Canada on February 19, 2018.
- ▶ Ms. Poonam Mahajan, Member of Parliament, New Delhi on October 1, 2017.

#### High Commissions/Consulate Generals/ Ambassadors

- ▶ Mr. Maarten Struijvenberg, Vice Mayor of Rotterdam along with Arnoud Molenaar, Chief Resilience Officer, Corjan Gebraad, Chief Resilience Officer, Roen Hanssens, Rotterdam Partners, Roelant Sitvast, International Advisor, Gemeente Rotterdam, Michiel Bierkens, Head of Economic Affairs, Embassy of NL in India, New Delhi, and Mr. Amlan Bora, Trade & Investment Commissioner, Netherlands Business Support



Visit of Ms Poonam Mahajan, Member of Parliament, New Delhi on October 1, 2017



Mr. Ajit Singh, Consul General in a dialogue with Prof. Errol D'Souza, Director, IIMA

Office (NBSO) Ahmedabad on November 23, 2017.

- ▶ H.E. Mr. Nadir Patel, High Commissioner of Canada to India along with Mr. Jordan Reeves – Consul General of Canada on January 12, 2018.
- ▶ Mr. Ajit Singh, Consul General of Singapore on February 22, 2018.

### Distinguished Visitors

The Institute welcomed the following distinguished visitors and representatives from foreign Institutions during the year:

- ▶ Delegates of Congressional Research Service, USA (Under Secretary, Ministry of External Affairs, New Delhi) on April 19, 2017
- ▶ Senior Officers from Disaster Management: Jammu & Kashmir on June 15, 2017
- ▶ Mr. Salil Shetty, Secretary General, Amnesty International on July 17, 2017
- ▶ Dr. Meeran C Borwankar, Director General, Bureau of Police Research & Development, New Delhi on July 25, 2017.
- ▶ Dr. Amitabha De, Director, Rajiv Gandhi Indian Institute of Management, Shillong on September 19, 2017
- ▶ Dr. Markus Brem along with alumni of Agricultural Economics Department of the University of Technology Munich, Campus Freising-Weihenstephan, Germany on October 30-31, 2017
- ▶ Professor Christophe Jaffrelot Sr. Research Fellow CERI-Sciences, Paris and Professor of Indian Politics and Sociology at the King's India Institute

and Research Director at the CNRS (Centre National de la Recherche Scientifique) along with a group of French CEOs on November 3, 2017

- ▶ Mr. Saurabh Kumar Rai, IRS, Jt. Commissioner of Income Tax on January 19, 2018

### Representatives from Foreign Institutions

- ▶ Professor Michiko Miura - Mattausch, Professor, Distinguished Professor and Professor Shinji Kaneko, International Development and Cooperation (IDEC) from Hiroshima University, Japan on April 27, 2017.
- ▶ Dr. Winston Kwon, Chancellor's Fellow in Strategy from University of Edinburgh Business School, UK on July 19, 2017.
- ▶ Professor Jyoti Gupta from ESCP Europe, France on October 9, 2017.
- ▶ Ms. Larissa Wood, Regional Head, India, Frankfurt School of Finance & Management along with Ms. Girija Joshi, Information Officer, DAAD, German Academic Exchange Service, Pune and Devi K Arand, Savitiribai Phule Pune University, Department of Foreign Language (Ranada Institute), Pune on November 10, 2017.
- ▶ Professor Julia Balogun, Dean, University of Liverpool Management School along with Professor Terry McNulty, Professor of Management and Corporate Governance & Associate Head of School (International), Dr. Supriya Garikipati, Reader in International Development and Professor Sue Bridgewater, Director of Executive Education and Director of the Centre for Sports Business from University of Liverpool, UK on February 2, 2018.

### Community Outreach

#### Open Day at IIMA for High School Children

- ▶ On November 26, 2017 (Sunday) the Institute organized the fourth edition of the Open Day for High School Children with an objective to connect and engage with the local community in collaboration with the student-managed General Management and Leadership Cell (GMLC).
- ▶ Around 450 students of class IX to XII from various schools in Ahmedabad accompanied by more than 24 school teachers benefited from the programme.



IIMA Faculty interaction with school children at the 4th edition of Open Day Programme at IIMA

- ▶ The event was designed to inspire school children through group activities on “Ideation and Business Building” and introduced them to socially relevant issues like “Diversity and Inclusion”. The event provided them an opportunity to interact with Professor Rakesh Basant, Dean (Alumni and External Relations), Faculty members and IIMA Students.

### 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 and an appreciation of its architectural splendor. The Institute received nearly 7700 visitors during 2017-18, including foreign nationals, government officials and senior executives from the corporate sector, education sector, armed forces, professionals and students.

Some of the Study Groups/Institution that visited IIMA include:

- ▶ Central Government officers from Institute of Secretariat Training and Management, New Delhi on August 23, 2017.
- ▶ Senior Officers from College of Defence Management, Secunderabad on December 15, 2017
- ▶ Senior officers from overseas branches of Bank of Baroda, Apex Academy, Gandhinagar on January 18, 2018
- ▶ Gazetted officers from Internal Security Academy, Mount Abu through the office of the DIGP, Group Centre CRPF, Gandhinagar on January 24, 2018

Some of the Study Groups from Educational Institution that visited IIMA includes:

### Engineering and Architecture Institutes

- ▶ CAAD- Chennai Academy of Architecture and Design, Chennai
- ▶ Jamia Millia Islamia, New Delhi
- ▶ Royal School of Architecture, Guwahati
- ▶ Indian Institute of Technology, Roorkee
- ▶ Deccan School of Planning and Architecture, Hyderabad
- ▶ Visvesvaraya National Institute of Technology, Nagpur
- ▶ R. V. College of Architecture, Bangalore
- ▶ Balwant Sheth School of Architecture, NMIMS University, Mumbai
- ▶ School of Planning and Architecture, Bhopal
- ▶ Gateway College of Architecture and Design, Sonapat, Haryana
- ▶ Malaviya National Institute of Technology, Jaipur
- ▶ Goa College of Architecture, Panaji
- ▶ National Institute of Technology, Raipur
- ▶ Chandigarh University, Mohali
- ▶ CEPT University, Ahmedabad

### Management and Commerce Institutes

- ▶ Udaybhansinhji Regional Institute of Cooperative Management (URICM), Gandhinagar
- ▶ Dr. Narayana Group of Management Institutions, Hyderabad
- ▶ M S University, Vadodara
- ▶ National Institute of Cooperative Management, Gandhinagar
- ▶ Shri J H Bhalodia Women’s College, Rajkot
- ▶ MIT World Peace University, Pune



- ▶ The University of Burdwan, Burdwan, West Bengal
- ▶ Garware College of Commerce, Pune
- ▶ Ashoka Centre for Business & Computer Studies, Nashik
- ▶ Govind Guru Tribal University, Banswara, Rajasthan
- ▶ Mithibai College of Arts, Mumbai
- ▶ Institute of Management Studies, Chiplun, Maharashtra

### Professional Institutes

- ▶ Western India Chartered Accountant Students Association, Aurangabad
- ▶ Apollo Institute of Nursing, Gandhinagar
- ▶ College of Agricultural Engineering and Technology, Godhra
- ▶ University of Agricultural Sciences, Bengaluru
- ▶ Tamilnadu Agricultural University, Coimbatore

### International students groups

- ▶ Khulna University, Bangladesh
- ▶ University of Cambridge, UK
- ▶ Kingston University, London
- ▶ City School of Architects, Colombo, Sri Lanka
- ▶ BRAC University, Dhaka, Bangladesh
- ▶ Technincal University, Delft, Netherlands
- ▶ Shahjalal University of Science & Technology, Sylhet, Bangladesh
- ▶ Technical University of Vienna, Austria
- ▶ Birla Institute of Technology, Ras Al Khaimah, UAE
- ▶ IUAV University of Architecture, Venice, Italy
- ▶ Karlsruhe Institute of Technology, Germany
- ▶ Department of Architecture, Ming Chuan University, Taiwan

## ALUMNI ACTIVITIES

The Alumni office is constantly engaged in establishing greater connect with the alumni through various forums.

### IIMA Alumnus Magazine

First published in 1969 under the name ALUMNUS, the *IIMA Alumni Magazine* has been the bridge between the campus and its former residents. Bonding deeper with the readers, the magazine has been re-launched under the name *The WIMWIAN*, on marking completion of 50 years.

An e-version of the magazine has also been launched with videos, podcasts, pictures, updates and a variety of write-ups. The magazine is published three times in a year, in June, October and February. Previous issues of the magazine have been digitized and made available in the archives section of the WIMWIAN.

### IIMA Alumni Portal

On March 23, 2018 the Institute launched the IIMA Alumni Portal for deeper engagement and connect with Alumni, in the presence of the 1969 Batch alumni. It collaborated with Almaconnect to upgrade the alumni website to the new IIMA Alumni Portal. It has been able to integrate the Students and Faculty

Club to further the interaction and exchange of ideas and learning's. Through this portal the Institute hopes to enable valuable interactions amongst all the alumni by strengthening the existing relationships and building new ones.

### Alumni Identity Cards

A novel concept of alumni identity cards was introduced in 2012. During the year 869 identity cards were issued.

### Silver Jubilee Reunion

The Silver Jubilee Reunion of the PGP batch of 1993 (1991-1993) was held during December 22-24, 2017. Around 100+ 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, faculty members who taught the 1993 batch were honoured. The next Silver Jubilee Reunion for the 1994 PGP batch (1992-1994) is planned during December 22-24, 2018.

### Other Reunions

Apart from the Silver Jubilee and Golden Jubilee Reunions, the following reunions were organized:

#### Reunions at Institute

Class	Batch	Reunion	Date		No. of Alumni
			From	To	
Class of 2002	2000-2002	15 Year	08.12.2017	10.12.2017	70
Class of 1988	1986 - 1988	30 Year	15.12.2017	17.12.2017	60
Class of 1997	1995-1997	20 Year	21.12.2017	21.12.2017	35
Class of 2007	2005 - 2007	10 Year	29.12.2016	31.12.2017	80
Class of 2008	2007-2008	10 Year (PGPX)	30.12.2017	01.01.2018	40

#### Reunions Outside IIMA

Class of 1983	1981- 1983	35 Year	15.12.2017	18.12.2017	64
Class of 1997	1995-1997	20 Year	22.12.2017	23.12.2017	65

A total of 514 alumni attended their batch reunions during 2017-18.



### Golden Jubilee Convocation: Presence of 4<sup>th</sup> Batch (1969)

The 53<sup>rd</sup> batch (2016-18) graduated on March 24, 2018. Last year, the Institute had invited the third PGP batch (PGP 1968) for the Golden Jubilee convocation celebrations. Making it a tradition, the Institute invited the fourth PGP batch (PGP 1969) for the convocation celebrations. Twenty-eight Alumni from PGP 1969 batch attended the event. The Institute gave them a warm welcome and they presented various awards for scholastic and other performances to the students on the convocation eve event on March 23, 2018.

### Women Alumni Meet @ Mumbai

The Institute organized a Women Alumni Meet in Mumbai on February 18, 2018 where the discussion brought out a variety of issues relating to women's participation in corporate life.

### Alumni Academic Connect

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

### Inspire Series

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

The series was launched with the first session by Harsha Bhogle and Anita Bhogle on January 10, 2018 where they talked on what sporting champions do, what makes them the winning team, who is a good leader, why do only some teams and individuals keep winning while others win only for a while and then lose.

On February 28, 2018, in the second session of the Inspire Series, Roopa Kudva articulated the need for purpose-driven innovators to build businesses that create opportunities to improve their lives. Ms. Kudva also mentioned the barriers that the Next Half Billion (NHB) face in their digital journey such as the lack of confidence to transact online, user interfaces not adapted to the NHB's social/cultural context, and the reticence in using the internet by women. She underlined the need for innovators looking to cater to this populace to address these barriers.

### Special Interest Group

In order to enhance alumni engagement, the Institute has planned to create special interest groups among the alumni. The objective is to undertake activities that can provide value to the members of these groups and create learning opportunities on the Campus. A few of the sectors/spaces in which the alumni showed interest were as follows:

- ▶ Agri-tech, agribusiness (including food)
- ▶ Communications, Media and Entertainment sector
- ▶ Corporate social responsibility and sustainability
- ▶ Data Analytics
- ▶ Digital marketing
- ▶ Education
- ▶ Energy, especially clean energy
- ▶ Entrepreneurial Ecosystem (Entrepreneurs, Innovators, VCs, PEs, Mentors etc.)
- ▶ Health sector (broadly defined including preventive and curative healthcare provision at all levels, diagnostics, medical equipment, policy making/implementation, drug development related activities, health education etc.)





- ▶ Infrastructure and transport
- ▶ Public Policy (Formulation and implementation of policies across sectors.)
- ▶ Real Estate
- ▶ Sports Management/Business
- ▶ Technology (Internet of Things, Artificial Intelligence, Machine Learning, Blockchain, Virtual/ Augmented reality etc.)

### Funds from Alumni

The Development Office coordinates fund raising received from alumni in their individual capacity, as part of the batch, as well as through their organizational/corporate connect. During 2017-18, a total of ₹ 29.17 crore was generated. Category-wise major contributions by the individual alumni; alumni batches; and the corporate/organizations are listed below.

We would like to specifically highlight the contributions/commitments of PGP 1981 Alumni couple Radha and Sanjeev Chadha for CR-5 (INR 2.5 Crores); Oriental Charitable Foundation/Techno Electric & Engg. Co. Ltd. (founded by PGP 1974 Alumnus P P Gupta) with contribution of INR 3.5 Crores for Dorm D-6; Sukumar Srinivas (PGP 1983 Alumnus) with contribution of INR 3.5 Crores for Dorm D-18; contribution of INR 3.5 Crores for Dorm D-3 by Zydus Cadila (headed by Pankaj Patel; former Chairman IIMA and the current member of IIMA board); RBL Bank contribution of INR 2.5 Crores (headed by PGP 1981 Alumnus Vishwvir Ahuja) for CR-1. In addition, INR 10 Crores were received during the year for JSW School of Public Policy as per the MoU signed in the year 2015-16.

There were other unique contributions/commitments as well. These include funding for IIMA Faculty club - INR 50 lakhs by PGP 2007 batch; Staff Recreation club - INR 50 lakhs by Alumni-Faculty couple Deepti and Subhash Bhatnagar; IIMA Research and Publications office - INR 1 Crore by 1996 batch; and purposing PGP 2001 batch's previous year contribution of INR 1.07 Crore for IIMA Case Center.

Individual contribution to the batch cause saw a quantum jump to INR 1 Crore (by Ashish Gupta – PGP 2002); two from 1982 batch contributed INR 50 lakhs each (Piyush Gupta and Sunny Verghese). During the year, Alumni contribution from the batches increased significantly to INR 9.47 Crores.

The details of the contributions are given below.

Sr. No.	Name	Batch	Amount (INR)
<b>Contributions from Individual Alums</b>			
1	Sanjeev Chadha/ Radha Chadha	1981	25,474,148
2	Sukumar Srinivas	1983	17,500,000
3	Professors Deepti and Subhash Bhatnagar		3,000,000
4	Deep Kalra, MakeMyTrip (India) Pvt. Ltd.	1992	2,000,000
<b>TOTAL</b>			<b>47,974,148</b>
<b>Individual Contributions supported through Batch Coordination</b>			
1	Swaminathan Raghavan	1982	500,000
2	Muthukrishnan Ramaswami	1982	637,510
3	S P Kothari	1982	653,156
4	Rajeev Gupta	1982	700,000
5	Piyush Gupta	1982	5,000,000
6	Sunny Verghese	1982	5,000,000
7	Virupakshan Kumaraswamy	1983	500,000
8	R. Sivadas	1983	500,000
9	Arvind Tiwary	1983	500,000
10	Amit Kumar	1983	500,000
11	Lalit Agarwal and Amita Agarwal	1983	500,000
12	Suresh Kumar	1983	644,774
13	Ranjan and Veena Damodar	1983	645,000
14	Sanjai Vohra	1983	650,000
15	Mala Morris and Ian Morris	1983	892,800
16	Rajan Swaroop	1983	1,000,000
17	Hema Ravichandar	1983	1,000,000
18	Sudip Nandy	1983	1,000,000
19	Shrijeet Mishra	1987	500,000
20	Hari Rajagopalachari	1987	645,000
21	Ketan Jasubhai Shah	1993	500,000
22	Sridhar Rajagopalan	1993	500,000
23	Rishikesha T Krishnan	1993	500,000
24	Venkat Krishnan	1993	500,000
25	Ashish Goyal	1993	500,000

Sr. No.	Name	Batch	Amount (INR)
26	Deepika Bal	1993	500,000
27	Chakravadhanula Venkateswara Sarma	1993	500,000
28	Venkatesh Ganesan	1993	630,693
29	Gautam Kumra	1993	1,500,000
30	Ravi Pokhriyal	1993	1,500,000
31	Ramesh Mangaleswaran	1993	2,500,000
32	Ajay Garg	1996	500,000
33	Badrinath Veeraghanta Venkata Parthasarathy	1996	500,000
34	Venkatraghavan Sahasranaman	1996	500,000
35	Ajay Yadav	1996	506,196
36	Deepak Goyal	1997	499,875
37	Naveen Tahilyani	1997	500,000
38	Ruchira Jaitly	1997	500,000
39	Venkatesh Babu Ramanathan	1997	500,000
40	Badrinath Ramanathan	1997	500,000
41	Pranay Mehrotra	1997	500,000
42	Saurabh Beniwal (Shameeli Sinha )	1997	631,010
43	Amita Chebbi	1997	650,000
44	Pawan Mehra	1997	750,000
45	Sandeep Gupta and Sonia Nagarajan	1997	2,500,024
46	Sunkuru Suresh Subudhi	2002	500,000
47	Shruti Sood	2002	600,000
48	Vikas Gupta and Mukesh Gupta	2002	1,500,000
49	Dhiraj Poddar	2002	2,500,000
50	Ashish Gupta	2002	10,000,000
51	Kruti Desai	2007	500,000
52	Pallav Jain	2007	500,000
53	Ashwin Balasubramaniam	2007	1,000,000
54	Rahul Mamman	2007	1,000,001
55	Kumar Gaurav	2007	1,800,000
<b>TOTAL</b>			<b>61,036,039</b>

Sr. No.	Name	Batch	Amount (INR)
<b>Contributions through Corporates</b>			
1	JSW IP Holdings Pvt. Ltd.		100,000,000
2	Cadila Healthcare Ltd.		17,500,000
3	Techno Electric & Engg. Co. Ltd./ Oriental Charitable Foundation		15,000,000
4	RBL Bank Ltd.		12,500,000
5	Hindustan Unilever Limited		4,000,000
<b>TOTAL</b>			<b>149,000,000</b>
<b>GRAND TOTAL</b>			<b>258,010,187</b>

## Scholarships and Awards

During the year the following scholarships/awards instituted by alumni 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). Every year the award goes to one faculty member who has taught the batch of the Post-Graduate Programme in Management graduating in that convocation. This year the award of ₹ 50,000 went to Professor Saral Mukherjee.

### The IIMA Alumni VVEF Outstanding Researcher Award

This award has been instituted by the Vidya Vardhini Education Foundation, a Section 25 Company run by IIMA alumni. Outstanding Researcher award goes to a faculty for sustained research contribution and/or significant research of a path breaking nature. This year the award of ₹ 2 lakh went to Professor Debjit Roy.

### Philip Thomas Memorial Strategy-Public Systems Case Award

This award has been instituted in memory of Mr. Philip Thomas (PGP-1966) by Professor Rishikesha T. Krishnan (FPM-1996). Philip Thomas Memorial Case Award goes to the author(s) of one case written in the area of Strategy/Business Policy and Public Systems during each calendar year. This year the award of ₹ 50,000 went to Professor Vijaya Sherry Chand.

### The Sajeev Sirpal Academic and Creativity Excellence Award

This award has been instituted in memory of Shri Sajeev Sirpal (PGP 1984) by Kanaka Sirpal (PGP 1984) and friends. The award is meant to recognize excellence in academics and creativity among participants of PGP. Ms. Shivani Garg (PGP-2018) received the award of ₹ 2 lakh.

### Shri G. C. Mital Entrepreneurship Aid

This aid of ₹ 2 lakh, set up by Ankit Mital (PGP 2005) is meant for those graduating students who wish to start their own venture, opting out of the placement process. Mr. Gaurav Bagde (PGP-2018) and Mr. Somesh Agarwal (PGP-2018) received the award of ₹ 1 lakh each.

- ▶ **Outstanding Sportsperson award:** This award of ₹ 50,000, set up by Mr. Sunil Chainani (PGP 1980) is meant to recognize excellence in all round performance in sports during the tenure of a student at IIMA. Ms. Vaishali Singh (PGP-2018) received the Outstanding Sportsperson award of ₹ 50,000.
- ▶ **Smt. J. Nagamma Memorial Award:** This award of ₹ 15,000, set up by Pramod Kunju (PGP 1999) for academically performing PGP1 student at the end of 1st year. Mr. Prakhar Balasubramanian (PGP-2018) received the award.
- ▶ **Mrs. Sharda Bhandari and Mr. P.K. Rath Scholarships:** This scholarship has been set up by Mr. Samir Bhandari (PGP-1989) for 5 years in memory of Mrs. Sharda Bhandari and Mr. P.K. Rath, who were big advocates of higher Education, for 2nd year PGP students. Scholarship of ₹ 1 lakh was awarded to Mr. Abhay Goel (PGP-2018).
- ▶ **Ritu Banga Industry Scholarship:** This scholarship has been set up by Ms. Ritu Banga (PGP-1981) for 5 years scholarship of ₹ 1 lakh was awarded to Mr. Prakhar Balasubramanian (PGP-2018).
- ▶ **Ajay Banga Industry Scholarship:** This scholarship has been set up by Mr. Ajay Banga (PGP-1981) for 5 years Scholarship of ₹ 1 lakh was awarded to Mr. Harsh Arora (PGP 2018).
- ▶ **SRK Award:** This PGPX Faculty Award has been set up by Shree Ramkrishna Exports Pvt. Ltd. The recipient of this award (2017-18) was Professor Ravindra Dholakia.

- ▶ **The Madan Mohanka Research Publication Award:** This Faculty Award has been set up by Shree Madan Mohanka (PGP 1967) of Tega Industries from this year. This year Professor Chinmay Tumble was the recipient of this award.

### Young Alumni Achiever's Award (YAAA)

YAAA is an initiative taken by the Alumni Cell to recognize young leaders who have made an impact and inspired others. The award enhances alumni-student relations and helps the students on campus to become aware of alumni achievements and get inspired by them. The award is given in three categories: Corporate Leader; Entrepreneurship; and Social Service/Public Service/Academics/Literature/Performing Arts/Politics/Sports.

The following received the award for the year 2017:

Name of Alumni	Designation & Organization	Category
Rahul Agarwal	CEO & MD Lenovo India	Corporate Leader
Sudhir Sitapati	Executive Director & CCVP Refreshments, South Asia Hindustan Unilever Ltd, Mumbai	Corporate Leader
Tulsi Naidu	Chief Executive Officer, Zurich Insurance Group, UK	Corporate Leader
Sucharita Mukherjee	Chief Executive Officer IFMR Holdings	Entrepreneurship
Yashish Dahiya	Co-Founder & CEO PolicyBazaar	Entrepreneurship
Kartikaya Misra	Collector & District Magistrate East Godavari Government of Andhra Pradesh	Public Service
Rohan Chand Thakur	Deputy Commissioner, Shimla Himachal Pradesh	Public Service

### Synchrony

Synchrony is a traditional event organized in coordination with the Students Cell. It aims to



welcome the incoming students and make them part of the vibrant alumni community and legacy of the Institute. Additionally, it is also an event to celebrate distinguished alumni, their unequalled achievements and unparalleled contribution in making the Institute what it is today.

Synchrony 2017 was held in May across 13 cities in India and abroad, with the motive of giving the current and incoming batches an opportunity to learn from their seniors' experiences and get inspired by their success stories. A lot of alumni, cutting across batches and even generations spent an evening recounting stories of the Institute and giving 'words of wisdom' to the interns and freshers. Professor Ashish Nanda (Director) was the chief guest at Synchrony in Chennai. Synchrony '17 in London was held in conjunction with the Annual Pan-IIM Alumni Meet. Mr. Rahul Agarwal, MD, Lenovo (India) and PGP 1996, was the chief guest at Synchrony in Bangalore. Dorm stories, campus anecdotes, jokes and lots of advice flowed in the Synchrony meets across cities.

## Chapter Activities

Chapters located in Ahmedabad, Jaipur, Mumbai, Bangalore, Chennai, Hyderabad, Bhubaneswar, Dubai, Pune, Singapore, and London were very active in organizing various activities during the year.

### A-League Activities

A-League is a collaborative platform of 15 academic institutes in Ahmedabad-Gandhinagar cluster. A-League strives to facilitate cross-institute learning and collaboration between students, researchers, faculty, and staff through academic and extra-curricular activities. A-league was formed with the following objectives:

- ▶ To promote entrepreneurship in the student community in Ahmedabad by creating opportunities for collaboration and rewarding entrepreneurial endeavour.
- ▶ To strengthen and expand the local entrepreneurial student networks such as the A-League through events and activities aimed at increasing the league's visibility.
- ▶ To leverage the multidisciplinary expertise present in Ahmedabad for Indian startups by promoting entrepreneurship as a career choice among young individuals.

## Key Initiatives

The year saw a number of initiatives under the partnership of Ariba Technologies (ATPL) through SAP and CIIE to catalyze the student community. These included building a technology platform, and hosting various events / programmes including startathon, hackathons, speaker series, innovation talks, and workshops. A website (<http://a-league.org>) was launched in September 2017. Three hackathons were organized by the A-League institutions. A course, 2-LAB: Experiencing Live Action of Business was offered as part of PGP 2, in which 33 students from four institutes participated. As part of the Red Brick Summit (September 29 to October 2, 2017) three workshops on the use of ICT in Agriculture, How to build a sustainable enterprise, and Design Thinking, were organized.

### How To Start A Startup (HTSAS) 2.0 - Speaker Series

How to Start a Startup (HTSAS) is the speaker series that was launched in 2016, with a vision to share the learning and experiences of the seasoned entrepreneurs. This year, the second season of HTSAS speaker series was around the theme of "Startup Sectors Coverage" and witnessed seven prominent entrepreneurs from different sectors. HTSAS 2.0 was viewed by a larger audience as the sessions were telecast live through webinars.

## Innovation Talk

Innovation Talk is a series of talks conducted by CIIE under A-league, giving a platform to students to focus on new technologies and perspectives of international cooperation on innovations. The objective is to provide a platform for discussions, interaction, and exchange between experts in leading edge technologies and sectors accessible to all A-league students.

## Startathon

Startathon was a five-week long non-residential programme from January 27 to March 17, 2018. It was offered to students of A-league colleges. The main aim was to give them a feel of how start-ups start and the programme was divided into five aspects of the business.

## Activities of External Partnerships Department

The External Partnerships Department engages with all external entities and refines and consolidates the efforts, both domestic and international.

### International

**Existing Partnerships:** The Institute has partnerships with six universities for double degree programmes, and with 79 universities for single term exchange programmes. PGP-FABM partnerships included four universities. There were six partner universities for PGPX exchange. There were nine institutions with which the Institute has broad partnerships that encompasses student/faculty exchange, research collaboration, etc.

### New Student Exchange Partnerships/General MoUs (including Faculty Collaborations)

The Institute has established relationships with Ecole de Management de Normandie (France), University of Witwatersrand (Johannesburg, South Africa), Tilburg University (Netherlands), and Hiroshima University (Japan). There are ongoing discussions with Interdisciplinary Centre Herzliya (Israel). Ongoing discussions also include an executive MBA partnership with Fox School of Business at Temple University, and international immersion student exchange for PGPX students with Nanyang Technological University (Singapore).

### Others

Other engagements with international entities included:

- ▶ **Visit of the French Trade Group** representing the French Chambers of Commerce and Industry (IFCCI, CCI France-Inde).
- ▶ **Visit of a team from University of Liverpool School of Management** seeking to explore wide ranging areas of potential collaboration with faculty. The visit included two days of substantive meetings with 12 faculty members.

### SMILE

SMILE, Student-Mediated Initiative for Learning to Excel is an IIMA community outreach project supported by the Wagh Bakri Group and the Ahmedabad Municipal Corporation which has been

set up under the Gyan Shakti Marg flyover opposite the heritage campus, for the benefit of underprivileged students living in and around Vastrapur, Ranuja Nagar, Jodhpur village, and Memnagar area.

The main objective of the centre is to provide primary education to underprivileged children who are deprived of the basic living necessities and education. The Centre not only aims to work for education but also conducts programmes/ seminars for the overall development of children and to boost their self-confidence. Teachers and a coordinator along with a group of volunteers conduct regular school visits and community visits so that maximum number of kids can take advantage of the services offered at SMILE. School visits and community visits help SMILE and its team to connect to the school teachers and parents who play a major role in a child's development. During the year, SMILE organized a number of in-house events such as Diwali, Navratri and Christmas celebrations, a summer camp for developing creativity, health check-ups, kite-flying event, fun fairs and other activities. Many of these were in partnership with local organizations. There are 105 students enrolled in SMILE. IIMA students make up the volunteer team which coordinates the activities under the guidance of the coordinator.

**Student Exchange Programme:** In its continuous pursuit of developing international perspective in its students, the Institute offers its widely acknowledged Students Exchange Programme. The Institute has partnership agreement with 80 business schools, across six continents for normal exchange. It has also partnership with six business schools for the Double Degree programme.

During 2017-18, the Institute hosted 95 exchange students (including 12 double degree students) from around 31 international partners of various countries. From the Institute side, 149 students (including 13 double degree students) visited international partners of various countries. For the first time, a completely blind student of PGP2 participated in a one-term exchange arrangement.

The Institute launched its second Summer School from July 1 to 21, 2017, to broaden its international reach and expand global initiatives. Thirteen Master level students (six from our partner schools) participated in the programme.

Details are given in **Appendix M**.

## COMMUNICATION AND DIGITAL MARKETING

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### Media Amplification

- ▶ Seventy-eight press releases were given and twenty-one press conferences were organized at the Institute. The Institute featured in 89 different exclusive media channels.
- ▶ The Institute collaborated with MINT for a monthly OP-ED feature – “View from IIMA”. Thirteen faculty articles have been published in MINT during the year 2017-18.
- ▶ The Institute collaborated with *Dainik Bhaskar* for a monthly column – “Perspective from IIMA”.
- ▶ More than 45 stories featuring personal interviews of faculty, students and alumni were carried in the media.
- ▶ The official website of the Institute carries all important news about the Institute.

### Digital Marketing / Social Media

The official social media accounts/pages of various Institute programmes have been verified. As a result of page verification and increase in engagement activity, the Facebook page shot to the third position amongst the World’s Top Business Schools. The

LinkedIn page achieved the first position among India’s top Business Schools. In 2017-18, the Facebook page saw an increase of 147,000 followers and Twitter page followers increased by 73,384.

IIMA’s overall social media channels have achieved the first position in the entire Asia-Pacific region. An official Instagram account was launched and maintained during the year. The account showcases the latest happenings and life at the Institute. The Convocation 2018 was streamed live on Facebook and YouTube channels and generated 29,674 views. In the past year, the Official IIMA YouTube channel had 5257 subscribers and garnered over 209,005 views.

### Podcast

An official podcast channel was launched on Apple iTunes and SoundCloud. The channel voices faculty perspectives and their views in a digital format. Fourteen faculty members delivered talks on several subjects. Total listeners of this podcast channel numbered 67,589 on iTunes and 17,227 on SoundCloud.

## GRANT-IN-AID

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During 2017-18, 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.





## INFRASTRUCTURE DEVELOPMENT

The Institute's three pronged strategy for infrastructure development – Upgradation of existing infrastructure, conservation and restoration of Louis Kahn buildings, and new construction for augmenting infrastructure – bore fruit in 2017-18.

Upgradation work of D-15 was completed. The civil part of the restoration work of Vikram Sarabhai Library was completed on March 31, 2018. Balance

work is likely to be completed by end-2018.

The Institute initiated infrastructure expansion project couple of years back. The process passed through various states such as empanelling of Architects, allocation of projects to empanelled architects, design finalization with inputs from all the stakeholders, preparation of drawings and tender specifications, etc. The status of the upcoming projects is as follows:

Name of the Building	Architect	Status
JSW School of Public Policy in new campus	RMA Architects	Design frozen, Papers to be submitted in Ahmedabad Municipal Corporation for construction permission and tender has been uploaded on February 24, 2018. Last date of submission was March 27, 2018
Students dormitory in new campus	ARCOP	Design frozen, tenders under preparation
Sport complex in new campus	HCP Design Planning and Management	Design frozen, tenders under preparation, documents submitted for AMC permission
Faculty housing in main campus	ARCOP	Design frozen, tenders under preparation
Academic block in new campus	HCP Design Planning and Management	Design frozen, tenders under preparation
Staff housing in main camp	ARCOP	Design frozen, tenders under preparation

## OFFICIAL LANGUAGE IMPLEMENTATION

The Institute is committed to promoting the use of Hindi in its daily official work as per the Annual Programme issued by the Department of Official Language, Ministry of Home Affairs. The Official Language Implementation Committee of the Institute which is headed by the Director decides the strategies to implement the constitutional provisions of the Official Language policies at the Institute. There is a full-fledged Hindi Section at the Institute. During the year, concerted efforts were made for implementing the provisions of the Official Language Act, rules made thereunder, and orders/ instructions issued by the Department of Official Language from time to time .

In order to review and monitor the progress of official language implantation in the Institute, four official language implementation committee meetings were held under the chairmanship of Director. As a result of this, the Institute was rewarded with the most prestigious Rajbhasha Keerti Award by the President of India on September 14, 2017, for the year 2016-17 for implementation of the official language in the Institute. During this year, the Institute was also rewarded by the Town Official Language Implementation Committee (TOLIC), Ahmedabad on August 8, 2017 for excellent implementation of official language.

The Institute celebrated Hindi Fortnight from September 14 to 28, 2017 for the promotion of the official language. It was inaugurated with

the celebration of Hindi Divas on September 14, 2017. During this Hindi Fortnight various competitions such as Hindi essay, Hindi poem recitation, Hindi words knowledge, Hindi General Knowledge, Hindi antaksahri, and Hindi handwriting were organized. More than 150 Hindi speaking and non-Hindi speaking staff members took part in these competitions. On the concluding day, cash prizes and certificates were distributed. An exhibition of Hindi books on various subjects available in Vikram Sarabhai Library was organized on September 21, 2017. Copies 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 and drafting in Hindi and one workshop on working knowledge of Hindi software were organized during the year in which 110 staff members participated. Eminent speakers in Hindi delivered lectures in these workshops.



The seventh edition of the Hindi magazine *Pratibimb* was published in February 2018 and was forwarded to all IIMs, IITs, Central Universities, concerned Ministries, Board of Governors and all 130 members of the Town Official Language Implementation Committee (TOLIC).



## PERSONNEL

During 2017-18, seven faculty members joined the Institute. Three faculty members resigned and one faculty member's term got over. Twenty-one staff members joined the Institute. Seven staff members resigned and one staff member's employment was discontinued. Three faculty members and twelve staff members retired after attaining the age of superannuation. Two staff members took voluntary retirement.

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

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

### Faculty with highest remuneration

The following are the five faculty members who earned the highest remuneration during the year 2017-18:

- ▶ Prof. Sunil Maheshwari
- ▶ Prof. Biju Varkkey
- ▶ Prof. Neharika Vohra
- ▶ Prof. Sanjay Verma
- ▶ Prof. Debjit Roy

Their contributions in various activities of the Institute are given in **Appendix N10**.

### Officers and Staff Development Activity

During the year, 72 employees, including officers and staff members, were sponsored for training programmes conducted by the Ahmedabad

Management Association and other training institutes. Thirty-eight officers attended a three day residential training programme conducted by the Executive Education Department of the Institute. Training in English communication and computer skills were given to staff members through the Academy for Computer Training. The Institute continued to sponsor several staff members who wanted to pursue various courses.

### Staff Awards/Honours

During the year, two faculty members - Professor Goutam Dutta and Professor Parvinder Gupta along with nine staff members - Ms. Archana Premkumar, Mr. Budhabhai S. Vaghela, Mr. Dilip M. Parmar, Mr. Harendra J. Vadher, Mr. Harish K. Rathod, Ms. Hetal J. Shah, Mr. Jayantilal S. Prajapati, Mr. Manoj P. Patel, and Mr. Palturam R. Kori - were given awards on completing 20 years of service. Long Service Awards were given on retirement to Mr. Mr. Bachubhai Z. Parmar, Mr. Bharat A. Patel, Ms. Hima B. Soni, Mr. K.T. Pauly, Mr. M.A. Misarwala, Mr. Mohan Santpurkar, Ms. Nina Badlani, Mr. Omprakash R. Ahluwalia, Mr. P.V. Venkatakrishnan Iyer, Mr. Ramsinh R. Patel, and Ms. Sarala Nair. Dr. R.R. Joshi, Medical Officer, was given Special Recognition Award for his long service to the Institute.

### Health Talks

### Gujarat Gaurav Diwas

On the occasion of Gujarat Gaurav Diwas, the Institute in collaboration with Paramount Health Services Pvt.



Ltd. and Unison Insurance Broking Services Pvt. Ltd. organized a Health Talk on the following subjects on April 17, 2018:

Oral and maxillofacial health problems due to use of tobacco and remedy thereof by Dr. Aditi Sharma, **M.D.S. (Oral and Maxillofacial Surgeon)**, Head and Neck Oncology, Shalby Hospital, Ahmedabad.

- ▶ Hot Summer - Heat related Symptoms, Problems and Prevention by Dr. Falguni Iyer -M.D., Medicine, Consultant Physician -Lifestyle Interventionist and HIV Specialist, Shalby Hospital, Ahmedabad.

The Institute received an appreciation letter from Ms. Avantika Singh Aulakh, Collector and District Magistrate, Ahmedabad, on celebrating Gujarat Gaurav Divas.

### Health Care Talk and Eye Check-up Camp

In collaboration with Eye Care Hospital, Ahmedabad, the Institute hosted a session on Eye Care by Dr. Shashank Rathod on January 1, 2018. An eye check-up camp was organized on January 5, 2018, where more than 60 community members participated. Twenty-five children from the SMILE were also invited for the eye check-up camp.

### Awareness Sessions on NPS

To address the queries and issues faced by the employees on National Pension System (NPS), a session was organized on July 14, 2017. It was addressed by Mr. Bhawani Singh from NSDL. A similar session was also organized on January 30, 2018, in collaboration with Stock Holding Corporation of India Limited. More than 50 employees participated in the sessions.

### Swachhh Bharat Mission

The Institute celebrated 'Swachhata Pakhwada' from September 1, 2017 to September 15, 2017 and 'Swachhata hi Seva' from September 15, 2017 to October 2, 2017. The community participated with full enthusiasm. The focus was to create a dialogue and discussion about the broader changes (behavioural and developmental) resulting out of Swachhata Abhiyan. The programme also aimed to deliberate on the modus operandi and the need for achieving a Clean India.

The programme included a painting competition, a campus cleanup drive, a debate competition, cleanliness pledge and an essay-writing competition.

### Former Employees Get-Together

The Institute organized a get-together of former employees on December 12, 2017. During the event the former employees interacted with the Director and other senior officials of the Institute. They shared their memories of their service.

### Introduction of Fast Track Promotions

To motivate and inspire the employees, the Institute introduced fast track promotions for Group C employees. Under the promotion scheme, Group C employees who have completed five years in Group C are eligible. Nine employees cleared the selection procedure and were promoted to Group B.

### Implementation of 7<sup>th</sup> Central Pay Commission Pay Scale

The Institute implemented the 7<sup>th</sup> Central Pay Commission pay scales for all permanent employees. A brief overview was provided on February 23, 2018, and February 28, 2018. The sessions were addressed by the Chief Administrative Officer.

### Right to Information Act, 2005

Under the Right to Information Act, 2005, 361 RTI applications and 49 First Appeals were received during the year and were responded to. Month-wise break-up is as below:

Month	RTIs	First Appeals
April 2017	40	3
May 2017	49	6
June 2017	26	2
July 2017	24	2
August 2017	38	5
September 2017	31	4
October 2017	18	11
November 2017	17	1
December 2017	23	1
January 2018	31	3
February 2018	21	3
March 2018	43	8
<b>Total</b>	<b>361</b>	<b>49</b>

Personnel details are given in **Appendix N**.



## SPORTS AND RECREATION ACTIVITIES COMMITTEE (SARA)

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

The Institute has the following sports facilities on campus:

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

Yoga classes for the community are conducted in the Yoga Room, adjacent to a Fitness Centre. In addition to the yoga class in the evening, one more batch has been started in the morning from August 2017 as more community members have shown interest in joining yoga classes.

SARA also provides tennis coaching to community members and students.

### Annual Sports Day

The SARA Committee organized Annual Sports Day on January 21, 2018, for all community members. Games like sack race, slow cycle race, lemon and spoon race, three-legged race, musical chair, piggybacking etc., were organized.





### International Yoga Day

As per instruction from the Ministry of HRD, the SARA Committee celebrated International Yoga Day on June 21, 2017. Community members participated in this event.

### Inauguration of New Gym Equipment

The following items were added to the Institute Gym in January 2018 at a cost of 36,37,000:

- ▶ Rowing Machine
- ▶ Cross trainer
- ▶ Preacher Bench
- ▶ Weighing Scale with body composition
- ▶ Leg curl/Leg extension New Campus
- ▶ Plates
- ▶ High Pulley (Lat pull down)
- ▶ Treadmills (Stallion) 4 No's
- ▶ Shoulder Press (Selectorized)
- ▶ Olympic Rod
- ▶ Multi Gym
- ▶ Recumbent Bike
- ▶ Upright Bike
- ▶ Functional Trainer
- ▶ EZ Rod
- ▶ Dumbbells





## STUDENT ACTIVITIES

### Abacus – The Analytics Club

The year saw new initiatives to enhance the interest in mathematics/puzzles and analytics both within and outside the community. The launch of the annual flagship puzzle competition for PGP1 students, which involved three hours of puzzle solving marked the commencement of the year.

Nautilus, the national level online treasure hunt competition, was conducted by Abacus, which witnessed participation of around 1000 people across the country. Two episodes of Abacus Nites, a three-hour marathon puzzle solving were organized, along with 10 episodes of Mindbend, an online bi-monthly quiz series. Abacus, in partnership with The Red Brick Summit, conducted a nationwide strategy and simulation event called Blitzkrieg which saw the participation of 1000+ individuals. Two events for online chess tournaments, a Poker tournament, and a Rubik's Cube Workshop were also organized.

On the Analytics front, Abacus launched 'Analytics Arena', a speaker session and blog containing the systematic procedure to solve analytics cases. Speakers were also invited to increase awareness of the community in analytics domain. Abacus also conducted many remedial sessions.

### Academic Council

The Academic Council is the focal point of all academic activities at the Institute. The Council acts as the interface between students and faculty, presents student concerns to the administration and participates in academic policy making.

One of the major initiatives implemented by the Academic Council was the upgradation of the bidding portal and increasing its load handling capacity to 400 students. The process of making the clash-sheet was perfected to ensure a bug-free experience. The Council made available Excel files to help students calculate their CGPA from various grades that they receive. It was also modified to project an approximate

rank for the benefit of the students until the official ranks are announced by the PGP Office.

To incentivize students to fill the course feedbacks necessary for continuous improvement of the academic system of the Institute, the Council initiated a system of awarding bid-points as a reward. Mid-slot feedback was also arranged for faculty members.

### Alumni and External Relations Committee (AERC)

Having become a committee after functioning as a club/cell, the student-led Alumni and External Relations Committee took up a bigger role by liaising not just with the alumni, but also with A-League, the consortium of 14 colleges in and around Ahmedabad. With a strength of 36 members (17 PGP1s and 19 PGP2s), AERC conducted activities ranging from the pan-India IIMA Alumni Meet, Synchrony, in April and May 2017. Synchrony, held in 10 cities world over, saw an increased participation from the incoming batch of 2019, and helped them get acquainted with their immediate seniors and alumni. The AERC gave structure to the speaker sessions and collaborated on the IIMA Inspire Series. As a part of its publication activities, AERC published four issues of the student-alumni newsletter, Tidings, which featured articles by professors, students, and alumni alike.

### Beta – The Finance and Investments Club

Beta started the new academic year with Finomena 2017, through a series of exciting events including trading and valuation competitions which tingled the financial taste buds on campus. Beta conducted sessions in personal finance with SEBI registered trainers and a wealth advisor to help students understand the importance of investing and managing their personal wealth.

The two signature activities which both students and beta alumni look forward to are started three months prior to placement – Beta Daily and Market Commentary. Workshops were conducted

for corporate finance and Bloomberg to prepare students for internships and jobs in finance. A value investing workshop was held for the first time which gave students a detailed exposure to this style of investing. Monthly Adda sessions were held to foster discussion across different sections of the community on current hot topics in finance. Exchequer, a multi-vertical national competition, was organized in TRBS to bring the best minds in finance across colleges together to compete and showcase their skills. Beta encourages the team members to write blogs on various interesting and off-beat topics to inculcate interest in the sector. Beta held remedial sessions on a timely basis for accounts, financial markets, costing, and corporate finance subjects.

### Chaos – The Cultural Festival at IIMA

Chaos 2018, the annual cultural festival of the Institute, in its 23rd edition was held between January 25 and 28, 2018 and provided a welcome respite from the famously taxing schedules. One of the largest and most popular cultural festivals in India, Chaos in its latest avatar saw a footfall of over 70,000 with participation from over five hundred colleges. The event grabbed more eyeballs and media attention than ever, and attracted sponsors ranging from the likes of One plus and SCOM, the titles sponsors, to BookMyShow. For the second consecutive year, Chaos upheld the status of an ISO 9001:2008 certified event with its exceptional quality and standards.

The audience favourite Pronites encompassed a mesmerizing performance from the Youtube superstar – Ms. Shirley Setia, an upbeat band performance by Agnee, a sensational performance by Benny Dayal, the ever – popular duo of Salim-Sulaiman with their repertoire of Hindi Bollywood and Indie songs on the final night to sign of Chaos in style. In collaboration with CRY, Abhiyaan – a crowd funding competition



was conducted to help under-privileged children. Chaos 2018 had something for everyone. This year, Chaos showcased 50+ events with the best of the breed in music, literature, quizzing, art, dance and drama.

Chaos also featured competitive events like street-play, mono-acting competition, stage-play, solo act, short film, group dance competition and Blizzards of Rock, the band performance contest. Exciting informal events like Battleground for LAN Gaming, Poker Night and Drum Circle were added to the mix to add yet more spice and engage the participants in the fest. Miss and Mister Chaos, the modelling-cum-talent show saw participation from numerous campuses in Western India. Fashion Parade, as ever, held its own and showcased the modelling talent of students from nearby institutes. Chaos 2018, lived up to its billing and gave its multitude of participants memories to cherish for an entire lifetime.

### Computer Centre Committee

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





The Committee was instrumental in organizing bulk deals for HP and MAC laptops, MS Office, and Windows Operating System. The Committee strove towards improvising net connectivity on the campus and provided in-room routers to 230+ students who had issues with connectivity. Jio Wi-Fi routers were installed near Radhika's and S-Mart to provide better network connectivity in those areas. Online printing facility in association with Free Copy, a CIIE-incubated Startup, was launched on campus where all dorm printers could take print commands even from smartphones. The installation process is under work and will be up and running in the next academic year. Further, CCC was responsible for maintaining the printer installed at SAB.

CCC conducted two PayTM KYC drives as a part of the mandatory step for extended usage of the app as per the RBI Guidelines. The committee also conducted a speaker session on Digital India Awareness hosted by Mr Sankarraj Subramanian, who is a certified ethical hacker. Additionally, the club also offered a set of websites and portals – a dedicated Batch-Data portal, SAC Complaint portal, Food Ordering app in association with Tastifai, a start-up by IIMA students, and the CCC website for a one-stop solution which could be accessed by the whole student fraternity.

### Consult Club

The Consult Club kicked off an eventful year with 32 members. With the underlying aim of providing avenues of interaction among students, faculty, alumni and industry professionals, the Club curated events with an internal as well as an external focus.

The internal focused events included competitions, workshops, and placement preparation. The Club started with Strategos, the intra-IIM Case Competition as its first event that witnessed participation from over 50 teams and was a big success. As part of the placement preparations, IIM A Casebook, Consult 360, Panorama Reports were written and compiled. Additionally, the Mentorship Programme and Mock Interviews were rolled out to acquaint the students to the interview process.

There were also external focused activities that included alumni connect and social media engagement. The Club conducted its national case-study competition 'Armageddon' in collaboration with The Red Brick Summit which saw participation

from over 300 teams from B-schools across India. The club also undertook projects with the Ministry of Textiles.

### Cultural and Social Affairs Committee

The Cultural and Social Affairs Committee, also known as the CultComm is responsible for organizing all the fun events and festivities on campus and keeping the campus alive. Be it Welcome Week, Talent-Nite, Garba, Holi, Diwali, Christmas, Pongal, Lohri, or Ganesh Chaturthi, CultComm has successfully maintained the Institute culture.

The atmosphere on campus during the three days of T-Nite makes them ready for the upcoming summer placement. Apart from this, major festivals, Independence Day, Republic Day, and Institute Day were celebrated with the help of the Welfare Committee.

### Eloquence

Eloquence, the public speaking club, aims to provide a platform where all members of the community can come together to learn and practice the art of public speaking. Eloquence organizes biweekly sessions which include activities like prepared speeches, debates, impromptu speeches and word games. People from varied backgrounds attend these sessions and share their experiences and thoughts with each other in a friendly, learning oriented environment.

Eloquence has conducted seven public speaking sessions and over 60 Mock GDs. In addition to its regular activities, Eloquence organized a Just-a-Minute session during The Red Brick Summit which saw participation from students from various colleges. During Chaos, Eloquence organized a parliamentary debate which attracted participants from colleges across Gujarat. This event was sponsored by i-start, Rajasthan government's flagship initiative to foster innovation. Eloquence in association with Women Leadership Society, organized a session on International Women's day.

### Entrepreneurship Cell

Entre Cell strives to foster entrepreneurship within the community. The year started with Young CEO, a simple, step-by-step simulated game, which helped about 50 teams develop entrepreneurial mind-

set seeding from a basic idea going all the way till Business Modelling, B-plan Simulation, and Pitching. Along similar lines, Masterplan, the annual b-plan competition witnessed over 400 start-ups across the nation, with about 15 of them pitching to renowned investors during the first edition of The Red Brick Summit.

This year the second season of 'How To Start A Start-up' series, with the theme 'Sector Sweeps - What's Hot' witnessed great audience both in campus and online across the globe, hearing from the renowned entrepreneurs from different sectors. Management Clinic was launched for the first time, where students worked with start-ups and SMEs to help them diagnose and structure the method of addressing challenges they face. Events and initiatives such as Start-up Mania, Maverick Speaks, Entre Fair, and Venture Mania further encouraged students to taste the flavour of entrepreneurship.

### Equal Opportunities Students' Committee (EOSC)

The committee was formed in 2017-18 to help and facilitate the students with special abilities to easily access the campus by laying down ramps in required areas of the campus along with some infrastructure development. The committee initiated a student Support cell that could help Persons with Disabilities (PWD) students in their academics by assigning second-year students as POCs for respective subjects to help them. Moreover, support was provided for examinations, soft-copy provisioning of materials from the Publications Department.

The Outreach cell members with the other EOSC members initiated an event in January 2018 named as "Vision in the Dark" that was organized to sensitize the community about various issues that a student without or with very low vision faces.

### Equipoise: The Economics Club

Equipoise kicked off with the Equizzitive quiz, a welcoming event for the PGP1s' first brush with economics and game theory. This was followed up by the trademark event, the Economics Adda. Adda 1.0 focused on a discussion of Air India's Privatization while Adda 2 was on the upcoming and potentially game-changing Blockchain technology and Adda 3 on the huge NPA problem that was affecting India's

banking system. All Addas saw a massive turnout, with participants making insightful and thought-provoking points that resulted in an enriching discussion.

Equipoise screened 3 films whose storylines were based on economic principles and watershed moments in global economic history, such as the US Mortgage Securities Crisis of 2008.

Mutatis Mutandis, the Club's newsletter, was published each term and was a great way for students to contribute to others' understanding of economics. The club's members contributed many fun and informative articles throughout the year and increased the pedigree of the newsletter. Apart from fun and games, Equipoise also upheld the academic responsibilities placed on it by holding regular remedial sessions for micro and macroeconomics. News sessions were conducted before both placements with details provided on the latest happenings. The year ended with a fun game on game theory, Stratazenith, which was conducted in collaboration with the Indian Game Theory Society; and the Social Outreach Programme, which aimed to educate the housekeeping and security staff about the several government schemes that are available for their benefit.

### Exchange Council

The Namaste India week was a week-long extravaganza conducted thrice in the year, once in each term for the incoming students of that term. Activities included an ice breaker session, campus tour, heritage walk, visit to Sabarmati Ashram, movie night, welcome dinner, exchange parties, football matches, etc. The Travel Bible was an attempt to consolidate the information on all our partner universities, add personal experiences of students, and pass on this data to junior batches. The Exchange camp was an attempt to revamp the traditional Exchange Fair.

Apart from these, regular activities of the council for outgoing students like negotiating with partner universities for exchange seats, releasing exchange ranks, conducting counselling, bringing in bulk deals for Eurail passes, forex, insurance, ISIC cards, blocked accounts etc. in collaboration with other top B-Schools and conducting sessions for tips for safe travel were conducted with élan. For the incoming students, the council put in place systems for buddy

allotment and revamped the course bidding systems. The council also arranged for the industrial visits to Arvind Mills and Amul Factory to help them understand how businesses work in India.

### FABM Committee

The Committee invited Dr. Shivakumar, IBM Director, for a talk on IoT in agribusiness that had approximately 100+ audiences. This speaker session gave very good insights on IoT in agribusiness for current generation. In the next speaker session in December 2017, Ms. Divya Akhilesh delivered a talk on "Connecting Farmers Digitally".

The main objective of the Committee is to improve the visibility of FABM in the corporate world. The Committee has started posting information and events related to the food and agricultural sector. In January 2018, Mr. Bhushan held a discussion on procurement and supply chain.

### Faculty Student Interaction (FSI) Cell

This was a great academic year for FSI starting with the off-the-record sessions with Professor Ashish Nanda for PGP1 (Lessons on Life) and PGP2 (Looking Ahead) to bid him farewell and gain some invaluable insights from him. Other off-the-record sessions were organized with Professor Viswanath Pingali, Professor Sunil Maheshwari, and Professor Chinmay Tumbe during the year.

The 'Faculty Student mentorship' continued this year as well with over 30 faculty members and 200 students participating in it. FSI organized annual teacher's day celebration on September 10, wherein clubs like Footloose, Music Club, and IIMActs took part along with faculty members and their families. The year ended with informal game of gully cricket among mixed teams of students and faculty.

The annual sports day was celebrated on January 21, 2018, in coordination with SARA. It saw participation of over 100 from professors, staff members, and their family members, as well as students. Various games were organized during the event. FSI closed the year with annual batch dinner for PGP2 and PGP1.

### Finesse

Finesse, the fine arts club, encourages the students and the community to experience the joy of art, the

pleasure of creating something new, and the beauty of colours in the campus.

As a part of Art Mela, a two-day art festival, Finesse hosted a series of offline and online competitions as well as workshops and the painting party event. The mystery box competition attracted participants in large numbers. In its quest to make the campus a little more colourful and joyful, Finesse conducted several art workshops for the community ranging from Mandala art and quilling to charcoal sketching. Through social media channels, Finesse brought to the community a series of do-it-yourself videos for creating beautiful art and craft works. Artworks were collected from community members and the best of them were displayed in the Artworks of the month gallery.

Art installations depicting our national leaders in string art were put up as a part of the Institute's Independence Day celebrations. Finesse also conducted the Swachh Bharat painting competition for the community members.

### Food and Agri Business (FAB) Cell

From awareness drives to workshops, from speaker sessions to quizzes and from panel discussions to group discussions, the Food and Agribusiness Club has been, in its own way, working diligently to create a space for the food and agribusiness domain in the campus narrative. The curtains for the year were lifted by conducting a sensitization drive, against food wastage, in the mess wherein we put up posters across the mess and made people aware about the importance of the fact that food wastage should be reduced to the bare minimum possible. It was our small effort to make a difference by creating awareness about the grave issue. FAB Club's next initiative was online quizzes which were conducted across the year and it saw enthusiastic participation from the IIMA community.

FAB in association with TRBS (which is the annual management fest) conducted NCDEX workshop wherein students across India participated. On October 16, 2017, FAB celebrated the World Food Day at the mess where the community participated in large numbers. Continuous circulation of the FAB newsletter helped FAB create awareness about the sector across the campus round the year.



## Footloose

Footloose started the year with the Big Bang performance of PGP2s and PGP1s welcoming the newbies of the year with variety numbers. It was also one of the few events which welcomed the entire student community and not just members to showcase their dancing skills in front of an enthusiastic audience. The next activity was the Independence Day celebration where both PGP1 and PGP2 footloose members got to showcase their talents for the first time, rocking the RJM floor. On Teacher's Day, Footloose, IIMACTs and Music Club collaborated with FSI to pay a tribute to the faculty. A dance sequence by PGP1s showcasing Bollywood.

Next, we had a power packed Bollywood and hip-hop performance in the Red Brick Summit of TRBS, performed by PGP1s and PGP2s together. Just like every year, Footloose performed in the celebrations organized to mark the Founder's Day of the Institute. Footloose contested for the first time in Chaos. An LKP full of audience hooted and cheered their teams as each one performed their dances on stage. The best part was Flash Mobs, which in collaboration with the Chaos team and all community members took place on multiple colleges and Alpha One Mall, Ahmedabad. Footloose in collaboration with CultComm gave a Rang Jama De performance on occasion of Holi.

## Forum for Industry Interaction (FII)

The team started off with pitching to the recruiters during placement in February and then continued to explore multiple sectors until September. Also, to ensure that the supply of projects was more than the number of registered teams, the team used multiple channels to source projects. For the first time, FII decided to launch a few projects only for FPMs, and nine projects exclusively for first year students. Overall, the FII team provided the batch with 55 projects to choose from. This year FII also roped in eight government projects which is the highest ever. In addition, opportunities were extended to students to attend various National Conferences throughout the year.

## General Management and Leadership Cell (GMLC)

GMLC started its operations with a strategy game

where teams of two first-year students competed against each other. This event was well received. An international business quiz was also organized with Trade and Beyond. Shortly afterward, a SOP / HRQ session was organized where students were given tips on how to write SOP's and HRQ's for the upcoming placement season. A 'Gen Man Night' was also organized where second year students briefed first years about their internship experience. The first GMLC newsletter under the title of "The Roundtable" was launched. For the placement preparation, the Club prepared 'Know your Company' documents for 22 firms. The Open Day was conducted and it saw participation from students of schools in Ahmedabad. The aim of the programme was to give students a feel of one day in the life of an IIMA student. About 500 students were on campus.

## Heritage Club

Through its activities, the Club strives to facilitate exploration of the rich heritage of the city. Like every year, Heritage Walks were conducted across the year. The walks were planned as a narrative that runs through different parts of the city, like the Night Food Walk that covered Siddi Saiyyed Mosque (from where the Institute takes part of its logo), Jama Masjid, and concluded at the delicious Manik Chowk. Walks to explore festivals like The Iftaar walk and Rathyatra Photo Walk gave a taste of the diverse, rich, and one of its kind amalgamation of Rajasthani and Gujarati culture. Kite walk during Uttarayan (the kite festival) gave a glimpse of the life of the artisans during the festive period. An event with the Ahmedabad Drum Circle was conducted in January, and it witnessed the participation of over a hundred people.

## IIMA Cultural and Theatrical Society (IIMActs)

The year turned out to be immensely fruitful as IIMActs came to be seen as an epitome of commitment and enthusiasm. The first term took off with the enticing story of Yayati, the first tuccha production of the year. The next production of the year was Black Comedy, a one of its kind production, which presented the Facchas the opportunity to interact and bond with the Tucchas of the club as it was the first play to have Faccha actors. The next in line was a play in collaboration with FSI club on Teachers' day. The short comedy play presented the interesting scenario of an alien race seeking to establish diplomatic

relations with the Institute, wherein the faculty played the role of students and vice versa. It was a splendid experience for the students to see professors behave like care-free students.

With the videography department becoming very active this year, IIMACTS participated in a 48-hour filmmaking competition by India Film Project by making Tick Tock, a six-minute experimental film on the theme "Everything Is Connected". IIMACTS came up with two productions during Chaos, the Cultural fest of IIMA, a street play, Tu akela hai, by the Faccha team which highlighted the mental state and experiences of people suffering from depression, and Baaki itihaas, by the tuccha team. The play presented a narrative about existentialism and marital dread.

The casting recording session for a movie (Loveratri) by Salman Khan Films was held during February to provide an opportunity to the IIMA community to act in such a big production. The Tuchchas bid their final goodbye to the stage with The Final act, and the fachchas of the team who came up with their first stage production, Happy Funeral To You! The play, an English comedy, revolves around a 50-year old man who is fed up of life, and his wife who plans an unconventional birthday party for him that leads to mayhem on stage.

## IIM Ally

The year began with the LGBTQ conclave on July 22 and 23, 2017. It had a photobooth session and movie screening session where Mr. Sridhar Rangayan brought the Kashish Film Festival to the campus. There were guest speakers like Mr. Udayan Dhar, from MINGLE, who talked about the importance of having a LGBTQ friendly policies in offices. There was another speaker session by Mr. Ashok Row Kavi, the founder of the Humsafar Trust. IIM Ally next went on Sarahah to get people post anonymously their views and comments on what to make the campus a better place for the queer community. There was a member sensitization event conducted with SPCDC, and two guest speakers, Jessica Lynn who talked about her journey as a transgender person, and Devdutt Pattanaik, interacted with the students.

A session by Harish Iyer during TRBS covered Section 377. The Club organized an event called "What If I had To Come Out" where participants were asked to imagine themselves as someone belonging to the queer community and describe how the world might

feel to them. Another event "Shades of Rainbow" discussed queer literature, poetry, arts, music and cinema. "Expressions" celebrated the World Human Rights Day by getting people to write on what human rights mean to them. The Club also launched the IIM Ally blog and conducted two online quizzes to improve awareness and sensitize the campus. Guest speakers at the campus included Chayanika Shah and Shals Mahajan from LABIA, Hoshang Merchant, and Koninika Roy from Humsafar Trust.

## Literary Symposium Desk (LSD)

The Literary Symposium Desk witnessed an extremely successful year with a plethora of new initiatives. The year was flagged off with the Faccha LitWeek – an event that provides a platform to the incoming batch to display their various literary proficiencies. Towards building a debating culture within campus, LSD organized regular parliamentary and presidential debates with a diverse range of motions such as Swachh Bharat and Aadhaar Project. The highlight of the debating calendar was the Faculty-Student debate conducted on Independence Day. The debate saw Professor Ashish Nanda, and Professor Ajay Pandey take on a student team on the issue "This house prefers a prosperous autocracy over a failed democracy".

LSD is extremely proud of its contribution through its glorious win at Nihilanth 2018 - the most prestigious college quizzing tournament in the country. The IIMA teams marked their supremacy among the 370 participants from more than 20 other IIMs and IITs. LSD members also marked their presence as runners-up in Tata Crucible 2018. The Writing Cell of LSD revived the blog through various articles and stories. Furthermore, umpteen creative writing competitions and Word Games during Lit-e-Rally and other events were extremely successful. LSD signed off the academic year through publishing the Annual Yearbook for the outgoing batch of students.

## Movies-and-Design (MAD) Club

Relationships with your Study Group can be like an emotional rollercoaster. To capture these feelings, MAD came up with the concept of "Honest Study Groups" as a short film. It follows the story of a typical study group, from the initial days, to how assignments were dealt with, through sickness and in health, in PPTs and in Joos. The script for the

seven scenes, along with locations was finalized after multiple discussions with the Scripting Team. Election Qtiyapa Video released - Come December, and the usual sounds of “Fogginggg” in dorm corridors got replaced by “Pitchinggg”, as a stunning array of contenders for the numerous PoRs on campus go on their daily rounds to canvass for votes. Besides the two online quizzes on Retro Bollywood and Comics, the MAD TRBS 2017 quiz was the major offline quiz conducted by MAD in 2017-18.

The first screening event of the academic year started off with the screening of the highly-awaited season premiere of Game of Thrones. The year continued with similar events like screening of Baahubali series during the Chaos weekend, “Mona Lisa Smile” (in association with WLS) and multiple sports screenings (Manchester City-Liverpool and Manchester United-Liverpool. A documentary screening of “En Dino Muzaffarnagar” marked the presence of the co-director Meera Chaudhary in the audience.

### Media Cell

Media Cell’s work in the last academic year started with the on boarding of the incoming batch through an official facebook group. The incoming batch was also shown a flavour of what was to come through a welcome booklet and the welcome video. Over the past one year, Media Cell’s charm, wit, and humour reached the doorsteps of the student body through its Brick in the Wall Newsletter. A record of 50 press releases was set in early February. Media Cell continued with its ‘The Writing on the Wall’ initiative to foster a culture of content generation on campus.

### Mentorship Cell

The Mentorship Cell had an amazing year. The year saw a huge increment in the number of PGPs applying to become mentors (230+ PGPs) with the spirit of passing on the beautiful experience that they had with their mentors the previous year. The cell allocated 117 mentors (an increase from 80 mentors) this year to the incoming batch. Apart from the mentorship programme, the cell also organized a number of workshops in association with other clubs for the summer placement process preparation with respect to the HRQs and other elements, including the flagship session conducted by Roy Charles Eddington.

### Mess Committee

The Mess Committee was responsible for ensuring provision of fresh and hygienic food on campus and carried out weekly/biweekly audits. The Committee started with the introduction of a new vendor in Students’ Mess and the traditional Harvard Dinner where PGP2s welcome PGP1s to the IIMA life by serving them food. Weighing machines were introduced in the mess to keep track of food wastage. Healthier options such as fresh fruits, boiled eggs, dhokla, and upma were introduced, outside CRs, for breaks between classes. Two new contracts were issued; one in the Heritage campus to Teapost and the other at SAB area to Vices and Spices. Teapost offers various tea, coffee, and other beverages. It also offered Gujarati cuisine like handvo, thepla, bhakhri. Spices and cices, deals with homemade food and especially thalis to the IIMA community.

The year ended with two Faculty Student Interaction dinners and a batch dinner to congratulate the outgoing batch for a successful placement season.

### Music Club

The year kicked off with the customary event ‘Aaghaz 2017’ where second-year members of the club welcomed the new batch with splendid performances. Next up was “High Hopes”, the performance by the first-year members, which again was a very successful gig. The Club imbibed the spirit of patriotism with some evergreen patriotic songs on Independence Day. Onam celebrations on campus got all the more musical with the club’s performance. Following this, an Indian classical performance was given at an event hosted by the Kaamdhenu Foundation for Prayaas kids. The Club gave a farewell tribute to former IIMA director Professor Ashish Nanda through a musical performance. It collaborated with FSI to pay a tribute to the faculty on teacher’s day. The next concert-like performance was held at the famous Louis Kahn Plaza during the Management Fest – The Red Brick Summit 2017 – that enthralled the audience from all over the city.

### Niche

Niche, the Marketing Club, kicked off an eventful year with an all-seats-full Digital Marketing session by Google. The arrival of PGP1s on campus was celebrated by an all-fachha quiz, Breaking the Brand,

which was based on brand management and gave participants a glimpse into the power of brands in the marketing world. PGP1s also had fun with Chakryavyuh, a time out activity, which was one of the highlights of T-Nite, the intersection war. Niche's flagship newsletter, Through The Looking Glass published insightful articles from the student community, along with quirky, fun marketing facts.

### Optima : Operations Club

Optima acts as a knowledge centre of operations management by hosting speaker sessions of eminent personalities like Don Callahan, Head of Operations and Technology, Citi Bank; Nand Kishore Chaudhary, Founder of Jaipur Rugs; and Sreejith Hrishikesh, VP Operations of Zoom car. The Club has been working diligently to mentor the students through a mentorship programme. A pan India B-school network has been developed to share events happening in various institutes. In support of academics for PGP1s, OpsMania, a series of online quizzes were conducted, as also REMs for OM courses.

A live quiz show, OpsPati, and a simulation game were conducted for the student community. The Club also shared current happenings and developments in supply chain in various sectors in a monthly newsletter. It facilitated the widely recognized Six Sigma Green belt programme under the patronage of KPMG. It organized a case study competition, Opstruct, with collaboration from the TRBS team for all popular B-schools in India.

### Panacea

Panacea, the healthcare club, undertook activities aimed at ensuring the physical wellbeing of the IIMA community and supporting students to build a career in the healthcare sector. A document was shared with the PGP1 batch before their arrival on the campus. It detailed important health related information, contact numbers (dispensary, pharmacy, ambulance, etc.), measures that the administration undertakes for the well-being of students, and preventive measures that needs to be taken by the students against few prevalent diseases. To sensitize the IIMA community about the healthcare issues, a speaker session by Mickey Mehta was organized on the theme of "Holistic Health and Wellness". The club equipped the IIMA community for health emergency situations by organizing a

hands-on session on Basic Life Support and first aid training with Shalby Hospital. To ensure high health standards for the community, a free eye check-up drive was conducted. Owing to swine flu outbreak in Ahmedabad, a vaccination drive was organized for the entire community in collaboration with Medplus. Through its quiz series and newsletters, Panacea helped in keeping students updated with current trends in the healthcare industry. Panacea organized an awareness session on blood stem cell donation in collaboration with DATRI, which was followed by the registration of interested donors. The Club facilitated an awareness drive by Shatayu about organ donation through brochures and donor cards. Blood donation camps were organized twice in collaboration with GCRI and The Red Cross Society, which witnessed high community participation.

### Perspectives

The year 2017-18 began with crowd sourcing of photos from the IIMA community to refurbish the mess gallery. Targeted towards photography enthusiasts to help them take their photography skills to the next level, Perspectives organized 'Photography Demystified', a Basic Photography workshop covering aspects like DSLR handling, exposure triangle, and mobile photography.

With a focus on providing an informal environment for learning DSLR handling, Perspectives started a new series of workshops – DSLR Sundays. A new workshop, Light Graffiti, received good support. It was composed of long exposure shots with use of crackers, fairy lights, and laser lights. Perspectives continued its coverage of various student activities on campus creating a memory for the participants. It took the responsibility to click the formal 'Red Bricks' photos for the incoming exchange students, using professional studio lights and techniques. The mess gallery was again refurbished and another session of DSLR Sundays was organized.

As the exchange students returned in Term 3, it was time for nostalgia and Corp-Ds – and Perspectives helped the community in creating memories which could be re-lived by coordinating the 'Dorm Photoshoots' across 25+ student dorms.

### Product Management and Technology Club

PM Tech has undertaken a number of activities over the last year. As a career club, it serves to promote



and highlight careers in the field of technology, with a focus on product management. A senior product manager at Facebook based out of London spoke about product management as a career. Beas Rahlan, the co-founder and CEO of Next Education, gave a talk about starting up and the challenges of running an education startup. Sandeep Bhushan, a director at Facebook, was another major speaker as a part of TRBS. Speaker and workshop sessions by companies such as Microsoft, Media.Net, and Google were also organized for the benefit of PGP1/2/X students.

The Club also held events throughout the year, including 'TechnoMania' a technology themed quiz series (offline and online), a national level TRBS event called PM Live that tested fundamental product management skills, and a technology ideation competition called Tech Imagination. PM Live attracted participation from B-school students from across the country. The club has also assisted with academic preparation by organizing remedial sessions for relevant courses (such as IEB).

### **Prakriti: The Nature and Sustainability Club of IIMA**

Prakriti stands for propagating the spirit of nature through sensitization about environmental concerns as well as sustainable management of resources. The Club focused on involving, both the IIMA community as well as the outside community for a cause. The Club organized activities like Dorm Energy Wars, a rendition of healthy competition between dorms for saving energy, Adopt-a-Sapling Drive wherein it distributed 100 free saplings to the student body to raise and nurture, and the Gir Forest trip which provided about 30 students the opportunity to connect with nature. The Club organized a cycling day-out to the Sabarmati Riverfront. It conducted a 'Reduce-Reuse-Recycle Drive' which involved collection of old clothes and notebooks and donating them to the NGO Goonj. The Club also explored the concept of bird walks around the campus to enhance the awareness about them. All in all, the club played its role in setting a path towards small behavioural changes in the everyday conduct of lives of the stakeholders and increases the accountability towards the environment.

### **Prayaas : An IIMA Social Initiative**

Prayaas has grown from 10 kids in 2003 to 110 kids

now (from class 1 to class 12). It sponsors their school fees and provides them supplementary classes in the evening for which it has hired five teachers. The mission statement of Prayaas is to provide quality education and wholesome childhood to underprivileged kids. Prayaas organized many activities throughout the year. It arranged two arts and crafts workshops in association with Finesse. The kids performed dance for the Independence Day with help by Footloose. Prayaas kids also performed dance for an event organized by Aproch, an Ahmedabad based NGO. The junior and senior kids put up a splendid dance performance at Chaos 2018.

The Joy of Giving Week was celebrated with full enthusiasm by Prayaas kids as well as the IIMA community in the first week of October. A "Wish Tree" event was organized where the wishes of each kid were fulfilled by someone from the IIMA community. A Day at IIMA was the flagship fundraising event where students from other colleges in Ahmedabad participated to experience one day in the student life at IIMA.

Prayaas launched the Guardian Angel Programme where one person could sponsor a kid's one year education. It provided detailed report card of the kid every month to the donor. A total of 66 donors were involved in this activity.

### **Public Policy Club**

The Public Policy Club conducted numerous activities throughout the year with the aim to cultivate an environment conducive to a better understanding of policy issues at the Institute and thereby help in making the student community more informed about policy matters. Among the most significant activities was the essay writing competition held in collaboration with PVCHR which witnessed active participation from the students.

A series of speaker sessions was held with lectures delivered by eminent persons in the field of public policy including Dilnavaz Variava, IIMA alumna, Prof. S.P. Kothari, academic luminary, Prof. Harsh Mander, former IAS, and Ms. Gauri Trivedi, former bureaucrat among others. The speakers shared their experience with the IIMA community and shed light on matters that was not in the public domain. The Club organized discussions on various important policy decisions (Addas) which involved students, executives, as well as faculty.

Satta was a flagship event organized by the Club in collaboration with The Red Brick Summit which saw participants from across the country. It was chaired by professors from GNLU and IIMA. These included case competitions related to issues of public policy and witnessed enthusiastic response. Policy Review, a monthly newsletter published by the club, included opinionated articles on current happenings and those of relevance to issues of public policy.

## ShARE

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

Last year, ShARE launched the 'I-Batch' competition (International Batch) which saw participation of 300+ global students. The Institute students participated actively in the 6-month long event. They have also been instrumental in revamping the ShARE global programme.

One senior member got selected as Campus ambassador for Valeo last September. The senior member team also undertook two global consulting projects this year, one in the construction sector and the other in the automotive sector. One member from the senior team has been selected for the ShARE World Seminar which is scheduled to be held in Cambridge. Plans have been made to mentor newer ShARE chapters across Asia and help this community grow strong throughout the world.

## SMILE

SMILE is covered elsewhere in this report; the student SMILE volunteers visit the centre and are involved in remedial education for weaker students and conducts extracurricular activities for the holistic development of children. The academics team battled issues such as language barriers and low academic capabilities to help students in improving their concepts and academic capabilities. Most members spent at least two hours every week teaching children of Standard VI-XII. To improve the skills of children, computer classes were introduced. Extracurricular activities

were conducted throughout the year like Quilling in collaboration with Finesse and Dance workshop in collaboration with Footloose. SMILE team organized community visits in and around Vastrapur region to raise awareness about the SMILE initiative. Field visits were also conducted regularly where volunteers met student families and emphasized the importance of education. A new initiative of working on Bottom-of-Pyramid projects emerged as a result of insights from community visits. Under this initiative, various self-help groups were identified and were guided on how to improve their business efficiency and turnover. Some of these projects were also passed on to CIIE for further development. SMILE organized a stall for Mahila Patchwork Samiti during The Red Brick Summit.

## Sports Committee

SportsComm began its year with the vision of instilling a sporting culture on campus. Yalgaar, the facchattucha sports tournament, being the first event of the year, achieved new heights as it saw an addition of six new sports. The new sports, including Kabaddi, Women Football, Hockey, and Kho-Kho, added extra exuberance to the event, while also preparing the incoming batch for the roles they would take up in the imminent events. The Institute also witnessed its first ever Poker tournament, which elicited unparalleled enthusiasm among the poker faces. The campus also witnessed its first ever league, called IIMA Premiere League (IPL), for sports like cricket, badminton, and football. IPL witnessed a fervent involvement by students, both during the auction and games, as managers and players. Another landmark event organized by SportsComm around this time was the Alumni Cricket match between batches of 2016 and 2017 versus the 1983 batch. SportsComm also undertook an initiative named "Learn a Sport", which was focused on those members of the IIMA community, who are eager and willing to learn a new sport, thus living up to its vision of promoting a sporting culture on campus.

## Stargazers

Stargazers in a special interest group which promotes amateur astronomy and organizes innovative and exciting events themed on cosmology, science fiction, space tech, physics, and philosophy. Night sky watching sessions were conducted to make people aware about light pollution and to tell them about

the various stars, constellation, planets, and other celestial bodies visible from the campus. Workshops on handling a telescope gave community members a hands-on experience to handle the telescope and mark planets like Jupiter, Saturn, and Venus.

The Club organized an astrophotography tour to Jaisalmer, a city with less light pollution as compared to Ahmedabad. The Club was honoured to have A.S. Kiran, Chairman of the Indian Space Research Organization, as the speaker during the TRBS. Stargazers also planned and executed the plan of taking Prayaas' kids to ISRO to gauge interest in astronomy as well as physics. Newsletters were published for the IIMA community, and a Space Strategy game was conducted on the theme of crash landing on Moon.

## Synergy

Synergy is a HR management special interest group started in 2017. Synergy organized HRQs training session for PGP1s. The event witnessed a footfall of 150+ students. The session was followed by HRQs mentor for the interested PGP1s. A Facebook page was launched in June 2017, and articles, videos, and posts were shared to update on the recent trends in HR and strategy.

Personnel Quiz series was organized during 2017-18 to refresh academic as well as general knowledge in HR and OB. A career workshop on change management by an Associate Partner at Aon was organized. The session provided insights on managing change and looking at business transformation from the people's perspective. Corpsim, a corporate simulation workshop, was conducted during Chaos by Raja Sekhar Reddy, founder of Innov and a 1994 batch alumnus. Through a series of indoor and outdoor activities, participants were exposed to the nuances of working in a team, leadership style, and challenges in working in the corporate world.

## TEDX IIM AHMEDABAD (RED DOT)

Red Dot, the TEDx SIG of IIMA, is a community of thinkers that aims to facilitate sharing of ideas and thoughts of relevance. The flagship event is the TEDxIIMAhmedabad summit, supported by year-round events like the WIMWIAN's Talk.

The Club initiated a mail-thread under a new initiative – 'TEDx speeches from the Vault' under which an

email suggesting a select TEDx video was sent across every Sunday to the IIMA community. Additionally, a new initiative called 'TED Quotes' was launched on the Facebook page of TEDxIIMAhmedabad. This would consist of popular quotes from past TED events around the globe.

## Student Activities:

- ▶ Student Panel Discussions – Two panel discussions were held during the year. The first was held on August 21, 2017. Eight participants were selected from among 15 applications for a discussion on the topic 'Does Stress Curtail Innovation?' The second panel discussion was held November 28, 2017. The topic was 'Is a Formal Education Degree a Necessity for the Success of an Individual?'
- ▶ WIMWIANS Talk – Modelled around a TEDx event, WIMWIANS Talk aimed to bring ideas, thoughts and philosophies from around the IIMA student community. There were 32 applications from among the PGP, FPM, PGPX & AFP programmes. The event was conducted in 2 rounds.

March 2018: With the hand-over of the office-bearer's post, owing to licensing issues of conducting an independently organized TEDx event while conducting non-TED activities on campus, a name-change process for the Club was initiated. It has been re-named as Red Dot, the phrase having an association with the TED brand.

## The Red Brick Summit

The inaugural edition of IIM Ahmedabad's flagship management symposium The Red Brick Summit (TRBS) took place from September 29 to October 2, 2017. TRBS housed the erstwhile Big Four – Insight,



Confluence, Amaethon, and ConneXions – to put forth a concerted, grand effort. It was organized around the theme of “Challenge, Innovate, Redefine”. Presented by the title sponsor TATA Trusts and associate sponsors Motilal Oswal, European Union, and CIIE, TRBS featured 20 business competitions, 14 workshops, 21 speaker sessions and panel discussions, a number of other activities, performances, and exhibitions that appealed to all age groups, all culminating in a footfall of over 20,000 from across the country.

The orators and panelists comprised stalwarts from the biz world to politicians, social activists and journalists. Deep Kalra, Founder and CEO of MakeMyTrip, an alumnus of the Institute; R.S. Sodhi, M.D., Amul; Dr. Harsh Kumar Bhanwala, Chairman of NABARD; Poonam Mahajan, Member of Parliament, Mumbai North Central; Dr. A.S. Kiran Kumar, Chairman of ISRO, Sagarika Ghose, journalist and news anchor, to name a few.

The business competitions were a huge hit, with close to 22,000 registrations for the 20 odd competitions. The participants slogged it out for the ₹ 18 lakh cash prizes. The events covered all spectrums of management, including finance, marketing, operations, product management, and entrepreneurship. There were competitions to identify solutions to live social issues (‘Parivartan’), B-plan competition with upto ₹ 1 crore of seed capital (Master Plan), Kotler’s Conundrum which was the ultimate challenge for marketers. Fourteen workshops in areas of supply chain, product management, stock markets, advertising and marketing, Game theory, social enterprise, and operations were organized over the four days. Conducted in collaboration with companies like Amazon, O&M, Uber, Pepsi, Mad Over Marketing, NCDEX, Motilal Oswal among others, these workshops invited over 4,200 registrations from the length and breadth of the country. Kaleido, the marketing fair, witnessed over 25 designers displaying their arts and crafts. Immersed inside was the disguised marketing fair, which saw 5 teams conduct market research for live consultancy projects from Times Now, Alpha mall and others.

One of the key initiatives taken by TRBS this year was the inception of the Innovation playground. It brought together 27 grassroots innovations across healthcare, agro-tech and sustainable development including Robotic sprayer for trees, Instant kidney test at ₹ 2, and portable ECG system. Tata Trusts, European Union, National Innovation Foundation, SRISTI, and GIAN partnered with the Institute to

give way to this dream. It was supplemented by a B-Plan competition for social innovation with cash prizes of ₹ 1 lakh.

Bringing another dimension to the fest, a performance of famed play ‘Yugpurush: Mahatma Ke Mahatma’ was arranged on the eve of Gandhiji’s birthday. TRBS Specials was live on all days, which thoroughly enthralled the audiences with music performances, dance numbers, games such as bingo, ad contests, and much more.

Rural Healthcare Foundation was given the TRBS Social Impact award for its outstanding contribution in the field of healthcare. TRBS 2017 stood true to its vision, of being a distinguished management symposium in the country.

## Women Leadership Society

The Women Leadership Society is aimed at supporting and highlighting women’s leadership and developing awareness regarding the need for diversity in leadership.

The society initiated the Baatchee sessions, a student-led discussion whose purpose is to discuss issues that are faced by women in the context of workplaces such as gender dynamics in organizations and recruitment practices. Several eminent speakers were hosted during the year such as Dilnavaz Variava, alumna from the first PGP Batch of IIMA, and Devleena Majumdar, HR head, Culture Machine, to learn about Culture Machine’s controversial first day of period leave policy.

During the year, the society also initiated the Inspiring IIMA series - An Online IIMA Photo Story Initiative modelled on Humans of New York aimed at highlighting the inspirational stories of those amongst on the campus whether students, professors, or staff. Three editions of Full Frontal, the newsletter of the Society, were released during the year.

The Women Leadership Summit was organized in collaboration with The Red Brick Summit, the annual management conclave. The keynote address was delivered by Poonam Mahajan, Member of Parliament. For Women’s Day, the society organized a campus-wide initiative to recognize phenomenal women on campus by sending them a message. Movies with strong female leads were also shown. The WLS team also visited the Saiyed Sultan Ahmed Muslim Yatimkhana, a girls’ orphanage in Ahmedabad.



## VIKRAM SARABHAI LIBRARY

The Vikram Sarabhai Library is committed to providing the widest possible access to information and this commitment is reflected in the range of its services. Its website <http://library.iima.ac.in> is linked to various online databases that are available from any networked computing device within the Institute. It has also launched an Android app for accessing its resources. It recently introduced the E-Book Reader Lending Service for its users. The Library spares no effort to acquire, organize, retrieve, maintain, and provide access to materials (print and non-print) and electronic resources that its members require.

### Resources

Particulars	No. of items added during the year 2017-18	Items as on 31.03.2018
Books	2,555	1,96,795
Bound Volumes of Periodicals	1,045	52,805
Working Papers	--	2,624
Thesis	16	364
Project Reports	95	2,282
Educational Video Cassettes	--	128
CDs / DVDs	64	2,527
Current Subscription to Journals	48	19,815
News Papers	--	2,580
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 Industry

ACE Equity (Offline), ACE Knowledge and Research, ACE Mutual Fund (Offline), Bloomberg,

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

### Economics and Statistics

CEIC database, CMIE – CapEx, CMIE - CapEx DX, CMIE – Commodities, CMIE - Economic Outlook, CMIE - Industry Outlook, CMIE - States of India, CMIE Trade DX, Datastream, District Metrics, DSI Data Service & Information, EPWRF Economic and Market Review and Research, EPWRF India Time Series, Indiastat.com, and MICA Indian Marketing Intelligence

### Datasets

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

## Legal

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

## Research Support Tools/Databases

Avoiding Plagiarism, COS Papers Invited, EBSCO American Doctoral Dissertations, 1933 – 1955, EBSCO Research Starters – Business, Grammarly, ProQuest Dissertations & Theses Full Text: The Humanities and Social Sciences Collection, Sage Research Methods Online, and Scival Funding (Funding Institutional), Scopus

## Newspapers and Magazines

Business Standard Newspaper Archive (1997 onwards), FT Archive (1888-2010), FT.com, India Business Insight (IBID), Magzter, New York Times/ NYTimes.com, Pressreader.com, ProQuest ABI/INFORM (Dateline, Global, Trade & Industry) (1971 - current), ProQuest Times of India Archive (from 1838-2008), The Economist (1997 onwards), The Economist - Historical Archive 1843-2014, Wall street Journal, EBSCO Newspaper Source Plus, EBSCO Newswires, and EBSCO Regional Business News

## E-Books

Business Expert Press E-Books, e-Bookcentral (ebrary : Academic Complete), EBSCO e-books collection, IMF e-Library, OECD Agriculture & Food, OECD iLibrary (Education), Taylor & Francis eBooks, World Bank eLibrary, and World eBook Library

## E-Journals

ABI/INFORM Complete (Dateline, Global, Trade & Industry) (1971 - current), Academic Search Premier, ACM Digital Library, Business Source Complete, EBSCO > EBSCOhost Web, Emerald Insight, Expert Insights Article, IEEE Xplore, IGI Global, Indian Journals.com, INFORMS PubsOnline, JSTOR, Nature: International Weekly Journal of Science, Oxford University Press, Project MUSE, ProQuest EconLit, ProQuest PsycARTICLES, SAGE Journals, Science Direct (Elsevier), Springer Link, Taylor and Francis Online, and Wiley Online Library



## Others

World Bank Data, Encyclopedia of Britannica, and Power Lingo Fx25

## Specialized Search Tools

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

## Services

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

## Publications

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

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

It has started NICMAN (National Information Centre for Management) membership in order to help/facilitate business/management related researchers in their research.

## WELFARE ACTIVITIES

### Annual Health Check-up

A general health check-up for the employees and their spouses who are above 35 years was organized by the Welfare Committee during April–July 2017 at Columbia Asia Hospital, Ahmedabad. A total of 382 employees and their spouses benefited from this activity.

### Summer Class for IIMA Community Children

The Welfare Committee organised summer classes for the IIMA community children from May 8 to June 13, 2017 in which different activities such as Art point workshop, Stone Art Workshop, and Dance Workshop were conducted. The committee also encouraged the community children to join summer classes held at AMA and VASCSC and reimbursed ₹ 600 per child participating in these classes. Thirty-seven community children participated in these classes.



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

Professor B.H. Jajoo had donated an amount of ₹ 25,00,000 to set up a fund for the medical needs of retired employees of the Institute. The sub-committee constituted by Professor Jajoo verifies the requirement of medical needs and distributes the amount to the retired employees with the help of the Welfare Committee. This year ₹ 1,34,750 was reimbursed to the retired staff members of Group C and D. The Scheme also sponsored annual general health check-up for retired Group C and D CPF employees. Around 17 ex-employees benefited from this initiative.

### Higher Education Loan for IIMA Community Children

The Welfare Committee, in its mandate to encourage community children to access higher education, has been providing interest free education loans up to ₹ 75,000. These loans are recoverable in ten equal monthly installments. This year three community children availed of this benefit.

### Educational Initiative: Conducting Tuition Classes

The Welfare Committee in association with an NGO, Samvaad, organized free tuition for children of Group C and D employees studying in classes Std. 1 to 8. At present 25 children are benefiting from this initiative.

### Sri Ramakrishna – Shrada Medical Fund

The Welfare Committee has created a medical fund in the name of Shri Ramakrishna Shrada Medical Fund, with a corpus of ₹ 5,00,000 contributed by Professor Shekar Choudhury and Ms. Saroja from the PGP 1990 batch. Earnings from the fund will cater to the medical needs of retired Group C and D employees and their spouses.



## Employees Birthday Celebrations

The Welfare Committee celebrated birthdays of employees by greeting them with birthday cards and sweet packets.

## Gujarati New Year celebrations

The Welfare Committee organizes a get-together to celebrate the Gujarati New Year. This year too it was organized on October 27, 2017 with lamps, flower decoration, fireworks, and distributing sweet packets to all those who were present.

## Institute Day Celebrations

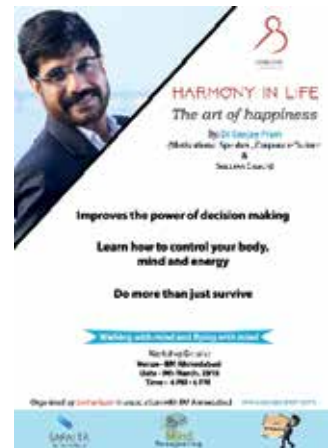
To commemorate the Institute's foundation day, the Institute Day is celebrated on December 11 year. Awards were presented by the Director to meritorious children and staff members to recognize their efforts and promote their talents. There were 64 awardees this year. A cultural programme was also organized in which community children, staff, and students performed.

## International Women's Day Celebrations

The Welfare Committee celebrated the International Women's Day on March 8, 2018. It arranged fun-filled activities for all the women employees of the Institute. Sweet packets, roses, and cards were distributed and a special lunch was hosted for all the 286 women working in the Institute.

## Other Activities

The Welfare Committee organized a workshop on "Harmony in Life" on March 9, 2018. It was conducted by Dr. Sanjay Prem, a motivational speaker and a life coach. The objective was to teach the participants how to overcome ups and downs in life, art of living correctly, and preserving the authenticity, innocence, calm and love in an individual's mind, body, and soul. Forty-three participants attended the workshop.









## APPENDICES

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## POST-GRADUATE PROGRAMME IN MANAGEMENT

### A1: Students in PGP

	PGP I	PGP II
<b>Joined the Programme</b>	<b>395</b>	<b>395</b>
(-) Discontinued	2	-
(-) Permitted/asked to rejoin in 2018	1	-
(+) Repeaters	-	-
(+) Permitted to rejoin in 2017	1	-
<b>No. in the First/Second Year</b>	<b>393</b>	<b>395</b>
(-) Asked to withdraw	-	1
(-) Asked to repeat	-	-
(-) Not Graduated due to non-completion of academic requirements (Double degree and General)	-	13
(-) Not Graduated due to non-completion of academic requirements	-	1
(+) Graduating from earlier year	-	-
(+) Students Graduated under Double Degree Programme		18
Total promoted/graduated	393	398

### A2: IIMA Students on Exchange Programme

Name of the exchange partner	2017-18 Outgoing	Name of the exchange partner	2017-18 Outgoing
<b>ASIA</b>		ESC Clermont (Old Names: France Business School and ESC Bretagne, France)	3
Antai College of Economics and Management, Shanghai Jiao Tong University	2	ESC Rennes School of Business, France	5
International University of Japan, Nigata, Japan	2	ESCP-EAP, Cedex	11
Keio Business School of Management, Keio University, Japan	2	ESSEC, Cedex	7
Graduate School of Management, University of Kyoto, Japan	1	ESSEC, Cedex, France - MS, MIA (for PGP-ABM)	5
Graduate School of Management, St. Petersburg University, Russia	1	European Business School (EBS), Oestrich-Winkel, Germany	2
Graduate School of Commerce (Waseda Business School) Waseda University Japan	2	HEC Lausanne, Switzerland	3
<b>EUROPE</b>		HEC School of Management, Paris, France	4
Aalto School of Economics and Business Administration, Helsinki	2	HHL-Leipzig Graduate School of Management, Leipzig, Germany	2
Catolica Lisbon, Lisbon	2	IESEG School of Management, France	3
Copenhagen Business School, Frederiksberg	3	Instituto de Empresa, Madrid, Spain (IE Buss School)	2
EDHEC, Cedex	7	Jonkoping International Business School, Jonkoping, Sweden	3
Emlyon Business School, France	5	Louvain School of Management, Belgium	3

## Contd. Appendix

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Name of the exchange partner	2017-18 Outgoing
Manchester Business School, Manchester, UK	2
Munster School of Business and Economics, Germany (MSBE)	2
Norwegian School of Economics, Norway	4
Pforzheim University of Applied Sciences, Pforzheim, Germany	4
Solvay Business School, Brussels, Belgium (Uni. Of Libre De)	4
Stockholm School of Economics, Stockholm, Sweden	3
Toulouse Business School, France (Name changed from ESC-Toulouse, Cedex, France)	3
University of Bocconi, Milano	5
University of Cologne, Koln	7
University of Maastricht, Maastricht, Netherlands	5
University of Mannheim, Mannheim, Germany	2
University of St. Gallen, St. Gallen, Switzerland	3

Name of the exchange partner	2017-18 Outgoing
Vienna University of Economics and Business Administration, Vienna	2
Warsaw School of Economics, Poland	4
WHU Koblenz Graduate School of Management, Germany	1
<b>NORTH AMERICA</b>	
The Kenan Flagler Business School, UNC Chapel Hill, North Carolina	1
University of Texas, Austin, Texas (McCombs School of Business)	1
Washington University (John M. Olin School of Business), St. Louis	1
<b>Total</b>	<b>136</b>
<b>Double Degree Programme</b>	
ESCP Europe, France	2
University of Bocconi, Milano,	7
HEC School of Management, Paris	2
European Business School, Germany	2
<b>Total</b>	<b>13</b>

## A3: Foreign Students on Exchange Programme

Name of the exchange partner	2017-18 Incoming
<b>ASIA</b>	
Graduate School of Management, University of Kyoto, Japan	2
Guanghua School of Management, Peking University, Beijing	1
School of Management, Fudan University, China	1
Graduate School of Management, St. Petersburg University, Russia	3
<b>AUSTRALIA</b>	
The University of Melbourne, Australia	1
<b>EUROPE</b>	
Aalto School of Economics & Bus. Administration, Helsinki	1

Name of the exchange partner	2017-18 Incoming
Copenhagen Business School, Frederiksberg, Denmark	4
EDHEC, Cedex, France	7
Emlyon Business School, France	6
ESC Rennes School of Business, France	7
ESCP-EAP, Cedex	1
ESSEC, Cedex, France	6
ESSEC, Cedex, France - MS, MIA (for PGP-ABM)	5
European Business School (EBS), Oestrich-Winkel, Germany	2
HEC School of Management, Paris	4
HHL-Leipzig Graduate School of Management, Leipzig	1



## Contd. Appendix

Name of the exchange partner	2017-18 Incoming
Instituto de Empresa, Madrid, Spain (IE Buss School)	2
Munster School of Business and Economics, Germany (MSBE)	2
Norwegian School of Economics , Norway	2
Solvay Business School, Brussels, Belgium (Uni. Of Libre De)	3
Stockholm School of Economics, Stockholm, Sweden	3
Toulouse Business School (Name changed from ESC-Toulouse) Cedex, France	1
University of Bocconi, Milano	5
University of Cologne, Koln	3
University of St. Gallen, St. Gallen	2
Vienna University of Economics and Business Administration, Vienna	3

Name of the exchange partner	2017-18 Incoming
<b>NORTH AMERICA</b>	
University of Texas, Austin, Texas (McCombs School of Business)	1
Washington University (John M. Olin School of Business), St. Louis	1
<b>SOUTH AFRICA</b>	
University of Capetown	2
<b>Total</b>	<b>83</b>
<b>Double Degree Programme</b>	
University of Bocconi, Milano	8
HEC School of Management, Paris	2
ESSEC Business School, France	1
European Business School (EBS), Oestrich-Winkel, Germany	1
<b>Total</b>	<b>12</b>

## Appendix A4: Scholarships

## Industry Scholarships: Batch 2016-18 (First Year)

Name	Scholarship
Prakhar Balasubramanian	Jet Age Finance Pvt. Ltd.
Soumyo Madhab Mitra	S.M. Shah
Shatrughan Singh Bhati	Infosys

Name	Scholarship
Anurag Poddar	ICICI
Mohit Pahuja	SBI Mutual Fund
Shivani Garg	IIMA Silver Jubilee/PGP 87 Batch/Faculty Memorial, AUDCO and IIMA

## IIMA Scholarships

- Patel Vinit Tushar
- Dornadula Revanth Reddy
- Gaurav Swaroop
- Farman Memon
- Rahul Mittal
- Rishikesh Bagri
- Akshay Kumar
- Uppala Sri Mukha Balaji
- Dalal Prerna Jawahar
- Umang Chandrakant Shah
- Priyanshi Garodia
- Visakh K.
- Abhay Goel
- Mudit Rustagi

## Contd. Appendix

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## Industry Scholarships: Batch 2016-18 (Second Year)

Name	Scholarship	Name	Scholarship
Abhay Goel	Mrs.Sharda Bhandari and Mr. P.K Rath	Farman Memon	S.M. Shah
Harsh Arora	Ajay Banga Ischol	Shobhit Shubhankar	IFCI Limited
Prakhar Balasubramanian	Ritu Banga Ischol	Dalal Prerna Jawahar	IFCI Limited
Anurag Poddar	Alok Mishra	Shreekar Ramesh	Monsanto and IIMA
Soumyo Madhab Mitra	Jet Age Securities Pvt. Ltd	Patel Vinit Tushar	Surrendra Paul & IIMA
		Umang Chandrakant Shah	Dun Bradstreet & IIMA

## IIMA Scholarships

- Shlok Satyam
- Sumit Tripathi
- Akshay Kumar
- Shah Nishant Manishbhai
- Ishan Jain
- Visakh K.
- Kapil Kumar Singh
- Prateek Bajpai
- Rohit Jaiswal

## Aditya Birla Scholarships

- Ayushi Mittal
- Ayush Garg
- Pranjal Mishra
- Ritika Chaudhury
- Vishal Kansal

## A5: Applications Received for PGP

Stages	Gender/ Total	General Category	Reserved Category				GMAT		Total
			NC-OBC	SC	ST	PwD	Indian Overseas	Supernumerary Qota	
Applicants to IIMA	Male	93468	19573	8657	2227	593	21	4	124543
	Female	50693	7614	3600	1085	119	8	2	63121
	Trans.		19						19
	Total	144161	27206	12257	3312	712	29	6	187683
Candidates called for interview	Male	379	236	114	69	37	11	3	849
	Female	128	68	37	22	7	2	1	265
	Total	507	304	151	91	44	13	4	1114
Candidates attended the interview	Male	372	230	105	63	35	10	2	817
	Female	126	64	36	19	7	2	1	255
	Total	498	294	141	82	42	12	3	1072

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

### B1: Applications Received for PGP-FABM

Category	Batch 2017-19				Batch 2018-20			
	Male	Female	Trans	Total	Male	Female	Trans	Total
General	66350	31244	0	97594	63381	31981	0	95362
NC-OBC	13904	4589	10	18503	14065	5086	13	19164
SC	6532	2499	0	9031	5974	2314	0	8288
ST	1630	677	0	2307	1472	670	0	2142
DA	450	81	0	531	422	73	0	495
<b>Total</b>	<b>88866</b>	<b>39090</b>	<b>10</b>	<b>127966</b>	<b>85314</b>	<b>40124</b>	<b>13</b>	<b>125451</b>
<b>Percentage</b>	<b>69.45</b>	<b>30.54</b>	<b>0.01</b>	<b>100</b>	<b>68.01</b>	<b>31.98</b>	<b>0.01</b>	<b>100</b>

### B2: PGP-FABM Admissions: 2018-2020

Particulars	Gender	General Category	Reserved Category					Total
			NCOBC	SC	ST	DA	GMAT	
CAT Takers	Male	98035	20752	9166	2387	621	-	130961
	Female	54641	8610	4020	1248	132	-	68651
	Trans	0	20	0	0	0	-	20
	<b>Total</b>	<b>152676</b>	<b>29382</b>	<b>13186</b>	<b>3635</b>	<b>753</b>	<b>-</b>	<b>199632</b>
Applicants to PGP-FABM	Male	63381	14065	5974	1472	422	-	85314
	Female	31981	5086	2314	670	73	-	40124
	Trans	0	13	0	0	0	-	13
	<b>Total</b>	<b>95362</b>	<b>19164</b>	<b>8288</b>	<b>2142</b>	<b>495</b>	<b>-</b>	<b>125451</b>
Candidates called for interview	Male	281	156	74	75	19	-	605
	Female	104	44	29	18	5	-	200
	Trans	0	0	0	0	0	-	0
	<b>Total</b>	<b>385</b>	<b>200</b>	<b>103</b>	<b>93</b>	<b>24</b>	<b>-</b>	<b>805</b>
Candidates attended the interview	Male	80	43	20	11	0	-	154
	Female	44	14	2	2	0	-	62
	<b>Total</b>	<b>124</b>	<b>57</b>	<b>22</b>	<b>13</b>	<b>0</b>	<b>-</b>	<b>216</b>

## Contd. Appendix

## B

## B3: Students in PGP-FABM 2017-18

	PGP-FABM I (2017-18)	PGP-FABM II (2017-18)
Joined the Programme	46	46
(-)Discontinued	01	--
(-)Permitted/asked to re-join in 2017	--	--
(+)Repeaters	--	02
Permitted to re-join in 2017	--	--
No. of the First/Second Year	45	48
(-)Asked to withdraw	Nil	01
(-)Asked to repeat	Nil	Nil
Not Graduated due to non-completion of academic requirements (Double Degree and General)	Nil	--
Not Graduated due to Academic indiscipline	Nil	Nil
Graduating from earlier year	Nil	01
Students Graduated under Double Degree Programme	Nil	Nil
Total promoted/graduated	45	47





## POST-GRADUATE PROGRAMME IN MANAGEMENT FOR EXECUTIVES

### C1: Profile of Students

Parameter	Average
GMAT	Around 700
Total work experience	8 years 6 months
International work experience	1 year 10 months
Age as on March 31, 2017	32 years 5 months

#### • International exposure

- 03 (2.61%) are international students. (2 Candidates through ITEC Scholarship) (1 each from Lesotho, Poland and United States)
- 14 (12.17%) are residing outside India, spread across six countries.
- 65 (56.52%) have international exposure in terms of work and studies.

#### • Academic background

- 8 (15.65%) have obtained their degree(s) from outside their home country.
- 33 (28.70%) have a higher qualification (Professional, Masters) than bachelors.
- 88 (76.52%) are engineers.
- 21 (18.26%) have graduated from IIT/NITs.
- The industry mix includes Academics and Education, Aerospace and Aviation, Consulting and Professional Services, Defense and Security, Energy / Power, Financial Services, FMCG (Durable and Non-Durable), Govt. Service and Public Sector Enterprise, Healthcare, Infrastructure, IT and IT Services, Manufacturing (Engineering / Process), Media and Entertainment, NGO, Retail, Shipping, and Telecom.
- 29 (25.22%) are women students

Industry Break-up	
Academics and Education	1
Aerospace and Aviation	1
Consulting and Professional Services	11
Defense and Security	1
Energy and Power	14
Financial Services	12
FMCG (Durable and Non-Durable)	1
Govt. Service and Public Sector Enterprise	6
Healthcare	4
Infrastructure	2
IT and IT Services	41
Manufacturing (Engineering / Process)	9
Media and Entertainment	2
NGO	1
Retail	5
Shipping	2
Telecom	2
<b>Total</b>	<b>115</b>

Functional Break-up	
Operations	18
IT based Project Management	16
Consulting	14
Sales and Marketing	11
General Management	10
IT Based Operations	6
Engineering and Maintenance	5
Finance and Accounting	5
Programming	4
Non-IT Based Research and Development	3
System Designing	3
Client Account Management	2
ERP Professional	2
HR	2
IT based Research and Development	2
Healthcare Professional	2
Quality Assurance/Quality Control	2
Software Maintenance	2
Non-IT based Project Management	1
Procurement	1
Others	4
<b>Total</b>	<b>115</b>

## Contd. Appendix

C

## C2: New Elective Courses

- Consulting in e-Governance
- International Business Environment and Global Strategy
- Macroeconomic Policy Framework and Prospects
- Marketing of Healthcare Products and Services
- Marketing Research
- Power, Politics, and Public Policy
- Quality Management
- Strategic Marketing Management
- Understand Bhagvad Gita: Managers' Dilemmas

## C3: Speaker Series

Name	Designation	Company	Industry
Sunil Handa	Serial Entrepreneur and venture capitalist	Fifth Veda Entrepreneurs	Pharma & FMCG
Yashish Dahiya	Co-Founder and CEO	Policy Bazar.com	E-commerce / Insurance
Akshay Kothari	Country Manager	Linked In	Social Media
Vishwavir Ahuja	MD and CEO	RBL BANK	Banking
Aparmeya Radhakrishna	Co-Founder	TaxiforSure	
Juergen Hase	CEO IoT business, Reliance	Unlimit	IoT
Anant Goenka	Executive Director	Indian Express Group	Media
Shashi Kant Sharma	Comptroller and Auditor General of India	Government of India	Government
Gurdeep Singh	Chairman and Managing Director	NTPC	Energy/Power
Ramachandran Muralidharan	Vice President and Head - Quality Assurance	Syntel Inc	IT services, IT consulting
Ambi Parmeshwaran	Brand Consultant		Marketing
Manish Gupta	Director – Digital Transformation	Master Card	IT services, IT consulting
VVS Laxman	Cricketer		Sports
Cyrus Mistry	Former Chairman Tata Grp	Ex-Tata Group	Infrastructure
Anu Aga	MD and Chairperson	Thermax	Manufacturing / Energy


**FELLOW PROGRAMME IN MANAGEMENT**
**GRADUATING FPM STUDENTS**

Name	Area	Thesis Title	TAC Members
<b>Aashish Argade</b>	Finance and Accounting	Choice Determinants and Comparative Evaluation of Agri-Output Marketing Channels : A Farmers' Perspective	Prof. Arnab K. Laha (Co-chair) Prof. Vijay Paul Sharma (Co-chair) Prof. Anand K. Jaiswal
<b>Akshay Milap</b>	Public Systems Group	Why are "Free" Policy Benefits Left on the Table?  Examining the Role & Cost-Effectiveness of Informational Assistance Strategies on Policy Non-Take-Up in India	Prof. Ankur Sarin (Chair) Prof. Navdeep Mathur Prof. Sharon Barnhardt Prof. Vaibhavi Kulkarni
<b>Avina Jenifa Mendonca</b>	Organizational Behaviour	Beauty Service Work as Dirty Work: Understanding Employees' Lived Experiences	Prof. Premilla D'Cruz (Chair) Prof. Ernesto Noronha Prof. Parvinder Gupta
<b>Biswajita Parida</b>	Marketing	An Experimental Investigation of Advertising Effectiveness in Roadblock Advertising	Prof. Arvind Sahay (Co-chair) Prof. Abhishek (Co-chair) Prof. Aruna Divya T.
<b>Debdatta Mukherjee</b>	Public Systems Group	Essays on Corporate Social Performance (CSP) and Corporate Social Responsibility (CSR): A Global to Firm Level Analysis	Prof. Amit Garg (Chair) Prof. Abhiman Das Prof. Satish Deodhar Prof. Sunil Maheshwari
<b>Deepak Bisht</b>	Economics	Explorations in Modeling and Forecast Assessment of Energy Derivatives	Prof. Arnab K .Laha (Chair) Prof. R H Dholakia Prof. Satish Deodhar
<b>Deepika Saluja</b>	Public Systems Group	A Process Evaluation of Rashtriya Swasthya Bima Yojana (RSBY) Enrolment Process: Lens of Accountability	Prof. Ankur Sarin (Chair) Prof. Sharon Barnhardt Prof. Ramesh Bhat Prof. Rama Mohan Turaga
<b>G.V. Radhakrishnan</b>	Public Systems Group	Private Sector Participation and Container Terminal Efficiency Issues and Evidence from India	Prof. G. Raghuram (Chair) Prof. R.H. Dholakia Prof. T.T. Ram Mohan Prof. Debjit Roy
<b>Kavitha Chetana Didugu</b>	Production and Quantitative Methods	Essays on Online Hyperlocal Food Service Marketplaces	Prof. Chetan Soman (Chair) Prof. Dirk Pieter Van Donk Prof. Sachin Jayaswal
<b>P.K.V. Kishan</b>	Economics	An Empirical Exploration of Education and Inequality – Three Essays	Prof. Abhiman Das (Chair) Prof. R.H. Dholakia Prof. Errol D'Souza

<b>Name</b>	<b>Area</b>	<b>Thesis Title</b>	<b>TAC Members</b>
<b>Pinaki Roy</b>	Marketing	A Strategic View of Refurbished Goods	Prof. Arnab K. Laha (Chair) Prof. Sanjeev Tripathi Prof. Neharika Vohra
<b>Poonam Rathi</b>	Production and Quantitative Methods	Change Point, Prediction and Classification with Functional Data	Prof. Arnab K. Laha (Chair) Prof. Chetan Soman Prof. Joshy Jacob
<b>Prasanna R.</b>	Production and Quantitative Methods	Hub Interdiction Problems: Models and Solution Approaches	Prof. Sachin Jayaswal (Co-chair) Prof. Ankur Sinha (Co-chair) Prof. Navneet Vidyarthi
<b>Saritha Sudharmma Vishwanathan</b>	Public Systems Group	Integrating Water and Energy Systems for India	Prof. Amit Garg (Chair) Prof. P.R. Shukla Prof. R.H. Dholakia
<b>Shuchi Srinivasan</b>	Public Systems Group	Essays on Frontline Workers' Motivation and Performance under Public Programmes: A Multi-Method Study	Prof. Ankur Sarin (Co-chair) Prof. Sharon Barnhardt (Co-chair) Prof. Ajay Pandey Prof. Dileep Mavalankar
<b>Suman Saurabh</b>	Finance and Accounting	Essays on Share Repurchases	Prof. Joshy Jacob (Chair) Prof. Arnab K. Laha Prof. Ajay Pandey



**POST-GRADUATE AND FELLOW PROGRAMMES: STUDENT STRENGTH**

	<b>Post Graduate Programme in Management</b>	<b>Post Graduate Programme in Food and Agri- Business Management</b>	<b>Post Graduate Programme in Management for Executives</b>	<b>Fellow Programme in Management</b>	<b>Total</b>
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
2015-16	790	92	85	80	1047
2016-17	790	92	90	85	1057
<b>2017-18</b>	<b>788</b>	<b>91</b>	<b>115</b>	<b>95</b>	<b>1089</b>



## PLACEMENT

### F1: Batch Profile

Educational Background	
Function	% of students
Engineering	79
Arts	3
Commerce and Business Administration	7
Science and others	11
Work Experience	
Duration	% of students
Fresher	34
0 – 1 year	25
1 – 2 years	25
2 – 3 years	12
3+ years	4

### F2: Offer Acceptance

Cluster	Acceptance
Cluster 1	63
Cluster 2	78
Cluster 3	48
PPO	112
Laterals	87
<b>Total</b>	<b>388</b>

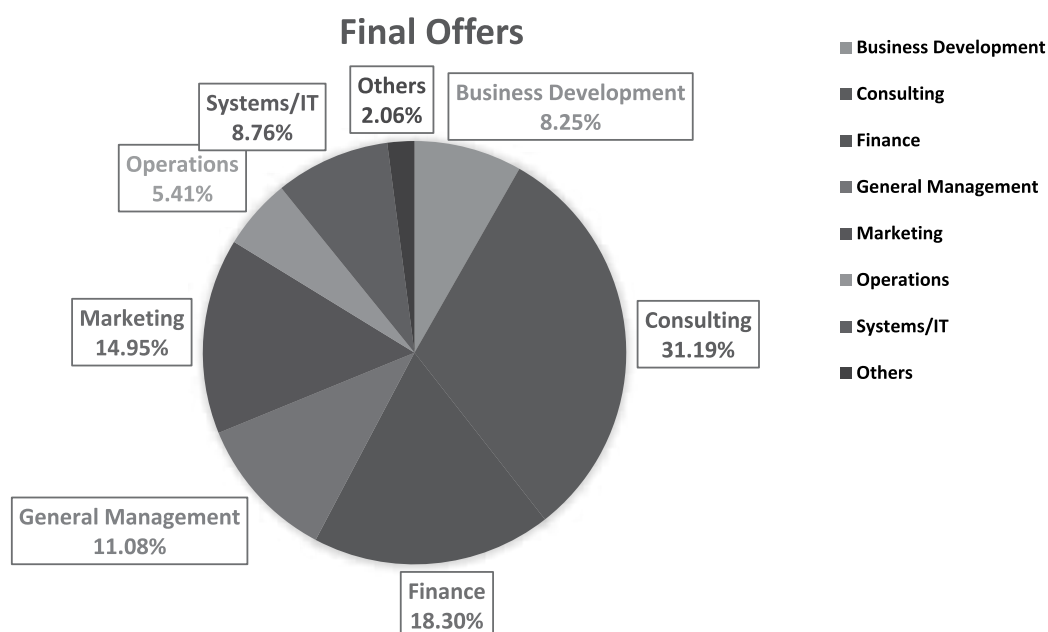
### F3: Top Recruiters

- ABP News
- Accenture Technology
- Adidas
- Alphonso
- Amplus Solar
- Coffee Day
- Cogoport
- Coromandel
- Deloitte India
- Drivezy
- Equirus
- Evolutionary Systems
- Flutura
- GulfTalent
- Indigo
- Indxx
- L&T Infotech
- LEK Consulting
- Magicpin
- Nykaa
- Optum
- Oyo Rooms
- Perfios
- DHFL Pramerica
- Protiviti Global
- Quarry
- Sapient Consulting
- Siemens Group
- Vector Consulting
- Vikram Solar
- Virinchi

### F4: Sector/Function-wise Placement

Sector	Final Offers	Percentage	Sector	Final Offers	Percentage
Business Development	32	8.25	Systems/IT	34	8.76
Consulting	121	31.19	Others	8	2.06
Finance	71	18.30	<b>Total</b>	<b>388</b>	<b>100</b>
General Management	43	11.08			
Marketing	58	14.95			
Operations	21	5.41			

## F5: Sector-wise Placement



## F6: Sector/Function-wise Placement Trends – Previous Years

Sector	2015		2016		2017		
	No.	% of Total	No.	% of Total	Sector	No.	% of Total
Sales/ Marketing (FMCG)	36	9.97	54	14.1	Marketing	63	16.32
Finance (Investment Banking, Markets, Banking & Financial Services, PE, VC, Investment Management & Hedge Funds)	57	15.79	66	17.23	Finance	66	17.10
Systems/ IT/ ITES	76	21.05	29	7.57	Systems/IT	42	10.88
Operations (Consumer Electronics, Telecom, Online services, Pharma, Medical & Healthcare)	23	6.37	10	2.61	Operations	20	5.18
Consulting	95	26.32	112	29.24	Consulting	103	26.68
Conglomerates	29	8.03	50	13.06	Business Development	27	7.00
General Management (Manufacturing, Engineering & Technology etc.)	35	9.7	27	7.05	General Management	48	12.44
Others (Media/Communications, Tourism, Logistics, Real Estate, Education Management, Environment & Energy, Oil & Gas, International Trade)	10	2.77	35	9.14	Others	17	4.40
<b>Total</b>	<b>361</b>	<b>100</b>	<b>383</b>	<b>100</b>	<b>Total</b>	<b>386</b>	<b>100</b>

## Contd. Appendix

## F

## F7: Sector wise Top Recruiters

Sector	Recruiter	Numbers Recruited	% to total acceptance (388)
Consulting	Accenture Strategy	18	4.64
	The Boston Consulting Group	14	3.61
	Bain & Company	13	3.35
	McKinsey & Company	12	3.09
BFSI	American Express	8	2.06
	FinIQ	6	1.55
	Yes Bank	6	1.55
	HSBC	5	1.29
	JP Morgan	5	1.29
Conglomerates	TAS	7	1.80
	Aditya Birla Group	3	0.77
IT & Systems	Microsoft	8	2.06
	L&T Infotech	5	1.29
	Paytm	5	1.29
Marketing	Airtel	8	2.06
	Hindustan Unilever	5	1.29
	Nestle	4	1.03
Business Development	Directi (Media.Net)	2	0.52
	Chiripal	2	0.52
Engineering/Tech	Cloudtail	2	0.52
	Ola	2	0.52
Operations	Amazon	14	3.61
	Lodha Group	5	1.29

## F8: Entrepreneurship

Name of Student	Entrepreneurial Idea
Gaurav Bagde	The basic product is a smart charging station which authenticates with the vehicle, identifies the vehicle, provides variable Voltage & Ampere range, load balancing and provides feedback to the grid.
Somesh Agarwal	
Bhanu Harish Gurram	Simplifying and aggregating information related to Stock Markets. The aim is to build an integrated platform that source, analyses and provides actionable insights in as few words as possible without any loss in clarity.
Pawan Kumar	
Shrehith Karkera	
Vaibhav Suranaa	Provide Food which takes the purest elements of nature and freeze-dries them to crispy perfection. Also striving towards a model for food sustainability in India, by applying cutting edge technologies to optimize the post-harvest supply chain.



## F

## Contd. Appendix

## F9: Sector wise Distribution of Summer Placement

Sector	No. of Placement
Automobiles	3
Banking, Financial Services and Insurance (BFSI)	64
Conglomerates	47
Consulting	119
Consumer Goods (FMCG)	56
Consumer Services	10
Development and Social Sector	8
Engineering/Technology	4
Entrepreneurship Sector	7
Environment & Energy	5
Govt. Enterprises	5
Information Technology (IT)	17
Logistics	1
Manufacturing	6
Media/Communications	2
Online Services	28
Pharmaceutical/Healthcare	7
Telecom	1
Telecommunications	8
<b>Total</b>	<b>398</b>

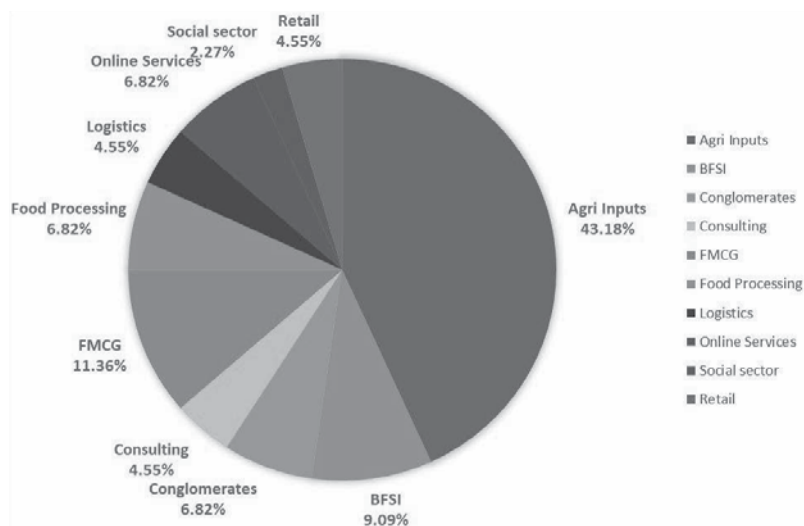
## F10: Classification of Placement Pool

Total number of students in Batch	46
Total number of students returning from Placement holiday	0
Total number of students eligible for Placements	46
Total number of students who opted out of placements	2
Total number of students seeking Placements through Institute	44

## F11: Offers Across Various Sectors

Sector	Number of students	Percentage
Agri Inputs	19	43.18
BFSI	4	9.09
Conglomerates	3	6.82
Consulting	2	4.55
FMCG	5	11.36
Food Processing	3	6.82
Logistics	2	4.55
Online Services	3	6.82
Social sector	1	2.27
Retail	2	4.55

## F12: Pictorial representation of offers across sectors



**F13: Classification of PGP-FABM Placement Pool**

Categories	Number
Total batch strength	45
Total students eligible for sitting in Summer Placements	45
Total students not eligible for sitting in Summer Placements	0
Total students eligible for sitting in Summer Placements	45
Seeking internship through the Institute	40
Not Seeking Internship through the Institute	4
Students who opted out of summer internship	1

**F14: Classification of PGP-FABM Internships Based on Sector**

Sector	No. of offers
Agri Inputs	14
BFSI	5
E-commerce	1
FMCG	8
Food Processing	5
Government	1
Information Technology (IT)	1
Logistics	1
Others*	4
Total	40

\*Others include 3 from social sector and 1 from Educational technology sector

**F15: Classification of PGPX Placement Pool**

<b>Total No. of Students</b>	<b>115</b>
Student opting for placement holiday to start own venture	1
Student seeking placement on their own (outside placement process)	11
ITEC Scholar (2) /Self Employed (2)	4
Students secured final offers through placement process	92
Students in-process	7

**F16: Classification of FPM Placement Pool**

<b>Total No. of Students</b>	<b>7</b>
Student opting for placement holiday to start own venture	0
Students secured final offers	0
Students with offers under consideration	0
Students yet to be placed	6
FPM students securing offer on their own	1

**F17: Details of Dates and Cohorts Covered in 2017**

Dates of Debriefing Sessions	Cohorts Covered
July 13, 2017	PE/VC, Retail Banking, Pharma, General Management, Marketing, Digital Marketing, Management Consulting, IT Consulting, Mavericks, Manufacturing, Social Sector
July 14, 2017	Corporate Finance, IBD, Markets, Analytics, Media, Sales, General Management, Consulting, Govt. Sector, Programme Management, Category Management

## EXECUTIVE EDUCATION PROGRAMMES

### Distribution of Participants

Programmes	No. of Programmes	No. of Participants			Total
		Public / Government Sector	Private Sector	Foreign	
General Management Programmes	3	21	101	72	194
New Programmes	8	98	91	3	192
Regular/Repeat Programmes	59	472	1053	46	1571
International Programmes	2	0	0	58	58
Armed Forces Programme	1	60	0	0	60
<b>Total</b>	<b>73</b>	<b>651</b>	<b>1245</b>	<b>179</b>	<b>2075</b>

### General Management Programmes

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
3TP: Emerging Leaders' programme July 23 - August 19, 2017	13	33	28	74
Transforming Small and Medium Enterprises October 1 - 14, 2017	0	25	0	25
3TP: Senior Leaders' Programme January 21 - February 10, 2018	8	43	44	95
<b>Total</b>	<b>21</b>	<b>101</b>	<b>72</b>	<b>194</b>

### New Programmes Offered

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
<b>Organizational Behaviour</b>				
Corporate theatre: Developing Creative Competencies through Storytelling and Film-Making April 24-26, 2017	2	17	0	19
<b>Finance and Accounting</b>				
Developing Commercial and Financial Skills for Strategic Business Decisions June 12 - 16, 2017	7	13	1	21
Investment Decisions & Behavioural Finance June 21 - 23, 2017	11	25	1	37
Corporate Hedging and Derivatives March 8 - 10, 2018	5	9	0	14
<b>Economics</b>				
Getting Infrastructure in PPPs Right July 3 - 07, 2017	32	7	0	39

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Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
<b>Information Systems</b>				
Big Data Analytics February 19 - 23, 2018	21	8	0	29
<b>Production and Quantitative Methods</b>				
Art and Craft of Decision Making March 19 - 21, 2018	15	10	0	25
<b>Public Systems Group</b>				
Intelligent Transport Systems March 19 - 21, 2018	5	2	1	8
<b>Total</b>	<b>98</b>	<b>91</b>	<b>3</b>	<b>192</b>

## Regular/Repeat Programmes Offered

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
<b>Business Policy</b>				
Transformational Leadership June 29 - July 01, 2017	13	37	1	51
Strategies for Winning International Markets July 27 - 29, 2017	5	17	1	23
Working Conference on Authority, Organisation, Strategies and Politics of Relatedness August 18 - 24, 2017	2	23	0	25
Leading Professional Services Firms August 20 - 25, 2017	0	23	0	23
Young Entrepreneurs Programme Module 1 : September 04 - 09, 2017 Module 2 : January 15 - 20, 2018	4	24	2	30
Strategies for Growth September 18 - 22, 2017	2	22	0	24
Discipline of Strategy Execution September 25 - 27, 2017	6	18	0	24
Contract Management October 09 - 13, 2017	15	10	0	25
Innovation, Corporate Strategy and Competitive Performance November 13 - 17, 2017	16	24	0	40
Organizational Leadership for 21st Century January 02 - 05, 2018	1	22	0	23
Innovation, Corporate Strategy and Competitive Performance ( Second Offer ) January 08 - 12, 2018	2	11	0	13



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Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
Transformational Leadership ( Second Offer ) January 22 - 24, 2018	12	53	1	66
Strategy Implementation January 29 - 31, 2018	8	23	3	34
Family Business: Organization, Strategies, Internationalization and Succession February 21 - 23, 2018	2	24	0	26
Cultivating Entrepreneurship in Organizations March 12 - 14, 2018	6	11	0	17
Doing Business Abroad March 21 - 23, 2018	1	29	0	30
<b>Communication</b>				
Taking People Along: Managing by Persuasion July 31 - August 05, 2017	12	22	2	36
The Winning Edge: Communication Strategies for Leaders September 18 - 23, 2017	14	22	0	36
<b>Economics</b>				
Leadership of Banks and Financial Institution - The Challenges Today November 14 - 18, 2017	16	3	0	19
<b>Finance and Accounting</b>				
Advanced Derivatives - Options June 09 - 11, 2017	1	12	1	14
Financial Analysis of Business August 28 - September 01, 2017	10	13	1	24
Advanced Corporate Finance November 06 - 11, 2017	8	7	2	17
Mergers, Acquisitions and Restructuring December 04 - 09, 2017	8	13	0	21
Strategic Cost Management January 16 - 20, 2018	10	16	0	26
<b>Information Systems</b>				
Managing IT Projects August 28 - September 02, 2017	7	11	0	18
Strategic IT Management for CIOs September 18 - 23, 2017	2	11	0	13
Visual Business Intelligence November 27 - December 01, 2017	6	15	0	21
<b>Marketing</b>				
Customer Based Business Strategies July 06 - 08, 2017	8	11	1	20
Developing and Managing Brands August 14 - 18, 2017	5	25	1	31
Pricing for Profit October 09 - 13, 2017	6	13	0	19

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Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
Customer Relationship Management November 20 - 25, 2017	17	17	0	34
Advanced Data Analysis for Marketing Decisions November 27 - December 02, 2017	3	17	0	20
B2B Marketing February 19 - 24, 2018	5	9	0	14
Enhancing Sales Force Performance March 05 - 09, 2018	11	29	8	48
<b>Organizational Behaviour</b>				
Leadership and Change Management September 11 - 15, 2017	14	21	1	36
Enhancing Leadership Capacities and Potential Among Professional Women October 30 - November 02, 2017	14	21	0	35
Interpersonal Effectiveness and Team Building January 08 - 11, 2018	17	14	0	31
<b>Human Resource Management</b>				
Talent Management for the 21st Century May 29 - June 02, 2017	7	13	0	20
Strategic Human Resource Management August 21 - 26, 2017	11	20	2	33
Advanced Human Resource Management December 04 - 09, 2017	27	20	2	49
Developing Internal Talent and Leadership February 01 - 03, 2018	14	24	4	42
<b>Production and Quantitative Methods</b>				
Strategic Analytics: Weaving Analytics into Decision Making April 24-28, 2017	6	14	1	21
Uncertainty, Complexity and Risks in Projects April 24-28, 2017	19	3	0	22
Revenue Management and Dynamic Pricing May 02 - 06, 2017	5	16	0	21
Advanced Analytics for Management July 17 - 22, 2017	16	27	1	44
Logistics Management August 07 - 11, 2017	4	14	1	19
Design Fundamentals of Operations Management August 21 - 25, 2017	0	13	0	13
Project Management September 04 - 09, 2017	19	19	1	39
Warehouse Design and Management September 11 - 15, 2017	14	10	2	26
Manufacturing Strategy October 02 - 07, 2017	1	20	1	22

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## Contd. Appendix

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
Supply Chain Management November 01 - 06, 2017	4	28	0	32
Restaurant Management November 27 - December 01, 2017	0	16	1	17
Workshop on Manufacturing December 07 - 09, 2017	2	16	0	18
Risk : Modeling and Management February 19 - 23, 2018	14	2	0	16
<b>Centre for Management in Agriculture</b>				
Agricultural Input Marketing January 15 - 20, 2018	2	6	2	10
<b>Centre for Management of Health Services</b>				
Hospital Management June 12 - 17, 2017	2	19	1	22
Clinical Laboratory Management October 11 - 13, 2017	3	9	0	12
<b>Public Systems Group</b>				
General Management for Shipping February 25 - March 03, 2018	1	18	2	21
<b>Ravi J. Matthai Centre for Educational Innovation (RJMCEI)</b>				
Strategic Leadership for Schools in a Changing Environment October 02 - 07, 2017	12	33	0	45
<b>Total</b>	<b>472</b>	<b>1053</b>	<b>46</b>	<b>1571</b>

## International Programmes

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
General Management Programme - 15, Dubai November 04, 2016 - June 10, 2017	0	0	33	33
General Management Programme - 16, Dubai March 31, 2017 - November 25, 2017	0	0	25	25
<b>Total</b>	<b>0</b>	<b>0</b>	<b>58</b>	<b>58</b>

## Armed Forces Programme

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
Armed Forces Programme October 12, 2017 to March 21, 2018	60	0	0	60
<b>Total</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>60</b>



## RESEARCH AND SEMINARS

### Ongoing Projects

Type of Project/Activity	Status		
	Projects Ongoing	Projects Initiated	Projects Completed
Small Research Project	31	13	4
Seed Money Project	16	14	2
Internship Projects Completed		50	
Seminars Organized by R and P		46	
Working Papers		24	

### Small Research Projects Initiated

- Combinatorial bandwidth packing: A branch-and –Price Algorithm (Professor Sachin Jayaswal)
- Who Owns Water: People or the Government (Professor Ajeet N. Mathur)
- Solving bilevel optimization problems through approximation of various mappings (Professor Ankur Sinha)
- People Management in India's Tourism and Hospitality: Current state and future challenges (Professor Miguel Sarrion)
- Understanding BOP customers' preference for package sizes (Professor Anand Kumar Jaiswal)
- Identifying a robust Public Engagement Model for India-with focus on the nuclear energy sector (Professor M.P. Ram Mohan)
- Hub-and-spoke Network Design under Interdiction Risk (Professor Sachin Jayaswal)
- Optimization of Customized Pricing with Multiple Overlapping Competing Bids (Professor Goutam Dutta)
- Handling hub interdiction under demand uncertainty through Robustness (Professor Ankur Sinha)
- Modelling human decision making through emerging machine learning methods (Professor Manish Aggarwal)
- Workplace bullying and age (Professors Premilla D'Cruz and Ernesto Noronha)
- Getting away with being bad: How social skills help deviant employees avoid being victimized by their supervisors (Professor Amit Nandkeolyar)
- Community, networks and business performance in India

### Seed Money Projects Initiated

- Effect of m-health interventions on community health workers (Professors Rajesh Chandwani & Ankur Sarin)
- An investigation into India's state-wise and sector-wise Greenhouse (Professors Rama Mohana Turaga & Anish Sugathan)
- HPWS and Union Commitment (Professor Promila Aggarwal)
- Exploring the Consumer Search, consumption and product Reviews Online (Professor Aruna Divya T.)
- The Relationship between Audit Committee Members' Attendance and Earnings Quality (Professor Naman Desai)
- The Moderating Impact of Authentic Leadership on the Relation between Entrepreneurial Orientation and Firm Performance (Professors Mukesh Sud & Sunil Sharma)
- Pricing Subscription Based Products and Services (Professor Aruna Divya T.)
- Violent-Humorous Ads: Appeal as a Function of Violence Saliency (Professor Akshaya Vijayalakshmi)
- Collective farming in Kerala: An emancipatory alternative to global capitalism (Professor George Kandathil)
- Impact of affirmative action for women on the bias against them (Professor Pritha Dev)
- Understanding the impact of co-shopper on in-store engagement and final purchase intentions (Professor Akshaya Vijayalakshmi)



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- Diversification of debt financing choices and firm performance in emerging market countries: Evidence from syndicated loan and bond markets (Professor Sanket Mohapatra)
- Changing dynamics of second hand tractor markets in Punjab-An institutional innovation perspective ((Professor Sukhpal Singh)
- Social Interactions: Increases or diminishes productivity (Professor Debjit Roy)

## Research Projects Completed

- Combinatorial Bandwidth Packing Problem: A Branch-and- Price Algorithm (Professor Sachin Jayaswal)
- Workplace cyberbullying: targets' interface with various online and digital media (Professors Premilla D'Cruz and Ernesto Noronha)
- Antecedents of teacher-driven innovation at the workplace (Professor Vijaya Sherry Chand)
- Teacher Innovative behaviour and noncognitive skill development among children in the public system (Professor Vijaya Sherry Chand)

## Seed Money Projects Completed

- Automated semantic analysis of economic text (Professor Ankur Sinha)
- High-performance work systems (HPWS) and Creativity (Professor Promila Agarwal)

## Research Project Withdrawn

- Asia's biggest Air Traffic Systems (ATS): A comparison of networks structure, dynamics and growth (Professor Hans Huber)

## Internship Projects Completed

	Faculty Guide
Developing a routine in gretl to carry out forecasting of financial and economic variables	Sebastian Morris
Introducing Electric Vehicles (cars) in India	Amit Garg
Experience of Schools and parents in the Implementation of the RTE	Ankur Sarin
Examining the Relationships between Networks, Firm Capabilities, Barriers to Innovation and Innovation Activity of Manufacturing SMEs in India	Vishal Gupta/ Rama Mohana Turaga
Examining the Role of Rewards for the Creativity-Innovation Relationship	Vishal Gupta
Identifying a Monetary Policy Rule in India	Abhiman Das
Monetary Policy and Deposit Growth	Abhiman Das
Transportation Systems	Sundaravalli Narayanaswami
Taylor rule:time-varying properties	Anindya S. Chakrabarti
Migration in 20th Century India	Chinmay Tumbe
Marketing in 20th Century India	Chinmay Tumbe
An Exploratory Study of Price Movements in Indian Hotel Industry using Power Divergence Statistics	Goutam Dutta
Mathematical modeling for time-of-use pricing in electricity using non-linear demand functions	Goutam Dutta
Literature review on social capital valuation	Rama Mohana R. Turaga
Enabling a Mobile Cloud Service: Data-Sharing in Ad-hoc Device-to-Device Mobile Networks	Kavitha Ranganathan
Evolution of Regulations Governing Investment Inflows and Outflows in India During 1947-2017: Survey	Sanket Mohapatra

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## H

	<b>Faculty Guide</b>
Institutional Entrepreneurship and the nature of Fields: Aadhar and Data Privacy in India	Mukesh Sud
Assessment of Dairy Value Chain Linkages and Farmer Behavior in Peri-Urban Hyderabad	Ranjan Kumar Ghosh
Creating a simulation for data analytics	Ankur Sinha
Developing method for determining market share in Root Beer Game	Sanjay Verma
A Dual Systems Approach for Mental Depreciation Durable Goods	Aruna Divya T.
Courts and Risk assessment of major projects (Kudankulam nuclear project, Mullaperiyar dam and GMOs)	M.P. Ram Mohan
Factors that Explain the growth of the Economy in recent times	Sebastian Morris
Education Innovation Bank: Decentralized professional development and quality enhancement in public schooling	Vijaya Sherry Chand
Book Writing Assistance	Arvind Sahay
The Balance Zone: A View of the Global Financial System	Arvind Sahay
Determinants of enrolment in the Rashtriya Swasthya Bima Yojana Scheme for Indian Slum Dwellers	Anand Kumar Jaiswal
Understanding determinants underlying the choice of provider in BoP settings in urban slums in India	Anand Kumar Jaiswal
Education Innovation Bank: Decentralized professional development and quality enhancement in public schooling	Vijaya Sherry Chand
Study of technology-based waste collection practices in Ahmedabad: Case of Let's Recycle	Vaibhavi Kulkarni
Agrarian Transformation in India	Poornima Varma
The History of Advertising	Chinmay Tumbe
Developing a technology solution for issues faced by PLHIV in India	Rajesh Chandwani
Developing a technology solution for issues faced by PLHIV in India	Rajesh Chandwani
Education Innovation Bank: Decentralized Professional development and quality enhancement in public schooling	Vijaya Sherry Chand
Purposive approach to statutory interpretation	M.P. Ram Mohan
Land Acquisition in Practice: A Review of Implementation by the States	M.P. Ram Mohan
Development of Demand Curve for an Household Electricity	Goutam Dutta
Pulses trade and marketing challenges	Poornima Varma
Examining the Relationships between Personality Factors and Leadership Effectiveness	Vishal Gupta
Unique Identity in India and role of Institutions	Mukesh Sud
Demand forecasting algorithms	Debjit Roy
Coding for network simulations of mobile ad-hoc networks	Kavitha Ranganathan
Simulatin study of Mobile ad-hoc network for rural customers	Kavitha Ranganathan
Evolution of Stock Prices in India	Chinmay Tumbe
Market response to Financial Distress	Jayanth R. Varma
Analyse best practices and strategies adopted by Startups in India	Amit Karna
Market microstructure of the Indian capital market	Sobhesh Kumar Agarwalla
Understanding whether traditional sanitation methods are viable alternative I comparison to their western counterparts or not	Anand Kumar Jaiswal
Developing a routine in gretl to carry out forecasting of financial and economic variables	Sebastian Morris

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## Working Papers during the period April 2017 – March 2018

WP Number	Title	Author(s)	Area
2017-04-01	Intra-Industry Trade and Labour Market Adjustment: Indian Manufacturing Sector.”	Poornima Varma and Akosh Issar	Economics
2017-04-02	Turning over a Golden- Leaf? Global Liquidity and Emerging Market Central Banks Demand For Gold after the Financial Crisis	Balagopal Gopalakrishnan and Sanket Mohapatra	Economics
2017-04-03	Vehicle Routing at a food service Marketplace	Didugu Kavitha Chetana; Soman, Chetan	P & QM
2017-05-01	A Study of the Evaluation of Nature and Narration of Brands in an Emerging Market	Koshy, Abraham; Narayanan, Priya	P & QM
2017-05-02	Transitions in currency denomination structure as supply disruption and demand distortion: Efficiency, Effectiveness and Bullwhip	Joshi Harit; Mukherjee, Saral	P & QM
2017-06-01	The Horror of Urban Development in India – Identifying The Real Issues	Morris, Sebastian	Economics
2017-07-01	Assessment of Density Forecast for Energy Commodities in Post-Financialization Era	Bisht Deepak; Laha, A.K.	Economics
2017-07-02	Pricing Option on Commodity Futures under String Shock	Bisht Deepak; Laha, A.K.	Economics
2017-07-01	Assessment of Density Forecast for Energy Commodities in Post-Financialization Era	Bisht Deepak; Laha, A.K.	Economics
2017-07-02	Pricing Option on Commodity Futures under String Shock	Bisht Deepak; Laha, A.K.	Economics
2017-08-01	Managing the Power Grid Ramping challenges critical to success of India’s Renewable Energy Targets	Annaluru, Rajeev; Garg, Amit	PSG
2017-08-02	New Approaches to Prediction using Functional Data Analysis	Laha, A.K.; Rathi, Poonam	P & QM
2017-08-03	Are the temperature of Indian cities Increasing?: Some Insights Using Change Point Analysis with Functional Data	Laha, A.K.; Rathi, Poonam	P & QM
2017-09-01	Globalization and Inequality- A Pathway Through Education	Kishan P.K.V.	Economics
2017-09-02	Vertical Integration, Market Structure and Competition Policy: Experiences of Indian Manufacturing Sector during the Post Reform Period	Basant, Rakesh; Mishra, Pulak	Economics
2017-10-01	Mathematical Modelling for Time-of-Use Pricing of Electricity in Monopoly and Oligopoly	Kaicker, Nidhi; Dutta, Goutam; Das, Debamanyu; Banerjee, Subhashree	P & QM
2017-11-01	Exploring Linkages between Innovation and public policy- challenges and Opportunities	Basant, Rakesh	Economics
2017-11-02	What Does Matched Bank-Firm Data Tell Us about the Moral Hazard in Lending Decisions of State-Owned Banks in India?	Gopalakrishnan, Balagopal	F & A
2018-01-01	Marketplace Options in an Emerging Economy Local Food Marketing System- Producers’ Choices, Choice Determinants and Requirements	Aashish Argade; Laha, A. K.	P&QM

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WP Number	Title	Author(s)	Area
2018-01-02	Indian Antecedents to Modern Economic Thought	Deodhar, Satish Y.	Economics
2018-01-03	Is the Past Still Holding Us Back? A Study on Intergenerational Education Mobility in India	Kishan P.K.V.	Economics
2018-01-04	Leadership and Management of Public Sector Undertakings in an Emerging Economy	Gupta, Vishal; Kulkarni, Swanand; Khatri, Naresh	OB
2018-02-01	Does Entrepreneurial Logic Impact Funding Evaluation of Startups?	Jain, Rajesh; Mendonca, Valerie; Vohra, Neharika; Sharma, Supriya	CIIE
2018-03-01	Grapevine or Informed Selection: Significance of Quality Attributes in India's Emerging Wine Market	Deodhar, Satish Y.; Singh, Swati; Tank, Nikita	Economics

## Research Seminars Organized at the Institute 2017-2018

Name of the Speaker & Affiliation	Seminar Title	Date	Organizer
<b>Prof. Shabana Mitra</b> IIM Bangalore	Wheels of power: Long-term effects of a one-time targeted program	April 10, 2017	R&P
<b>Prof. Shailendra C. Jain Palvia</b> Long Island University, New York	Global sourcing of services: Strategies, issues and challenges	April 11, 2017	R&P
<b>Dr. Lisa H. Rohrer</b> Georgetown University	Money and meaning in the Modern Law Firm	April 28, 2017	R&P
<b>Dr. Kannan Srikanth</b> Singapore Management University	Patently different? How the strength of patents at offshore destinations influences the nature of R&D offshoring by multi-national firms	June 22, 2017	BP
<b>Prof. Ridhi Arora</b> LM Thapar School of Management	The joint effects of personality and supervisory career mentoring in predicting occupational commitment	June 27, 2017	OB
<b>Prof. M.V. Anuradha</b> Great Lakes Institute of Management, Chennai	How can I know what I am until I see what I do: Exploring meaning making at work.	June 28, 2017	OB
<b>Prof. Shawn Cole</b> Harvard Business School	The promise & pitfalls of ICT for agriculture	July 14, 2017	R&P
<b>Prof. Romar Correa (Retd.)</b> University of Mumbai	Mumbai University Stock-Flow-Consistent Models and institutional variety	July 18, 2017	Economics
<b>Prof. Sushanta Mallick</b> Queen Mary University of London	Is financial inclusion good for bank stability? International evidence	July 24, 2017	R&P
<b>Dr. Radhika Joshi</b> FPM, IIM Bangalore	Social returns to education: Evidence from longitudinal data in Indonesia	July 25, 2017	PSG
<b>Prof. Pavel Chakraborty</b> JNU	Intellectual Property regimes, technology adoption and organization of firms	July 26, 2017	R&P
<b>Prof. Kanika Mahajan</b> Ashoka University	Why are fewer married women joining the work force in rural India? A decomposition analysis over two decades	August 04, 2017	R&P
<b>Prof. Bhaskar Dutta</b> Ashoka University	The formation of partnerships in social networks	August 17, 2017	R&P



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Name of the Speaker & Affiliation	Seminar Title	Date	Organizer
<b>Prof. Sitabhra Sinha</b> Institute of Mathematical Sciences, Chennai	Can we infer the "Laws" of Finance from big data	August 24, 2017	R&P
<b>Dr. Apoorva Javadekar</b> CAFRAL	Mutual Fund flows and fund's strategic behavior when investors are inattentive	September 04, 2017	R&P
<b>Dr. Jyotsana Belliappa</b> Srishti Institute of Art, Design and Technology, Bangalore	Cascading pedagogy: Developing critical consciousness & transferable skills whilst teaching gender studies	September 07, 2017	R&P
<b>Prof. Anindita Chakrabarti</b> IIT Kanpur	Who are the goldsmiths? Migrant artisans' guilds and the changing contours of goldsmithing in India	September 13, 2017	R&P
<b>Dr. Sanjay Chandrasekharan</b> HBCSE, Tata Institute of Fundamental Research	The impossible Optimization problem	September 15, 2017	R&P
<b>Mr. Vivek Astvansh</b> Doctoral Candidate, Ivey Business School, Western University, Canada	The role of customer-focused recall campaigns and channel quality in product recall effectiveness	September 18, 2017	Marketing
<b>Dr. Sian Lazar</b> University of Cambridge	The social life of Trade Union Politics in Argentina	September 19, 2017	R&P
<b>Dr. Pranay Ranjan,</b> Purdue University USA	Institutions and innovations for agricultural water management: Opportunities for policy learning from the US Midwest	September 20, 2017	CMA
<b>Prof. Anubhav Mishra</b> IIM Ranchi	I share therefore I am: A nature vs. nurture perspective on teenagers' eWOM intentions	September 21, 2017	Marketing
<b>Prof. Amit Nandkeolyar</b> Indian School of Business, Mohali	Getting away with being bad: How social skills help deviant employees avoid being victimized by their supervisors	October 03, 2017	OB
<b>Dr. Hari K. Nagarajan,</b> IRMA, Anand	Democratization, choice of health care provider, private health care expenditures and economic productivity in rural India	October 10, 2017	CMA
<b>Prof. Kushal Kishore</b> IIM Rohtak	Dynamic tax competition, home bias and the gain from non-preferential taxation regimes: A case for unilateral commitment	October 27, 2017	R&P
<b>Prof. Gopal Das</b> IIM Rohtak	"I" seek uniqueness and "WE" avoid risk: The role of consumer motivation in retail shopping	November 03, 2017	R&P
<b>Prof. Ashish Verma</b> IISc Bangalore	The Kumbh Mela Experiment (KME): Measuring and understanding the dynamics of mankind's largest crowd - Experiences from Kumbh Mela 2016 in Ujjain	November 07, 2017	R&P
<b>Prof. Arun Kumar</b> ISS New Delhi	Demonetization 2016 and Black Economy	November 07, 2017	R&P
<b>Prof. Arijit Chatterjee</b> ESSEC Business School	Affirmative sabotage: political agitation, science education, and entrepreneurship in Colonial India	November 08, 2017	R&P
<b>Prof. S.P. Kothari</b> MIT	High Non-GAAP earnings predict abnormally high CEO pay	November 09, 2017	R&P

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Name of the Speaker & Affiliation	Seminar Title	Date	Organizer
<b>Prof. Tiziana D. Matteo</b> King's College London	Multiscaling in Finance	November 10, 2017	R&P
<b>Dr. Dvora Yanow</b> Wageningen University	Constructing race and ethnicity: Category-making in public policy and administration – the cases of the US and Netherlands	November 16, 2017	R&P
<b>Prof. Manisha Priyam</b> NUEPA	From clients to citizens: Lessons from Brazil's Bolsa Familia for Delhi	November 17, 2017	R&P
<b>Prof. Preeti Tiwari</b> BITS, Pilani.	Assessment of antecedents affecting social entrepreneurial intentions: An empirical study in India	November 21, 2017	OB
<b>DR. Atanu Sinha</b> Adobe, Bangalore	Online Infomediary for one-of-a-kind services	November 27, 2017	R&P
<b>Prof. Matthias Kipping</b> York University, Canada	Working with management consultants – A health warning	November 27, 2017	R&P
<b>Dr. Reetika Khera,</b> IIT Delhi	Intergenerational effects of women's status: Evidence from joint Indian households	November 29, 2017	PSG/ Economics
<b>Mr. Samrat Gupta</b> Doctoral Candidate (FPM) at IIM Lucknow	An upper approximation based community detection algorithm for complex networks	December 04, 2017	IS
<b>Mr. Swanand Deodhar</b> PhD Candidate, Carlson School of Management, University of Minnesota	Did I really pull that off? Self-efficacy, uncertainty and instrumental tie dependency in online platforms	December 04, 2017	IS
<b>Prof. Markus Brueckner</b> Australian National University	Inequality and economic growth: The role of initial income	December 15, 2017	R&P
<b>Prof. Robert Fourer,</b> President, AMPL Optimization Inc. Professor Emeritus, Northwestern University	Optimization software and systems for Operations Research: Best practices and current trends	December 18, 2017	R&P
<b>Prof. Subhadip Roy</b> IIM Udaipur	Align celebrity endorsers with the products they represent, or with the consumers being targeted? The moderating role of consumer ethnocentrism	December 18, 2017	Marketing
<b>Dr. Anubhav Aanand Mishra</b> T. A. Pai Management Institute, Mangalore	Consumer responses to brand deletion	December 20, 2017	Marketing
<b>Prof. Suresh Muthulingam,</b> Pennsylvania State University	Does learning from inspections affect environmental performance? – Evidence from unconventional well development in Pennsylvania	December 22, 2017	R&P
<b>Prof. Shailendra Pratap Jain</b> Foster School of Business, University of Washington	Consumers' implicit theories influence evaluations of multi-product brand extensions	December 26, 2017	R&P
<b>Prof. Amalesh Sharma</b> Mays Business School, Texas A&M University	Investigating the impact of pace, rhythm, and scope of New Product Introduction (NPI) process on firm value	January 03, 2018	R&P

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Name of the Speaker & Affiliation	Seminar Title	Date	Organizer
<b>Prof. Anuradha Basu</b> San Jose State University	Prior startup experience, social networks, and transnational entrepreneurship in Silicon Valley	January 04, 2018	R&P
<b>Prof. Subhash C Ray</b> University of Connecticut	Economic measures of capacity utilization: A nonparametric cost function analysis	January 05, 2018	R&P
<b>Prof. Garima Sharma</b> Anderson School of Management, University of New Mexico	Different worlds together: How researchers and practitioners co-create knowledge	January 05, 2018	R&P
<b>Prof. Prasanjit Banerjee</b> University of Manchester	Politicians and their promises in an uncertain world: evidence from a lab-in-the-field experiment in India	January 09, 2018	R&P
<b>Prof. Budhaditya Gupta</b> University of Melbourne	A recombination-based internationalization model: findings from Narayana Health's journey from India to the Cayman Islands	January 11, 2018	R&P
<b>Prof. Anil Kumar Bera</b> University of Illinois at Urbana-Champaign (UIUC)	Spatial analysis: A helicopter tour (From the beginning to the frontier)	January 12, 2018	R&P
<b>Mr. Kiriti Kanjilal</b> Washington State University	Common pool resources with endogenous equity shares	January 15, 2018	Economics
<b>Dr. Deepa Rajagopalan</b> PhD, IIT Madras	Role of integrated communication in employer branding and its impact on employee-based brand equity (EBBE)	January 18, 2018	HRM
<b>Mr. Sourav B. Borah</b> Doctoral candidate, IIM Bangalore	Service recovery strategies in resource constrained environments	January 18, 2018	Marketing
<b>Prof. Nitika Garg &amp; Rahul Govind</b> UNSW, Sydney	Weather, affect, and consumption preference for hedonic and utilitarian products: The moderating role of gender	January 22, 2018	R&P
<b>Mr. Samarpan Nawn Doctoral</b> Candidate, IIM Calcutta	Do proprietary algorithmic traders withdraw liquidity during market stress?	January 30, 2018	F & A
<b>Mr. Ritesh Jain</b> Ph.D. candidate, Ohio State University.	Rationalizable implementation of social choice correspondences	January 31, 2018	Economics
<b>Mr. Saurabh Kumar</b> PhD Candidate, IIM Lucknow	Upper approximation based privacy preserving in online social networks	February 01, 2018	IS
<b>Mr. Rajesh Kumar Sinha</b> Doctoral Candidate IIM Kozhikode.	A monetary internal reference point for price-promotion: Non-fungible list price and price-promotion	February 1, 2018	Marketing
<b>Prof. Klaus Uhlenbruck,</b> University of Montana	Do families reduce or raise agency conflicts? The ratio of Board control to ownership	February 08, 2018	R&P
<b>Prof. P. Lahiri</b> University of Maryland, College Park	Big Data, Big Promise, Big Challenge: Can small area estimation play a role in the Big Data Centric World?	February 09, 2018	R&P
<b>Mr. Rajkamal Vasu,</b> Doctoral Candidate, Northwestern University	Auctions or negotiations? A theory of how firms are sold	February 9, 2018	F & A

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Name of the Speaker & Affiliation	Seminar Title	Date	Organizer
<b>Prof. Nidhi Agarwal</b> Foster School of Business, University of Washington	Health communications: Going from aversion to persuasion	February 13, 2018	R&P
<b>Prof. Rajiv Banker</b> Fox School of Business, Temple University	Cost Management Research	February 14, 2018	R&P
<b>Dr. Shalini Grover</b> University of Edinburgh.	Educated female domestic workers in contemporary India: New managerial roles, social mobility and persistent inequality	February 14, 2018.	OB/PSG
<b>Prof. Anupama Sharma</b> IIM Visakhapatnam	The other side of work engagement: A look at negative personal outcomes	February 15, 2018	OB
<b>Dr. Nishant Chadha</b> India Development Foundation, Gurugram	How long the shadow of the city? The impact of urbanisation on schooling	February 16, 2018	R&P
<b>Dr. Nishant Chadha</b> India Development Foundation, Gurugram	Linking literacy and mobile phone usage among women: Evidence from a women's adult literacy programme in India	February 16, 2018	R&P
<b>Mr. Srinivasan Murali</b> Graduate student, Ohio State University	Job specialization and labor market turnover	February 22, 2018	Economics
<b>Dr. Rajesh R.</b> IIT Madras	On sustainability, resilience and the sustainable-resilient supply networks	February 27, 2018	P&QM
<b>Dr. Matthew A.</b> Witenstein University of Redlands	Educational value in urban colleges of education in India	March 1, 2018	RJMCEI
<b>Dr. Monobina Mukherjee,</b> Sr. Water Resource Analyst, California	A spatial hedonic analysis of the value of groundwater to agriculture	March 08, 2018	R&P
<b>Prof. Asoo J. Vakharia,</b> University of Florida	Cross-market integration and sabotage	March 14, 2018	R&P
<b>Dr. Martin Rama</b> World Bank	Growth out of the blue: Nightlight and economic activity	March 14, 2018	R&P
<b>Dr. Gopalakrishnan Narayanamurthy</b> University of St.Gallen, Switzerland	Stickiness of penalties - An empirical investigation in healthcare context	March 20, 2018	P&QM
<b>Mr. Prashant Chintapalli</b> PhD Candidate UCLA Anderson School of Management	The impact of crop Minimum Support Prices (MSPs) on crop selection and farmer welfare in the presence of strategic farmers	March 21, 2018	P&QM





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**CASES, RESEARCH, AND CONSULTING**

<b>Year</b>	<b>Cases Completed (Cumulative)</b>	<b>Research Projects Completed (Cumulative)</b>	<b>Consulting Projects Completed (Cumulative)</b>
2008-09	3037	749	2272
2009-10	3050	791	2405
2010-11	3062	792	2510
2011-12	3068	793	2634
2012-13	3080	797	2708
2013-14	3169	814	2823
2014-15	3210	889	3356
2015-16	3849	889	3438
2016-17	3891	894	3492
<b>2017-18</b>	<b>3918</b>	<b>901</b>	<b>3528</b>

## Post GST, Customs duty on gold should go or be reduced substantially: Arvind Sahay

Arvind Sahay — professor of marketing and international business at the Indian Institute of Management, Ahmedabad puts forth his thoughts on the way the potentially volatile issue can be handled.

By: Jyotsna Bhargava | Published: May 21, 2017 8:39 AM

15 SHARES



The GST Council will meet in Ahmedabad on June 3 to including gold.

The GST Council will meet in Ahmedabad on a few items, including gold. Currently, there is a Centre's and states' view on taxing gold. While lowered to check smuggling, the states want it revenue. Chief economic adviser Arvind Subra on gold, as it would help lower the tax on: other hand wish to have a sub-2% GST on gold. Trade Federation has called for a 3.25% GST, but duty on the metal halved.

In an interview with Jyotsna Bhargava, Arvind and international business at the Indian Institute and also the head of the India Gold Policy Centre on the way the potentially volatile issue can be

What is the 'relevant transaction' concept for There are four primary transaction levels for g transaction. India imports 99% of the gold it co-nominated agencies (in 2016-17 it officially imp attracts a customs duty of 10%, and provides r- The sec- bullion tr- and from

The Hindu Business Line, Ahmedabad, 13 January 2018, p. 16

## Gold imports may drop to 650 tonnes this fiscal

Investors' shift to other asset classes reason for the dip

Year	Imports	Avg price	Exch rate
2013-14	685	1,411	60.77
2014-15	915	1,266	61.27
2015-16	968	1,310	65.60
2016-17*	660	1,250	65.90
2017-18*	650	1,257	64.60

Source: RBI, Kites, Market estimates. \* Estimated

This, according to industry experts, would still be manageable on the current account deficit front, thanks to lower global prices of the yellow metal as compared to what they were in 2013-14.

Speaking on gold import trends in India, Rajesh Khosla, Chairman Emeritus, IIM-GC, said that gold imports for the financial year 2017-18 may touch 650 tonnes — almost the same level as last

Experts state investment go to other asset with higher curb impor

level as that of last year. But the imports will still be manageable as the average international gold price has come down as compared to previous years," Khosla said.

According to Khosla, in the past, average international gold prices had touched \$2,000/oz, while this fiscal the average gold prices would hover around \$1,200-1,300. "It will be manageable as the spending on the im-ports will reduce and the over-



ports will come down. There-fore, there will be less burden on our pockets," added Khosla, who was in Ahmedabad for a conference on Gold and Gold Markets organised by the Indian Institute of Management-Ahmedabad on Friday.

Cut in duty unlikely Khosla, however, expressed his apprehensions over the possibility of a reduction in the import duty on gold, as widely demanded by jewellers and bullion traders. "We make stable revenues from GST, there doesn't seem any possibility of reducing import duty. There is no point in cutting government revenues from one source, be-cause the other source of income gets stable," he added.

Notably, the import duty on gold is 10 per cent, in addition to the Goods and Services Tax of 18 per cent. This higher import

## Embedding 'OECD Due Diligence Guidelines for Responsible Supply Chains of Minerals in India's Gold ecosystem'-Policy Perspective

Arvind Sahay, Head, India Gold Policy Centre, IIMA

Ruchi Agarwal, Manager, IGPC, IIMA

reasing uptake globally of the OECD development of programmes and their formal adoption in May 2011 by OECD. The guidance essentially integrates adopted by the Financial Action Task effective implementation of measures rief and terrorist financing. Industry approximately 90% of all refined gold is programmes designed to implement its guidance.



first start with some background on the subject.

OECD is a global standard towards responsible mineral supply chains. Trade and investment in natural mineral resources hold great potential for generating income, growth and prosperity, sustaining

## Relevance and Impact of Global Gold Policies on India's Gold Industry

Ruchi Agarwal, Manager India Gold Policy Centre (IGPC), IIMA



The Indian gold industry imports an average of 800 tonnes gold annually (worth \$ 40 billion - 1.8% of GDP) and has private holdings of gold estimated at over 25000 tonnes valued at about \$1 trillion. It employs more than 1 million people and its output is about 3% of GDP. The lion's share of gold imports is consumed for

foreign exchange earner contributing to about 13% exports worth about \$43 billion.

The key global gold policies that impact India's gold industry have been mapped as:

1. central banks holding of gold
2. policies relating to taxation on gold production and consumption in different countries
3. policies relating to customs duty and import and export of gold and
4. policies relating to use of gold as a currency and of exchange for price setting and selling.

1. To elaborate the context of central banks holding of gold and its significance, it is worth mentioning central bank's agreement on gold on 19th May 2014, the European Central Bank and 20 other central banks announced the signing of the Fourth Central Bank Gold

which applies as of 27 September 2014 is valid for the years with an understanding that the signatories do not have any plans to sell significant amounts of gold. At the end of 2015, central banks held around 31,400 tonnes of gold collectively, which is approximately one-fifth of all the gold ever mined. These holdings are highly concentrated in the advanced economies of Western Europe and North America, a legacy of the days of the gold standard. This means that central banks have immense power in the gold markets and have a commitment to being facilitators of stable markets, in particular where it involves their own investment behaviour. The agreements have provided the gold market needed transpar-

coment from banks that they've underpinned it. The agreement

## Post-2008, emerging markets go for gold

Only A Modest Rise in Reserves In India: Study

Ahmedabad: The quantity of gold reserves held by central banks in emerging market and developing economies (EMDEs) has gone up significantly after the global financial crisis in 2008. India, however, saw modest towards gold reserve holdings as compared to other emerging markets and economies such as Russia and China, states a study by Indian Institute of Management, Ahmedabad (IIM-A).

**IN RESERVE**

Country	2009-2015	2016-2015
China	800	1,700
Russia	500	1,500
India	305	500

countries such as Russia and China increased their gold holdings to go away with the possible risks to financial stability, especially gold 2008 crisis, and underlying imbalances that may result from the extraordinary loose monetary policies implemented in advanced economies," said Gopalakrishnan. The research

fact, gold accumulation continued even at the peak of the crisis. Global rise in international gold reserves and several countries are the factors were responsible for the increase in gold holdings among EMDEs. "While gold reserves went up, there change currencies/EMDEs in the first (dollar, yen, pound) (ru) declined from 84% in the same "Most of the same global currency was being used as an increase in EMDEs by Central banks countries pakrishnan

## Fool's GOLD

For gold monetisation schemes, poor marketing is a smaller problem than poor structure

THE INDIA GOLD Policy Centre, housed at the Indian Institute of Management, Ahmedabad, says poor marketing by the government was the reason behind the lack-lustre performance of the gold monetisation and gold coin schemes. The schemes were launched in November 2015 to capture that part of gold bought for investment purposes, and thereby cause a reduction in demand back its target for gold bonds this year. The IIM-A centre surveyed 1,000 individuals and found that just five knew about the government-sponsored gold schemes. While attractive in many ways, and this is a problem even a marketing blitzkrieg can't solve. Even though there was a 2.75% interest on the bonds in the first five tranches of fact they are, as structured at present, not liquid in the manner physical holdings are. The ease of holding gold, and anonymously, will fade with the limits on cash payments and inclusion of gold in GST, but the bonds scheme remains stilted in comparison. It is difficult to get investors interested given there is an eight-year lock-in—premature month before actual redemption. This means paper gold can't be notified a like physical gold often is. Besides, though these are tradeable if held in the demat form, these till they get them redeemed. And then, purchase/redemption is not at spot-price—price is fixed on the basis of the average of the past five days. This means the seller can't capture the gains from a sudden price-rise. With their sheen thus dulled, it is unlikely greater awareness can do the schemes much good.



**GLOBAL RANKINGS**

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

**FT.COM** Executive Education - Open - 2017  
FINANCIAL TIMES FT.com Business School Rankings - Custom PDF download

2017	2016	3-year average	School	Country
1	1	1	IMD	Switzerland / Singapore
2	2	2	Iese Business School	Spain
3	3	3	Harvard Business School	US
4	9	8	University of Oxford: Saïd	UK
5	4	7	University of Virginia: Darden	US
6	6	6	Center for Creative Leadership	Americas / APAC / EMEA
7	11	8	Insead	France / Singapore / UAE
8	13	11	ESMT Berlin	Germany
9	5	8	University of Michigan: Ross	US
10	12	13	London Business School	UK
11	7	8	Esade Business School	Spain
12	8	7	HEC Paris	France
13	15	14	Stanford Graduate School of Business	US
14	17	18	University of Pennsylvania: Wharton	US
15	10	12	Fundação Dom Cabral	Brazil
16	20	18	University of Toronto: Rotman	Canada
17	24	20	Columbia Business School	US
18	16	20	MIT: Sloan	US
19	14	13	University of Chicago: Booth	US / UK / Singapore
20	18	23	UCLA: Anderson	US
21	22	22	Ceibs	China
22	27	26	IE Business School	Spain
23	22	26	Henley Business School	UK
24	18	19	Essec Business School	France / Singapore
25	32	36	University of Cambridge: Judge	UK
26	25	24	Western University: Ivey	Canada / China
27	28	28	ESCP Europe	France / UK / Germany / Spain / Italy
28	38	31	University of St Gallen	Switzerland
29	31	32	Stockholm School of Economics	Sweden / Russia / Latvia
29	35	42	Boston University: Questrom	US
31	30	29	Thunderbird School of Global Management at ASU	US
32	-	-	Shanghai jiao Tong University: Antai	China
33	39	37	SDA Bocconi	Italy

34	26	29	Queen's University: Smith	Canada
35	21	25	Kaist College of Business	South Korea
36	40	39	Incae Business School	Costa Rica / Nicaragua
37	29	33	Vlerick Business School	Belgium
38	-	-	Peking University: Guanghua	China
39	34	35	Cranfield School of Management	UK
39	52	53	Ipade Business School	Mexico
41	48	46	Edhec Business School	France
42	37	41	Aalto University	Finland / Singapore
43	36	38	Ashridge Executive Education at Hult	UK
44	42	41	Caixa Lisbon School of Business and Economics	Portugal
44	46	44	University of British Columbia: Sauder	Canada
46	49	47	AGSM at UNSW Business School	Australia
47	44	49	Eada Business School Barcelona	Spain
48	69	-	University College Dublin: Smurfit	Ireland
48	32	38	York University: Schulich	Canada
48	44	48	NHH	Norway
48	50	50	Nyenrode Business Universiteit	Netherlands
52	46	49	University of Pretoria: GIBS	South Africa
53	41	46	Melbourne Business School	Australia
54	54	51	Inspira	Brazil
55	43	46	EM Lyon Business School	France
56	53	58	National University of Singapore Business School	Singapore
57	63	60	Nova School of Business and Economics	Portugal
58	72	-	Rotterdam School of Management, Erasmus University	Netherlands
59	51	50	Universidad de los Andes	Colombia
60	59	61	University of Alberta	Canada
61	62	60	USB Executive Development	South Africa
62	66	66	Tias Business School	Netherlands
63	56	59	Grenoble Ecole de Management	France
64	57	58	Indian Institute of Management Bangalore	India
65	65	64	Solvay Brussels School of Economics and Management	Belgium
66	67	-	Indian Institute of Management Ahmedabad	India
67	61	61	IAE Business School	Argentina

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

## FT.COM Executive Education - Customised - 2017

FINANCIAL TIMES FT.com Business School Rankings - Custom PDF download

2017	2016	3-year average	School	Country
1	1	1	Iese Business School	Spain
2	4	4	IMD	Switzerland / Singapore
3	3	3	Duke Corporate Education	US / UK / South Africa
4	6	6	SDA Bocconi	Italy
5	14	12	Harvard Business School	US
6	5	5	London Business School	UK
7	2	4	HEC Paris	France
8	9	11	Shanghai jiao Tong University: Antai	China
9	8	9	Insead	France / Singapore / UAE
10	7	8	Center for Creative Leadership	Americas / APAC / EMEA
11	20	19	ESMT Berlin	Germany
12	13	11	University of North Carolina: Kenan-Flagler	US
13	16	-	Stanford Graduate School of Business	US
14	12	14	National University of Singapore Business School	Singapore
15	-	-	Georgetown University: McDonough	US
16	28	26	Fundação Dom Cabral	Brazil
17	15	19	Essec Business School	France / Singapore
18	11	11	Mannheim Business School	Germany
19	20	17	Ipade Business School	Mexico
20	26	26	University of Michigan: Ross	US
21	10	14	Cranfield School of Management	UK
22	29	23	Edhec Business School	France
23	19	21	Ashridge Executive Education at Hult	UK
24	27	26	ESCP Europe	France / UK / Germany / Spain / Italy
25	32	32	Incae Business School	Costa Rica / Nicaragua
26	17	20	MIT: Sloan	US
26	23	24	University of Oxford: Saïd	UK
28	31	32	Universidad de los Andes	Colombia
29	18	20	Esade Business School	Spain
30	-	-	Emory University: Goizueta	US
31	40	36	University of Virginia: Darden	US
32	24	25	Thunderbird School of Global Management at ASU	US
33	33	36	Vlerick Business School	Belgium
34	22	23	University of Chicago: Booth	US / UK / Singapore

35	33	32	Henley Business School	UK
36	45	-	University of Tennessee: Haslam	US
36	25	28	Babson Executive Education	US
38	30	33	Stockholm School of Economics	Sweden / Russia / Latvia
39	51	-	York University: Schulich	Canada
40	39	42	University of Pennsylvania: Wharton	US
41	45	46	University of Pretoria: Gibs	South Africa
42	37	39	University of St Gallen	Switzerland
43	42	43	Peking University: Guanghua	China
44	42	45	EMLyon Business School	France
45	41	46	Católica Lisbon School of Business and Economics	Portugal
46	36	43	Alliance Manchester Business School	UK
47	35	36	Melbourne Business School	Australia
48	38	40	Ceibs	China
49	58	-	Fundação Getulio Vargas - EAESP	Brazil
50	-	-	Warwick Business School	UK
51	52	51	Inspira	Brazil
52	55	58	University of Cambridge: Judge	UK
53	49	49	Western University: Ivey	Canada / China
54	52	57	Irish Management Institute	Ireland
55	61	58	Aalto University	Finland / Singapore
56	47	53	Indian Institute of Management Bangalore	India
57	56	59	BI Norwegian Business School	Norway
58	54	58	Eada Business School Barcelona	Spain
59	48	48	UCLA: Anderson	US
60	-	-	City University: Cass	UK
61	50	51	Columbia Business School	US
62	63	65	Nova School of Business and Economics	Portugal
63	74	73	Indian Institute of Management Ahmedabad	India
64	59	63	Tias Business School	Netherlands



## INTERNATIONAL RANKINGS: FINANCIAL TIMES MASTERS IN MANAGEMENT 2017 RANKING

**FT .COM** Masters in Management 2017

FINANCIAL TIMES

FT.com Business School Rankings - Custom PDF download

2017	2016	School name	Country	Programme name	Weighted salary (US\$)
1	1	University of St Gallen	Switzerland	MA in Strategy and International Management	114,449
2	2	HEC Paris	France	HEC MSc in Management	99,145
3	7	IE Business School	Spain	Master in Management	91,189
4	6	London Business School	UK	Masters in Management	85,262
5	3	Essec Business School	France / Singapore	MSc in Management	89,067
6	4	ESCP Europe	FR / UK / DE / ES / IT	ESCP Europe Master in Management	78,215
7	9	WHU Beisheim	Germany	MSc in Management	106,172
8	9	Esade Business School	Spain	MSc in International Management	74,869
9	-	Cems	See table note	Cems Masters in International Management	76,333
10	11	Università Bocconi	Italy	MSc in International Management	75,423
11	5	Rotterdam School of Management, Erasmus University	Netherlands	MSc in International Management	79,248
12	14	University of Mannheim	Germany	Mannheim Master in Management	93,478
13	8	WU (Vienna University of Economics and Business)	Austria	Master in International Management	71,005
14	20	Imperial College Business School	UK	MSc in Management	66,276
15	22	University College Dublin: Smurfit	Ireland	MSc in International Management	68,905
16	15	Edhec Business School	France	Edhec Master in Management	68,708
17	17	Nova School of Business and Economics	Portugal	International Masters in Management	56,067
18	38	City University: Cass	UK	MSc in Management	71,201
19	30	HEC Lausanne	Switzerland	MSc in Management	74,710
20	21	HHL Leipzig Graduate School of Management	Germany	MSc in Management	99,047
21	16	Indian Institute of Management Ahmedabad	India	Post Graduate Programme in Management	116,476

## INTERNATIONAL RANKINGS: FINANCIAL TIMES GLOBAL MBA RANKING 2018

**FT.COM** Global MBA Ranking 2018  
FINANCIAL TIMES FT.com Business School Rankings - Custom PDF download

Rank in 2018	3 year average rank	School name	Country	Weighted salary (US\$)	Salary percentage increase
1	3	Stanford Graduate School of Business	US	214,742	114
2	1	Insead	France / Singapore	177,157	105
3	3	University of Pennsylvania: Wharton	US	190,826	96
4	4	London Business School	UK	167,897	109
5	4	Harvard Business School	US	192,133	102
6	8	University of Chicago: Booth	US	174,153	118
7	7	Columbia Business School	US	177,680	103
8	12	Ceibs	China	162,858	168
9	10	MIT: Sloan	US	173,095	98
10	10	University of California at Berkeley: Haas	US	176,167	104
11	12	Iese Business School	Spain	148,480	126
12	12	Northwestern University: Kellogg	US	168,608	103
13	9	University of Cambridge: Judge	UK	162,143	100
14	14	HKUST Business School	China	158,119	112
15	16	Yale School of Management	US	166,458	114
16	19	Dartmouth College: Tuck	US	170,706	110
17	25	Cornell University: Johnson	US	161,029	123
18	25	National University of Singapore Business School	Singapore	143,917	134
19	21	Duke University: Fuqua	US	156,876	101
20	20	Esade Business School	Spain	143,542	119
21	19	HEC Paris	France	135,858	105
22	25	Nanyang Business School	Singapore	132,288	125
23	20	New York University: Stern	US	153,182	107
24	19	IMD	Switzerland	156,908	79
25	30	UCLA: Anderson	US	160,487	107
26	23	University of Michigan: Ross	US	153,938	114
27	29	University of Oxford: Saïd	UK	145,537	99
28	28	Indian School of Business	India	148,974	164
29	25	SDA Bocconi	Italy	120,151	117
30	38	Georgetown University: McDonough	US	141,008	113
31	28	Indian Institute of Management Ahmedabad	India	175,801	101

INTERNATIONAL RANKINGS: QS GLOBAL MBA RANKINGS 2018



RANK	UNIVERSITY	CITY	LOCATION
1	Harvard	Boston (MA)	USA
2	INSEAD	Fontainebleau Singapore	France
3	HEC Paris	Jour-en-Josas	France
4	Stanford	Stanford (CA)	USA
5	London Business School	London	UK
6	Penn (Wharton)	Philadelphia (PA)	USA
7	MIT (Sloan)	Cambridge (MA)	USA
8	Columbia	New York (NY)	USA
9	Oxford (Saïd)	Oxford	UK
10	IE Business School	Madrid	Spain
11	UC Berkeley (Haas)	Berkeley (CA)	USA
12	Chicago (Booth)	Chicago (IL)	USA
13	UCLA (Anderson)	Los Angeles (CA)	USA
14	Northwestern (Kellogg)	Evanston (IL)	USA
15	Michigan (Ross)	Ann Arbor (MI)	USA
16	Imperial	London	UK
17	ESADE	Barcelona	Spain
18	Yale	New Haven (CT)	USA
=19	Cambridge (Judge)	Cambridge	UK
=19	NYU (Stern)	New York (NY)	USA
21	IMD	Lausanne	Switzerland
22	SDA Bocconi	Milan	Italy
23	Duke (Fuqua)	Durham (NC)	USA
24	IESE Business School	Barcelona	Spain
25	Erasmus (RCM)	Rotterdam	Netherlands

26	Copenhagen Business School	Copenhagen	Denmark
27	ESSEC	Paris Singapore	France
28	CERIS	Shanghai	China
29	ECHEC	Nice	France
30	Texas (McCombs)	Austin (TX)	USA
31	Vlerick	Brussels	Belgium
32	Boston (Questrom)	Boston (MA)	USA
33	Indiana (Kelley)	Bloomington (IN)	USA
34	Melbourne Business School	Melbourne	Australia
35	Carnegie Mellon (Tepper)	Pittsburgh (PA)	USA
36	Cornell (Johnson)	Ithaca (NY)	USA
37	USC (Marshall)	Los Angeles (CA)	USA
38	University of Hong Kong	Hong Kong SAR	China
39	AGSM at UNSW	Sydney	Australia
40	Cranfield	Cranfield	UK
41	Warwick	Coventry	UK
42	NUS	Singapore	Singapore
43	Toronto (Rotman)	Toronto (ON)	Canada
=44	Dartmouth (Tuck)	Hanover (NH)	USA
=44	Mannheim	Mannheim	Germany
46	Virginia (Darden)	Charlottesville (VA)	USA
47	Michigan State (Eli Broad)	East Lansing (MI)	USA
48	Western (Owen)	London (ON)	Canada
49	IM Ahmedabad	Ahmedabad	India
50	Illinois (Urban-Champaign)	Champaign (IL)	USA

Contd. Appendix

INTERNATIONAL RANKINGS: QS MASTERS IN MANAGEMENT RANKINGS 2018



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

\*Notes



## ALUMNI CHAPTER ACTIVITIES

Date	Chapter	Events	No. of Alumni Attended	Remark
April 24, 2017	Chennai	Conversation with Lakshmi Narayan	50	Maruthi Raj, PGP 2013 and K C John, PGP 1988 submit their account of The Chennai Chapter which hosted Kiran Karnik, PGP 1968 in a conversation with Lakshmi Narayanan, founder and Vice Chairman, Cognizant Technology Solutions on April 24, 2017, in partnership with Madras Management Association regarding innovative uses of existing resources given birth by situational and/ or circumstantial reasons.
April 28, 2017	Singapore	Cocktails with the High Commissioner of India to Republic of Singapore	50+	The first event of the year was addressed by His Excellency Jawed Ashraf, (PGP 1986), who moved to Singapore from the Prime Minister's Office (PMO), and gave us a fresh and incisive insight into India from the corridors of power.
May 6, 2017	Bhubaneswar	Election	16	The new office bearers were elected unanimously. It was decided to have regular quarterly chapter meetings and also to have a seminar at Ramdevi Women's the theme of 'Management Education at IIMs'.
May 13, 2017	Jaipur	Synchrony 2017	10	The Jaipur Chapter organised and took part in the Synchrony 2017, which allowed the newly recruited fresher's to interact with senior students, alumni and faculty alike.
May 13, 2017	Mumbai	Synchrony 2017	160	The best part of Synchrony is the sheer energy level and raw enthusiasm of the youngsters raring to go and explore the world.
May 26, 2017	Singapore	Synchrony 2017	65+	The synchrony event was combined with a pub-night and quiz contest.
May 27, 2017	Chennai	Synchrony 2017	120	The IIMA Alumni Chapter in Chennai was honoured to have Ashish Nanda, Director of IIMA, Rakesh Basant, Dean Alumni and external relations and Ajit Motwani, Head Development Office responsible for spearheading restoration of Heritage Campus. His utter sincerity and genuine interest in connecting with us, are obvious with each visit which is much appreciated. Ashish said that he was humbled to have had the opportunity to stand on the shoulders of giants like Ravi J Matthai, Samuel Paul, I G Patel and string of inspirational teachers and felt happy with the progress trajectory under his watch at IIMA. He went on to assess the achievements and the challenges for the alma mater. Connect, Research, Practice, Policy, Alumni, Community, Nurture and Grow. Ashish made a beeline for the table with the bacchas much to their great thrill and delight.

## Contd. Appendix

## M

Date	Chapter	Events	No. of Alumni Attended	Remark
June 28, 2017	Singapore	India & China Geopolitical Realities	NA	The first Speaker, Jawed Ashraf, covered the range of interaction between China and India, particularly economic and military in the region. Fascinating discussion on the real politics of how economic and military power can be harnessed to achieve unstated long-term objectives.
July 1, 2017	Chennai	Discussion with Lawer V B R Menon (PGP 1982)	10	Discussion with V B R Menon on use of Public Interest Litigation to make rule of law more effective. This and much more formed part of discussion to enlighten the members about his yeoman service to the society and the use of PIL to improve governance and accountability.
July 6, 2017	London	Fireside Chat	40	The London Chapter of IIMA Alumni hosted a Fireside Chat with Dr. S Y Quraishi, former Chief Election Commissioners of India on July 6, 2017. Dr. Aurashi revealed the incredible challenges in hosting the world's largest event- the Indian General Elections, and what is stopping the world's largest democracy from becoming the greatest. He expressed his view on world affairs and democratic processes in the UK and the USA, and how India is similar yet dissimilar from other democracies.
July 24, 2017	Chennai	Leadership Lecture	45	The IIMA Alumni Association Chennai Chapter invited Dr. Gopichand Katragadda, Group Chief Technology Officer. TATA Sons to deliver Leadership Lecture on 'Pioneering through Innovation: an Industry Perspective'.
July 25, 2017	London	Conversation on Human Rights in India	25	The conversation led by Salil Shetty, Secretary General of the organisation and PGP 1983 was moderated by journalist and author Sidin Vadukut (PGP 2005). Both Alumni on stage were seen shedding a surreptitious tear. It was stimulating, entertaining and ultimately moving evening. And the alumni like Salil Shetty are helping things better.
August 21, 2017	Chennai	Discussion and Book Launch	40	The Chennai Chapter convened a panel discussion on New Product Development in collaboration with the Madras Management Association.
August 24, 2017	Mumbai	Farewell Function for Dr. Shubha Nanda and Prof. Ashish Nanda	75	The event was well attended by alumni including veterans with half a century of experience and honchos from corporate world. Kalpen Shukla reminisced about his close association with Prof. Ashish Nanda. Mr. Ajit Motwani head of Development Office, talked about his commendable contribution to the Institute and to Alumni Chapters across the globe.

## Contd. Appendix

Date	Chapter	Events	No. of Alumni Attended	Remark
August 28, 2017	Ahmedabad	Farewell Function for Dr. Shubha Nanda and Prof. Ashish Nanda	40	Prof. Ashish Nanda had maintained a close relationship and regular interaction with IIMA Alumni Association Ahmedabad. I was a very proud and nostalgic event for all. Prof. Nanda shared about his time at IIMA. Dr. Shubha Nanda also shared her pleasant memories of campus.
NA	Pune	Rendezvous with the Pune Municipal Commissioner	30	The IIM A Alumni association Pune chapter has been working on conducting sessions with external speakers along with the usual monthly networking events. One such event organized by the Execcom was an interaction with the Pune Municipal Commissioner, Mr. Kunal Kumar. Municipal Commissioner spoke about the Pune Smart city project and how the alumni can contribute to see real transformation happen in the city by sponsoring some of these projects and also volunteering/ program managing other volunteers.
October 13, 2017	Chennai	Sustainable Financial Systems	70	The Chennai Chapter invited Sucharita Mukherjee [PGP2001], a key contributor to the UNEP Inquiry: Design of a Sustainable Financial System in India to dwell upon the challenges. She is the co-founder of KaleidoFin, a fintech platform that propels under-banked customers towards meeting their real life goals by providing intuitive and tailored financial solutions. The IIMA Alumni Association Chennai Chapter partnered with the MMA to host the discussion
November 5, 2017	Singapore	Chinatown Walk	NA	Anu Raju (PGP 1989) organized a tour through the historic Chinatown district with a personalized and anecdote filled guide.
November 8, 2017	Dubai	Dunia hosts the IIMA Alumni Meet	NA	The event provided a platform for alumni in the UAE to meet Professor Errol D'Souza, then Acting Director of IIMA, network and stay updated about ongoing initiatives at the institute. The alumni present ranged from the batches of 1981 to 2017 as well as alumni of various MDP programmes, who had an engaging and informative discussion with Professor D'Souza on various issues and developments at the Institute.
November 11, 2017	Chennai	Connecting with the Next-Gen Alumni Leaders in Chennai	12	The Chennai Chapter bestowed its attention on recent IIMA graduates from the most recent batches up to 2010. The senior author hosted a 'connect' event at his residence ably supported by the second author. They briefed the next-gen alumni about the Chapter activities and invited them to strengthen the association.

## Contd. Appendix

## M

Date	Chapter	Events	No. of Alumni Attended	Remark
November 16, 2017	Chennai	Wicked Strategies: How Companies Conquer Complexity and Confound Competitors	100	Dr. John C. Camillus [PGP1968 Gold Medalist], Donald R. Beall Professor of Strategic Management, Katz Graduate School of Business, University of Pittsburgh talked on 'Wicked Strategies: How Companies Conquer Complexity and Confound Competitors'. Alumni from IIMA, IITM and Madras Management Association [MMA] Members attended the event.
November 26, 2017	Chennai	Arasankazhani Lake Restoration By Tree Plantation	39	IIMA Alumni Association Chennai Chapter joined hands with the Environmental Foundation of India [EFI] to strengthen the restoration of natural water bodies in and around Chennai. IIMA Alumni and family planted trees around the restored Arasankazhani Lake and had an experiential learning of ecological conservation of traditional water bodies in Chennai.
December 1, 2017	Mumbai	3rd CXO Meet	20	The CXO Meet was attended by Director In-charge (Prof Errol D'Souza), the Dean (Prof Rakesh Basant) and Head Development (Ajit Motwani). CXO Meets offer a wonderful opportunity for direct interaction between the Institute Guests and the Senior Alumni from corporate world to discuss a range of contemporary topics. The group had very meaningful discussions on a range of topics – introduction of courses for new-age skills, revision of curriculum, sourcing reliable data from corporates for case-writing, encouraging alumni to be visiting faculty, fund raising etc.
December, 2017	Singapore	Pan IIM Ladies Alumna Group	30	Lead by Nayantara Bali (PGP-1988), Anu Raju (PGP-1989), Vidya Vasania (PGP-1994) and Parvati Banati (IIML -1991), the goal of this group was to promote networking, provide mentorship and help each other.
December 11, 2017	Singapore	Technology and Banking	NA	Piyush Gupta (PGP 1982), CEO of DBS Bank Group, generously shared his experiences of DBS's transformation. It was a thought provoking discussion which also touched on the social aspect of technology "eliminating jobs" and the importance of growing your own talent.
January 13, 2018	Mumbai	4th Annual Family Get-Together	NA	The event sponsored by Indusind Bank was a well-managed and perfectly organized meet for IIM Alumni with their families. The game-host ensured that parents were equally involved in every action of the children. There was an enthusiastic participation and energetic support from alumni. Also, they planned to take up the initiative of IIMA Alumni Spouses Association – Mumbai.



## Contd. Appendix

Date	Chapter	Events	No. of Alumni Attended	Remark
January 20, 2018	Hyderabad	Value addition of \$3 bn, CEO of RBL Bank Shares his Journey	NA	The main event of the day was the lecture of CEO - RBL Bank Limited, Mr. Vishwavir Ahuja (class of 1981) on his entrepreneurial journey, starting at 50. He was there in the city to deliver the 6th Ravi Matthai Memorial lecture organized by the IIMA Alumni Association, Hyderabad Chapter. After the lecture, Prof. Rakesh Basant, Dean, Alumni Affairs, addressed the gathering and explained the efforts being taken by the Institute to reach out to society and alumni in general.
January 23, 2018	Singapore	Sustainable Development and Corporate Sector	NA	Sunny Verghese (PGP 1982), is the co-founder and CEO of Olam International and the chair of the World Business Council on Sustainable Development (WBCSD). He emphasized the importance of culture and long-term value creation. Fascinating discussion – supplemented sustainability as the “right thing to do” with many other factors which benefit corporates embracing it.
January 23, 2018	London	Panel discussion - 'Brexit Britain and India: Challenges and Opportunities'	120	In association with the High Commission of India and the Indian Professionals Forum, UK. The distinguished panel consisted of Ambassador Dinesh Patnaik, Deputy High Commissioner of India to the UK, Lord Jitesh Gadhia, Conservative Peer in the House of Lords and Nikhil Rathi, CEO of London Stock Exchange. The panel was moderated by Dr. Mohan Kaul, Founder Chairman of the Indian Professionals Forum, and former Dean of IIMA.
February 3, 2018	Hyderabad	PGPX Night	60+	The Hyderabad chapter hosted their monthly meeting in Cyber Convention Centre and the theme was “PGPX night”. The event was hosted and organized by PGPX alumni and about 10 other PGPX alumni and their families graced the occasion. Sanjay Ranjan Das, 1984 PGP alumni from US, also graced the occasion, which earlier worked as an Associate Professor at Harvard Business School and is now with Santa Clara University as a Professor in Finance and is also a visiting professor at ISB, Hyderabad. The discussions were on a variety of topics ranging from AI to politics.

**PERSONNEL****Appendix N1****NEW APPOINTMENTS****FACULTY**

- Professor M.P. Ram Mohan Business Policy
- Professor Jeevant Rampal Economics
- Professor Vegard Iversen Economics
- Professor Sandip Chakrabarti Public Systems Group
- Professor Ambrish Dongre RJMCEI
- Professor Amit Nandkeolyar Organizational Behavior
- Professor Samrat Gupta Information Systems

**STAFF**

- Mr. Santhosh Parab Head - IT
- Col. Biswajit Mondal Head - Engineering & Projects
- Mr. Anurag Choudhury Head - Alumni & External Partnerships
- Mr. Navinchandra Patel Chief Manager - Finance & Accounts
- Mr. Abhijit Jagam Manager - ERP
- Ms. Hiral T Patel Deputy Librarian
- Mr. Srinivas Sandhikar Manager - Estate
- Mr. Anshul Mehta Officer- HR
- Mr. Vijaykumar Patil Server Administrator
- Mr. Rajpal Singh Horticulturist
- Mr. Pandu Ranga Swamy Library Professional Assistant
- Ms. Hetal Sindhav Design Executive, Communications Department
- Ms. Nidhi Dutta Executive - Donor Relations
- Ms. Priyansha Vashi Case Centre Executive
- Ms. Manasi V Deo Executive, Communications Department
- Mr. Jainam P Shah Clerical Assistant
- Mr. Manan N Khambholiya Clerical Assistant
- Ms. Jahnvi Trivedi Clerical Assistant
- Mr. Ashok Sarda Programme Associate, EEP
- Mr. Ashutosh Sitaramsingh Rajput Programme Associate, EEP
- Mr. Tushar Patel Programme Associate, PGPX

## Contd. Appendix

## Appendix N2

**RESIGNATIONS/ TERM OVER****FACULTY**

- Prof. Ashish Nanda Resigned on September 1, 2017
- Prof. Shruti Sharma Term over on September 15, 2017
- Prof. Hans Huber Resigned on January 31, 2018
- Prof. Piyush Kumar Sinha Resigned on March 11, 2018

**STAFF**

- Mr. Pankaj Gupta Resigned on April 28, 2017
- Mr. Indraraj Dodiya Employment discontinued from June 30, 2017
- Mr. Maulesh Kantharia Resigned on July 31, 2017
- Mr. Amit Kumar Ghosal Resigned on September 20, 2017
- Mr. Ashok Sarda Resigned on October 24, 2017
- Mr. Hemal Thacker Resigned on November 3, 2017
- Mr. Khushbu B Mehta Resigned on January 22, 2017
- Ms. Madhvi Pathak Resigned on January 8, 2017

**The Institute extends its best wishes to all the above members.**

## Appendix N3

**RETIREMENTS**

**The following faculty members superannuated during the year:**

- Prof. Anil Gupta Retired on April 30, 2017
- Prof. Rajeev Sharma Retired on November 30, 2017
- Prof. Abraham Koshy Retired on January 31, 2018

**The following staff members superannuated during the year:**

- Mr. Mohan Santpurkar Retired on April 30, 2017
- Mr. Bharat A. Patel Retired on May 31, 2017
- Mr. Ramsinh R. Patel Retired on May 31, 2017
- Mr. M.A. Misarwala Retired on June 30, 2017
- Ms. Hima B. Soni Retired on July 31, 2017
- Mr. Bachubhai Z Parmar Retired on July 31, 2017
- Mr. Omprakash R Ahluwalia Retired on November 30, 2017
- Mr. P.V. Venkatakrishnan Iyer Retired on November 30, 2017
- Ms. Nina Badlani Retired on December 31, 2017

**Contd. Appendix****N**

- Mr. Panneerselvan S. Retired on January 31, 2018
- Mr. Borikar C.B. Retired on February 28, 2018
- Mr. Rameshchandra L. Solanki Retired on February 28, 2018

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

**Appendix N4****VOLUNTARY RETIREMENT****STAFF**

- Mr. K.T. Pauly Voluntarily Retired on July 31, 2017
- Ms. Sarala Nair Voluntarily Retired on October 31, 2017

**Appendix N5****DEATHS****STAFF**

- Mr. Laxman C. Barot Expired on July 06, 2017
- Mr. Pramodray R. Joshi Expired on November 24, 2017
- Mr. Ramkishor R. Passi Expired on February 07, 2018

The Institute deeply condoles their untimely death.

**Appendix N6****LEAVE OF ABSENCE**

- Professor Vijay Paul Sharma has been granted leave without pay from June 1, 2016 to May 31, 2021.
- Professor Hans Huber was granted leave without pay from June 18, 2016 to August 08, 2017.
- Professor Viswanath Pingali has been granted leave without pay from August 22, 2016 to June 6, 2017.
- Professor Prahalad Venkateshan has been granted leave without pay from January 1, 2017 to December 31, 2017.
- Professor Naman Desai has been granted leave without pay from February 10, 2017 to August 31, 2017.
- Professor G. Raghuram has been granted leave without pay from February 22, 2017 to February 21, 2020.
- Professor Sukhpal Singh has been granted leave without pay from February 27, 2017 to February 26, 2018.
- Professor Dheeraj Sharma has been granted leave without pay from March 1, 2017.
- Professor Debjit Roy has been granted leave without pay from May 1, 2017 to June 30, 2017.
- Professor Kirti Sharda has been granted leave without pay from July 1, 2017 to June 30, 2018.



## Contd. Appendix

## Appendix N7

**REJOINED**

Following faculty members rejoined the Institute after availing leave without pay:

- Professor Debjit Roy
- Professor Hans Huber
- Professor Naman Desai
- Professor Viswanath Pingali
- Professor Prahalad Venkateshan
- Professor Sukhpal Singh

## Appendix N8

**PROMOTIONS****FACULTY**

- Professor Ernesto Noronha promoted as Professor in the HAG scale.
- Professor Srikumar Krishnamoorthy promoted as Associate Professor.

**STAFF**

- Ms. Ishita Nilesh Solanki
- Mr. Sunil Garg
- Mr. Neeraj Jain
- Mr. Jayant Bhatt
- Mr. Pankaj Bhatt
- Mr. R.N. Pandya
- Mr. K.V. Ramachandran
- Mr. Mohan Paliwal
- Mr. Pravinchandra V. Raj
- Mr. Mahendrasinh R. Chauhan
- Ms. J.S. Vijayapiriya
- Mr. George P. Mathew
- Ms. Sailaja H. Nair
- Mr. Shoebmohemed F. Chobdar
- Ms. Latha Panicker
- Mr. Ravendra Vaghela
- Ms. Hetal J. Shah
- Ms. Shylaja Deepak
- Ms. Hemal G. Patel
- Ms. Neelam V. Vadher
- Mr. Dennis S. Suvera
- Ms. Roshitha V.C.
- Mr. Abdulrazak Munshi
- Ms. Anjanakumar B.V.N.
- Mr. Dharmesh Raval
- Mr. Girish Makwana
- Ms. Mary Majo
- Ms. Gomathi Kannan
- Ms. Zalak. D. Jardosh
- Mr. Lalit Ramswaroop Sharma
- Mr. Mohamedishak F Shaikh
- Ms. Vijita Gangadharan Nair
- Ms. Divya Biju
- Ms. Arunya M. Pillai
- Ms. Seena Nair
- Ms. Sandhya Saseendran
- Mr. Pala V. Detharia
- Ms. Preeti Rajiv Unnithan
- Ms. Reshmi Sadanandan
- Mr. Rakeshkumar Chauhan
- Ms. Monika Ramkumar Agrawal
- Mr. Dharmendra Solanki
- Mr. Cherian Mathew
- Mr. Amit Trivedi
- Ms. Shikha Jain
- Mr. Ashok Boricha
- Mr. Dipali Chauhan
- Mr. Kori Ramkeval
- Mr. Bhadrakia Bhavin B.
- Mr. Solanki Ganpat S.
- Mr. Vaghela Hirabhai M.
- Mr. Vaghela Rajubhai R.
- Mr. Kosambia Girish P.
- Mr. Solanki Bharat Maganbhai
- Mr. Vaghela Satishbhai C.
- Mr. Vasadia Manojbhai J.
- Mr. Passi Babban
- Mr. Vaghela Kantibhai D.
- Mr. Parmar Dilip Manilal
- Mr. Vaghela Ganpatbhai K.

## Contd. Appendix

## N

## Appendix N9

## MANPOWER

Year	Faculty	Research Staff	Administrative Staff	Total
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
2015-16	98	68	289	391
2016-17	94	64	293	451
<b>2017-18</b>	<b>98</b>	<b>75</b>	<b>289</b>	<b>462</b>

## Appendix N10

## Faculty with highest remuneration and their contributions in various activities of the Institute

**PROF. SUNIL MAHESHWARI****1. Taught in following Long Duration Programmes:**

- a. PGP – 4 courses
- b. PGPX – 4 courses
- c. FPM – 2 courses
- d. ePGP – 1 course

**2. Taught in following Executive Education Programmes:**

- a. Faculty Chair/co-chair for 01 Open Enrolment Programmes (OEPs) and 01 blended learning programme.
- b. Faculty member of 18 OEPs.
- c. Faculty Chair/co-chair for 15 Customized Executive Education Programmes (CEPs).
- d. Faculty member of 27 CEPs.

**3. Contribution to FPM:**

- a. TAC Member for one student

**4. Research and Publication:**

- a. Co-authored four cases that were registered in 2017-18.

- b. Co-authored paper got published in The Indian Journal of Industrial Relations

**5. Advisory Services:**

- a. Advised three corporates/ business groups on various matters

**6. Others:**

- a. Served on the Board of two corporates
- b. Helped set-up Centre of Excellence in Energy Sector at NTPC School of Business

**PROF. NEHARIKA VOHRA****1. Taught in following Long Duration Programmes:**

- a. PGP – 5 courses
- b. PGPX – 1 course
- c. FPM – 2 courses
- d. ePGP – 1 course

**2. Taught in following Executive Education Programmes:**

- a. Faculty Chair/co-chair for 02 Open Enrolment Programmes (OEPs).
- b. Faculty member of 10 OEPs.

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- c. Faculty Chair/co-chair for 13 Customized Executive Education Programmes (CEPs).
- d. Faculty member of 26 CEPs.

**3. Contribution to FPM:**

- a. TAC Member for one student
- b. Examiner for Area Comprehensive Exam for FPM

**4. Research and Publication:**

- a. Co-authored two cases that were registered in 2017-18
- b. Co-authored paper was published in Australian Journal of Management
- c. Co-authored book chapter published by Routledge
- d. Co-chaired a track on Dark Side of Organizational Behaviour at the Critical Management Studies, held in Liverpool, UK

**5. Advisory Services:**

- a. On the Academic Advisory Board of:
- b. Xavier School of HR,
- c. TISS School of HR
- d. IIM Sirmaur

**6. Others**

- a. Mentor for the SPCDC at IIMA
- b. Chair of CIIE Initiatives
- c. Invited to teach a doctoral level course at University of Erlangen, Nuremberg, Germany
- d. Reviewed five papers from International Journals
- e. Reviewer for faculty promotion at IIM Calcutta, IIM Indore, IIM Bangalore
- f. Examined two thesis- IIT Delhi, Goa University
- g. Board memberships – Zee, SUD, CIIE Initiatives
- h. Member of Investment Committee of INFUSE, Bharat Fund

**PROF. SANJAY VERMA****1. Taught in following Long Duration Programmes:**

- a. PGP – 4 courses
- b. FPM – 2 courses
- c. ePGP – 1 course
- d. AFP – 2 courses

**2. Taught in following Executive Education Programmes:**

- a. Faculty Chair/co-chair for 04 Open Enrolment Programmes (OEPs) and 01 blended learning programme.
- b. Faculty member of 15 OEPs.
- c. Faculty Chair/co-chair for 11 Customized Executive Education Programmes (CEPs).
- d. Faculty member of 34 CEPs.

**3. Research and Publication**

- a. Co-authored one case that was registered in 2017-18.

**4. Advisory Services**

- a. Member of team working on NTPC school of Business

**5. Others**

- a. Shareholder Director at PNB: Shareholder director at Punjab National Bank. As a member of the board, leading and assisting various sub-committees of the board.
- b. Nirma University: Member of Academic Committee, Member of Research and Publications Committee, and Member of IT area committee Nirma Institute of Management
- c. Guiding one FPM thesis at IIM Ahmedabad, and Member, Advisory committee of one PhD student at Nirma Institute of Management.

**PROF. BIJU VARKEY****1. Taught in following Long Duration Programmes:**

- a. PGP – 4 courses
- b. PGPX – 2 courses
- c. FPM – 2 courses
- d. ePGP – 1 course
- e. AFP – 2 courses
- f. FDP – 1 course

**2. Taught in following Executive Education Programmes:**

- a. Faculty Chair/co-chair for 03 Open Enrolment Programmes (OEPs).
- b. Faculty member of 16 OEPs.
- c. Faculty Chair/co-chair for 12 Customized Executive Education Programmes (CEPs).
- d. Faculty member of 28 CEPs.

## Contd. Appendix

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**3. Research and Publication**

- a. Co-authored two cases that were registered in 2017-18.
- b. Co-authored paper published in:
  - i. Business and Society
  - ii. South Asian Journal of Human Resource Management
  - iii. South Asian Journal of Management
  - iv. Vikalpa
  - v. International Journal of Employment Studies
- c. Co-authored book (revision) published by Pearson India

**4. Advisory Services**

- a. Review and redefining Mentoring System for Cochin Shipyard Ltd.
- b. Organizational Review and HRM of BBNL.
- c. Study of compensation system of port sector for IPA

**5. Others**

Independent Director – PGVCL (Government of Gujarat Company)

Chair – Audit Committee of the Board

Member – Personnel Committee

Independent Director – Husys

Chair – Audit Committee of the Board

Independent Director – Bank of Baroda

Chair – Strategic HR Committee of the Board

Member – Nomination Committee

Member – Management Committee of the Board

Member – Stakeholders Committee

Member – Customer Services Committee

Member of Governing Board and Trust – St Peters School, Panchgani

Invited Member – Strategic HR committee, Dhan Foundation, Madurai.

**PROF. DEBJIT ROY****1. Taught in following Long Duration Programmes:**

- a. PGP – 1 courses
- b. PGPX – 2 courses
- c. FPM – 2 courses

**2. Taught in following Executive Education Programmes:**

- a. Faculty Chair/co-chair for 04 Open Enrolment Programmes (OEPs).
- b. Faculty member of 07 OEPs.
- c. Faculty Chair/co-chair for 04 Customized Executive Education Programmes (CEPs).
- d. Faculty member of 09 CEPs.

**3. Contribution to FPM**

- a. TAC Member for one student

**4. Research and Publication**

- a. Authored one case and co-authored two cases that were registered in 2017-18.
- b. Co-authored paper got published in:
  - i. European Journal of Operational Research (2)
  - ii. Transportation Research Part E: Logistics and Transportation Review
  - iii. Journal of Operations Management



**BOARD OF GOVERNORS****Chairman****Kumar Mangalam Birla**

Chairman, Aditya Birla Group, Mumbai

**MEMBERS****Kewal Kumar Sharma**

Secretary  
Department of Higher Education  
Ministry of Human Resource Development  
New Delhi  
(up to February 28, 2018)

**R. Subrahmanyam**

Secretary  
Department of Higher Education  
Ministry of Human Resource Development  
New Delhi  
(from March 1, 2018)

**Darshana M. Dabral**

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

**Anju Sharma**

Principal Secretary  
(Higher and Technical Education)  
Education Department  
Government of Gujarat  
Gandhinagar

**Dr. M.N. Patel**

Vice Chancellor  
Gujarat University Ahmedabad  
(upto May 8, 2017)

**Dr. Navinchandra Sheth**

Vice Chancellor  
Gujarat Technological University Ahmedabad  
(from May 9, 2017)

**Ashank Desai**

Founder and Past-Chairman  
Mastek Limited,  
Mumbai

**Dr. Hasit Joshipura**

Member-Executive Management Committee and Head –  
Corporate Centre  
Larsen & Toubro Limited  
Mumbai

**Kiran Karnik**

Former President, NASSCOM  
New Delhi

**Ashish Nanda**

Director  
Indian Institute of Management Ahmedabad  
(upto September 1, 2017)

Secretary

**Cdr. Manoj Bhatt (Retd.)**

Chief Administrative Officer  
Indian Institute of Management Ahmedabad

**Pankaj R. Patel**

Chairman and Managing Director  
Cadila Healthcare Limited  
Ahmedabad

**T. V. Rao**

Chairman, TVRLS  
Ahmedabad

**D. Shivakumar**

Chairman and CEO – India Region  
PepsiCo India Holdings Pvt. Ltd.  
Gurgaon  
(up to June 29, 2017)

**Sunil Kant Munjal**

Chairman  
The Hero Enterprise  
New Delhi  
(from June 30, 2017)

**Anil Gupta**

Professor  
Indian Institute of Management Ahmedabad  
(up to April 30, 2017)

**Vijaya Sherry Chand**

Professor  
Indian Institute of Management Ahmedabad  
(from May 24, 2017)

**Neharika Vohra**

Professor  
Indian Institute of Management Ahmedabad  
(up to October 31, 2017)

**Tathagata Bandyopadhyay**

Professor  
Indian Institute of Management Ahmedabad  
(from November 24, 2017)

**Dr. Srikant M. Datar**

Arthur Lowes Dickinson Professor of Accounting  
Harvard University, USA

**Errol D'Souza**

Director  
Indian Institute of Management Ahmedabad  
(from September 2, 2017 to January 31, 2018 as Director-  
in-Charge) and February 1, 2018 onwards Director)



## IIMA SOCIETY MEMBERS

### Sanjeev Sharma

Managing Director  
ABB Ltd.  
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.  
Ltd.  
[Unit of Ashima Limited]  
Ahmedabad

### Praharsh Mehta

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

### Ravi Kyran R.

President (Human Resources)  
Bajaj Auto Ltd.  
Pune

### Joydeep Dutta Roy

Head – Strategic HR and OD  
Bank of Baroda  
Mumbai

### Kamlesh Patel

General Manager and Head  
Baroda Apex Academy  
Gandhinagar

### Parshuram Panda

Zonal Manager  
Bank of India  
Ahmedabad

### P. Dwarakanath

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

### Sanjay Gupta

Chairman and Managing Director  
Engineers India Ltd.  
New Delhi

### Nikhil Nanda

Managing Director  
Escorts Limited  
Faridabad

### Geetha Muralidhar

Chairman-cum-Managing Director  
ECGC Limited  
Mumbai

### General Insurance Corporation of India

Mumbai

### Annaswamy Vaidheesh

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

### Samir S. Somaiya

Chairman and Managing Director  
Godavari Biorefineries Ltd.  
Mumbai

### Anand Mohan Tiwari, IAS

Chairman and 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

## Contd. Appendix

**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

**Hasit Joshipura**

Member-Executive Management  
Committee and Head – Corporate Centre  
Larsen & Toubro Limited  
Mumbai

**S.N. Subrahmanyan**

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

**S.R. Subramanian**

Board Member  
L&T Cutting Tools Limited  
Mumbai

**N.V. Venkatasubramanian**

Chief Executive  
L&T Valves Ltd.  
Chennai

**Chairman**

Life Insurance Corporation of India  
Mumbai

**Managing Director**

Linde India Limited  
Kolkata

**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

**Ved Prakash**

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

**G. Srinivasan**

Chairman and Managing Director  
The New India Assurance Company  
Limited  
Mumbai

**Arun Jain**

Managing Director  
N.R.C. Limited  
Mumbai

**Himanshu Joshi**

Circle Head  
Punjab National Bank  
Ahmedabad

**Sanjay Sawarkar**

Ralliwolf Limited  
Mumbai

**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

**Pradeep R. Mafatlal**

Chairman  
Shanudeep Private Ltd.  
Mumbai

**S.K. Luharuka**

Shree Ram Urban Infrastructure Limited  
Shree Ram Mills Premises  
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

**B.B. Kathpalia**

Vice President-Manufacturing  
Tata Chemicals Limited  
Mithapur

**H.M. Nerurkar**

Managing Director  
Tata Steel Limited  
Jamshedpur

## Contd. Appendix

## P

**Prabir Jha**

Senior Vice President – Human  
Resources  
Tata Motors Limited  
Mumbai

**Dr. Jayant Kumar**

Chief HR  
The Tata Power Company Ltd.  
Mumbai

**T.P. Vijayasathy**

Director  
Torrent Power Limited  
Ahmedabad

**R. Haresh**

Secretary and Treasurer  
T V S Charities  
Madurai

**R. Haresh**

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

**Narendren Nair**

EVP & CHRO  
Voltas Limited  
Mumbai

**Chakor Doshi**

Chairman  
Walchandnagar Industries Ltd.  
Mumbai

**S. Chaudhuri**

Vishnu Farm  
Distt. Hardwar

**Mahipal Dalal**

Ahmedabad

**Gokul M. Jaykrishna**

Ahmedabad

**Dr. Biharilal Kanaiyalal**

Ahmedabad

**Rajiv C. Lalbhai**

Ahmedabad

**Jyotindra N. Mehta**

Ahmedabad

**Category: Individual/ Retired Faculty  
/ Alumni****Professor Subhash Chandra  
Bhatnagar**

Ahmedabad

**Professor Varun Arya**

Founder and Director  
Marwar Education Foundation  
Jodhpur

**Professor T.V. Rao**

Chairman, TVRLS  
Ahmedabad

**Pramod Agarwal**

New Delhi

**Anupam Martins**

Chief Executive Officer  
New Chapter Inc  
USA



**ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF****ADMINISTRATION****Director****Ashish Nanda**

Ph.D. (Harvard)  
(up to September 1, 2017)

**Errol D'Souza**

Ph.D. (JNU)  
(from September 2, 2017 to January 31, 2018, as Director-in-Charge) and February 1, 2018 onwards Director)

**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

**Dean (Faculty)****Errol D'Souza**

Ph.D. (JNU)  
(up to February 8, 2018)

**Tathagata Bandyopadhyay**

Ph.D. (Calcutta)  
(from February 9, 2018)

**Dean (Programmes)****Shailesh Gandhi**

Fellow (IIMA)

**Dean (Alumni and External Relations)****Rakesh Basant**

Ph.D. (Gujarat)

**Librarian****Anil Kumar H.**

Ph.D. (MSU)  
Member of the Faculty

**FACULTY****BUSINESS POLICY****Ajeet Narain Mathur**

Ph.D. (IISc., Bangalore)

**Akhileshwar Pathak**

Ph.D. (University of Edinburgh)

**Amit Karna**

Fellow (IIMA)

**Anish Sugathan**

Fellow (IIMB)

**Anurag K. Agarwal**

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

**Ashis Jalote Parmar**

Post-Doctoral (Delft University)  
Ph.D. (Delft University)

**Ashish Nanda**

Ph.D. (Harvard)

**Chitra Singla**

Fellow (IIMB)

**M P Ram Mohan**

Ph.D. (IIT, Kharagpur)

**Mukesh Sud**

Fellow (IIMB)

**Sunil Sharma**

Fellow (IIMA)

**CENTRE FOR MANAGEMENT IN AGRICULTURE****Anil K. Gupta**

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

**Poornima Varma**

Ph.D. (JNU)

**Ranjan Kumar Ghosh**

Ph.D. (Humboldt)

**Sukhpal Singh**

Ph.D. (ISEC, Bangalore)

**Vasant P. Gandhi**

Ph.D. (Stanford)

**Vijay Paul Sharma**

Ph.D. (NDRI, Karnal)

**COMMUNICATION****Asha Kaul**

Ph.D. (IIT, Kanpur)

**Meenakshi Sharma**

Ph.D. (Queensland)

**Vaibhavi Kulkarni**

Ph.D. (California)

**ECONOMICS****Abhiman Das**

Post-Doctoral Reseach Fellow (MIT)  
Ph.D. (IIPS, Mumbai)

**Anindya Chakrabarti**

Ph.D. (Boston)

**Chinmay Tumbe**

Fellow (IIMB)

**Errol D'Souza**

Ph.D. (JNU)

**Jeevant Rampal**

Ph.D. (Ohio State)

**Pritha Dev**

Ph.D. (NYU)

**Rakesh Basant**

Ph.D. (Gujarat)

**Ravindra H. Dholakia**

Ph.D. (MS University)

**Sanket Mohapatra**

Ph.D. (Columbia)

**Satish Deodhar**

Ph.D. (Ohio State)

**Sebastian Morris**

Fellow (IIMC)

**Shruti Sharma**

Ph.D. (California)

**Vegard Iversen**

Ph.D. (Cambridge)

**Viswanath Pingali**

Ph.D. (Northwestern)

## Contd. Appendix

## Q

**FINANCE AND ACCOUNTING****Ajay Pandey**  
Fellow (IIMA)**Neerav Nagar**  
Fellow (IIMC)**T.T. Ram Mohan**  
Ph.D. (Stern School)**Jayanth R. Varma**  
Fellow (IIMA)**Shailesh Gandhi**  
Fellow (IIMA)**Vineet Virmani**  
Fellow (IIMA)**Joshy Jacob**  
Fellow (IIML)**Sidharth Sinha**  
Ph.D. (California)**Naman Desai**  
Ph.D. (Florida)**Sobhesh Kumar Agarwalla**  
Fellow (IIMA)**HUMAN RESOURCE MANAGEMENT****Biju Varkkey**  
Fellow (NIBM)**Miguel Sarrion**  
Ph.D. (Strathclyde Business School)**Rajesh Chandwani**  
Fellow (IIMB)**Manjari Singh**  
Fellow (IIMC)**Promila Aggarwal**  
Ph.D. (Delhi)**Sunil Kumar Maheshwari**  
Fellow (IIMA)**INFORMATION SYSTEMS****Kavitha Ranganathan**  
Ph.D. (Chicago)**Rekha Jain**  
Ph.D. (IIT, Delhi)**Sanjay Verma**  
Fellow (IIMC)**Manish Aggarwal**  
Ph.D. (IIT, Delhi)**Samrat Gupta**  
Fellow (IIML)**Srikumar Krishnamoorthy**  
Fellow (IIML)**MARKETING****Abraham Koshy**  
Fellow (IIMA)**Arindam Banerjee**  
Ph.D. (SUNY)**Dheeraj Sharma**  
Ph.D. (Louisiana Tech)**Akshaya Vijayalakshmi**  
Ph.D. (Iowa)**Aruna Divya T.**  
Fellow (IIMB)**Piyush Kumar Sinha**  
Ph.D. (SPU)**Anand Kumar Jaiswal**  
Fellow (XLRI)**Arvind Sahay**  
Ph.D. (Texas)**Soumya Mukhopadhyay**  
Ph.D. (Nanyang Technological  
University)**ORGANIZATIONAL BEHAVIOUR****Amit Nandkeolyar**  
Ph.D. (Iowa)**Kirti Sharda**  
Fellow (IIMC)**Pradyumana Khokle**  
Fellow (IIMA)**Ernesto Noronha**  
Ph.D. (TISS)**Neharika Vohra**  
Ph.D. (Manitoba)**Premilla D'Cruz**  
Ph.D. (TISS)**George Kandathil**  
Ph.D. (Cornell)**Parvinder Gupta**  
Ph.D. (IIT, Kanpur)**Vishal Gupta**  
Fellow (IIML)**K V Gopakumar**  
Fellow (IIMB)**PRODUCTION AND QUANTITATIVE METHODS****A.K. Laha**  
Ph.D. (ISI)**Dhiman Bhadra**  
Ph.D. (Florida)**Prahalad Venkateshan**  
Ph.D. (Case Western Reserve)**Ankur Sinha**  
Ph.D. (Aalto University)**Diptesh Ghosh**  
Fellow (IIMC)**Sachin Jayaswal**  
Ph.D. (Waterloo)**Apratim Guha**  
Ph.D. (California)**Goutam Dutta**  
Ph.D. (Northwestern)**Saral Mukherjee**  
Fellow (IIMC)**Chetan Soman**  
Ph.D. (Groningen)**Karthik Sriram**  
Fellow (IIMB)**Tathagata Bandyopadhyay**  
Ph.D. (Calcutta)**Debjit Roy**  
Ph.D. (Wisconsin)**N. Ravichandran**  
Ph.D. (IIT Madras)

## Contd. Appendix

**PUBLIC SYSTEMS GROUP****Amit Garg**

Fellow (IIMA)

**Hans Huber**

Ph.D (Universite de Geneve)

**Sandip Chakrabarti**

Ph.D. (Southern California)

**Ankur Sarin**

Ph.D. (Chicago)

**Navdeep Mathur**

Ph.D. (Rutgers)

**Sundaravalli Narayanaswami**

Ph.D. (IIT, Bombay)

**G. Raghuram**

Ph.D. (Northwestern)

**Rama Mohana Turaga**

Ph.D. (Georgia Institute of Technology)

**RAVI MATTHAI CENTRE FOR EDUCATIONAL INNOVATION****Amrisha Dongre**

Ph.D. (California)

**Rajeev Sharma**

Ph.D. (Allahabad)

**P.G. Vijaya Sherry Chand**

Ph.D. (Gujarat)

**Kathan Shukla**

Ph.D. (Virginia)

**ADJUNCT FACULTY****A.K. Jain****K.V. Ramani****S.C. Bhatnagar****Brij Kothari****Lil Mohan****V. Venkata Rao****B.H. Jajoo****Mukul Vasavada****Deepti Bhatnagar****P.R. Shukla****OFFICERS****Abhijit Jagam**B.Tech., Masters in Marketing and HRM  
Manager – ERP**Deepak Bhatt**PGDM, Dip HRM, Dip in Foreign Trade,  
EPHRM, PGDT&D  
Manager – Communications**Kamlesh Gandhi**BE (Civil) (Gujarat)  
Manager – Projects, Estate and  
Maintenance**Ajit Motwani**B. Tech. (IIT Kanpur), MBA  
Head – Development**Deepak Motiramani**BE, MBA  
Manager – Case Center**Kaushik D. Bhatt**M.Com., Second L.L.B.  
Accounts Officer**Albert Xavier**B.Sc./MLM/PGD in IRPM/MBA  
Manager - Development - EE**Dineshkumar D. Joshi**Dip. in Mechanical Engineering  
Dip. in Business Management  
BA  
House Keeping Officer**Laxmandev B. Gohil**B. Com., ACS  
Chief Manager, Accounts**Amit Kumar Ghosal**B.Com., MBA, PGDBL, ICWA (Inter)  
Manager – Contracts & Compliance**Ishita Nilesh Solanki**P.G.D.in Social Comm.and Media  
(Maharashtra)  
P.G.D. in Rural Dev.Mgmt.(IRMA)  
Specialization Dip.in HRM (IGNOU)  
Chief Manager - Accreditation and  
Ranking**Maulesh Kantharia**B.Com, CS, CA  
Head - Finance**Anshul Mehta**BE, MBA, LL.B  
Officer – HR**Jatin M. Nagori**M.Com., LL.B. (Gujarat)  
Dip. in Export Mktg. Mgmt. (IIE,Baroda)  
Manager - PGPX**Mohan Paliwal**M.Com. (Gujarat)  
PG Dip. Comp. Sc. (Gujarat Vidyapith)  
Manager - IT (Application Services)**Anurag Choudhury**BA, Post Grad. Dip. Mgmt., MBA  
Head – Alumni and External  
Partnerships**Jayant Bhatt**M.Sc. (Gujarat)  
Dip. in Computer Science (SPU)  
Manager IT – Web Services**Lt. Cdr. Monica Dutta**M.Sc. (Physics)  
Manager – Director's Office**Avinash G. Lad**MBA (Gujarat)  
BE (Electrical) (Saurashtra)  
Manager - Electrical**Dr. Mukesh Sharma**MA (Public Administration) (Rajasthan)  
MA (Hindi) (Osmania)  
M.Phil. (Kurukshetra)  
Ph.D. (Sardar Patel)  
Hindi Officer**Baskaran R**MA  
Programmes Officer, SAO**N. Baskaran**B.Tech., PGD in Mgmt., MBA  
Officer – Executive Education**Col. Biswajit Mondal**B.Tech/ME/Advanced Elec. and Mech.  
Engg.  
Head – Engineering and Projects**Kalapi Chetanbhai Shah**Chartered Accountant  
Officer – Finance

## Contd. Appendix

## Q

**Navinchandra Patel**

B.Com, C.A.  
Chief Manager – Finance and Accounts

**Neeraj Jain**

BE (IIT Roorkee)  
Chief Manager – CIIE

**Nina Badlani**

MBA (Finance) (Gujarat)  
ICWA (Inter)  
Chief Manager (Stores and Purchase)

**Pankaj Gupta**

BA, MBA  
Manager – Stores and Purchase

**Pankajkumar K. Bhatt**

M.Com.  
Manager Accounts

**Pradosh V Thiya**

BA  
Facilities Officer

**Pranaya Srivastava**

B.Tech. (Civil) (Awadh)  
MBA (Nirma)  
Chief Manager - Project, Estate and Maintenance

**Pravin G. Christian**

M.Com, LL.B. (Second)  
Programmes Officer, PGP-FABM

**Pushpa Hariharan**

M.A.  
Diploma in HRM/DMS  
Material Reproduction Officer

**Ramachandran K.V.**

B.Com. (Madras)  
PG Dip. in HRM and Personnel (AIIMS, Chennai)  
Diploma in Comp. Applications (Ahmedabad)  
Manager - HR

**Ranganathan Sourirajan**

BE, PGDM  
Head – Executive Education

**Ravindranath N. Pandya**

B.Sc. (Physics),  
Diploma in EDP and Computer Management  
Diploma in Business Entrepreneurship  
Manager – Stores & Purchase

**Ruchi Agarwal**

BA, PGDRM  
Manager – Gold Policy Center

**S. Bhattacharya**

B.Sc. (Calcutta)  
Relationship Manager

**S.N. Rao**

M.Sc. (Statistics)  
Diploma in Advance Computing,  
Head – HR

**Samir Sheth**

Chartered Accountant  
Manager – PGP

**Santosh Parab**

B.E. (Electrical Engineering)  
Head – IT

**Sudarsanan M.S.**

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

**Srinivas Sandhikar**

B.Tech.  
Manager – Estate

**Sunil Kumar Garg**

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

**Sunil K. Shah**

B.Com.  
Accounts Officer

**U.B. Bhavsar**

M.Com., Inter CA Group-I  
Programmes Officer - EE

**Vadher Harendra J.**

B.E. (Civil) (Sardar Patel University)  
MBA (Gujarat University)  
Chief Manager - Engineering Services and Estate

**Victor Pereira**

M.A.  
Manager – Alumni Relations

**Library****Hima B. Soni**

BA, M.Lib.Sc. (Sagar)  
Deputy Librarian

**Hiral T. Patel**

M.Lib.Sc. (Gujarat)  
Deputy Librarian

**Muralidharan K.N.**

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

**Dr. U.P. Pandya**

B.Sc. (Saurashtra)  
LL.B (Gujarat)  
DLP (Gujarat)  
M.Lib.Sc. (IGNOU)  
Ph.D. (North Gujarat University)  
Assistant Librarian

**Permanent Research Staff****Shruti Dave**

Ph.D. (SPU)

**Sonal Kureshi**

MBA, LL.B. (Gujarat)  
Ph.D. (SPU)



सत्यमेव जयते

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

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

सेवा में,  
भारत सरकार के सचिव,  
मानव संसाधन विकास विभाग मंत्रालय,  
माध्यमिक और उच्चतर शिक्षा विभाग,  
कमरा नंबर 529 शास्त्री भवन, 'सी' विंग,  
नई दिल्ली- 110001

संख्या: के.ले.प. (व्यय)/SAR/IIM/A'bad/2017-18/716  
दिनांक: 19/12/2018

**विषय: भारतीय प्रबंध संस्थान, अहमदाबाद के वर्ष 2017-18 के लेखाओं पर पृथक लेखापरीक्षा प्रतिवेदन**

महोदय,

The Annual account of the Indian Institute of Management, Ahmedabad for the year 2017-18 were audited between 13/08/2018 to 29/08/2018 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 2017-18.
- 2) Certified copy of Annual Accounts of IIM, Ahmedabad for the year 2017-18.

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

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

हस्ता/-  
उप निदेशक/आ.रा.ले.प.एवं के.ले.प.(व्यय)

संलग्न: उपर्युक्त

प्रतिलिप: निर्देशक, भारतीय प्रबंध संस्थान, वस्त्रापुर, अहमदाबाद-380 015

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

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

हस्ता/-  
उप निदेशक/आ.रा.ले.प.एवं के.ले.प.(व्यय)



## **Separate Audit Report of the Comptroller and Auditor General of India on the Accounts of Indian Institute of Management, Ahmedabad for the year ended 31 March 2018.**

We have audited the attached Balance Sheet of Indian Institute of Management, Ahmedabad as of 31 March 2018, Income and Expenditure Account and Receipts and Payments Account for the year ended March 31, 2018 under Section 20(1) of the Comptroller and Auditor General's (Duties, Powers & Conditions of Service) Act, 1971 read with Rule 18 of the Memorandum of Associations and Rules of Indian Institute of Management, Ahmedabad. The audit has been entrusted for the period 2017-18. The Government of India passed Indian Institute of Management Act, 2017 which has come into force on 31 January 2018. Hence Audit of this Institute has been under section 19(2) of the Comptroller and Auditor General's (Duties, Powers & Conditions of Service) Act, 1971 w.e.f 31 January 2018. These financial statements are the responsibility of the Indian Institute of Management, Ahmedabad's Management. Our responsibility is to express an opinion on these financial statements based on our audit.

2. This Separate Audit Report contains the comments of the Comptroller and Auditor General of India (CAG) on the accounting treatment only with regard to classification, conformity with the best accounting practices, accounting standards and disclosure norms, etc. Audit observations on financial transactions with regard to compliance with the Law, Rules and Regulations (Propriety & Regularity) and efficiency-cum-performance, etc. if any, are reported through inspection reports/ CAG's Audit Reports separately.
3. We had conducted our audit in accordance with auditing standards generally accepted in India. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements. An audit includes examining, on test basis, evidences supporting the amounts and disclosure in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the management, as well as evaluating the overall presentation of financial statements. We believe that our audit provides a reasonable basis for our opinion.
4. Based on our audit, we report that:
  - i. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of our audit.
  - ii. The Balance Sheet, Income & Expenditure Account and Receipts and Payments Account dealt with by this Report have been drawn up in the Format prescribed by the Ministry of Human Resources Development, Government of India.
  - iii. In our opinion, proper books of accounts and other relevant records have been maintained by the Indian Institute of Management, Ahmedabad in so far as it appears for our examination of such books.

### **COMMENTS**

#### **A. Income and Expenditure Account**

##### **A1. Expenditure**

###### **Academic Expenses (Schedule-14): Rs.56.01 crore**

This includes cost of periodicals and database Rs.6.90.crore procured for the library of IIMA for the year 2017-18. According to the Note 4.2, Schedule-23 Significant Accounting policies as per the Formats of Financial Statements for Central Higher Educational Institutions, Electronic Journals (E-Journals) are separated from Library Books in view of the limited benefit that could be derived from the on-line access provided. E-journals are not in a tangible form, but temporarily capitalized and in view of the magnitude of expenditure and the benefit derived in terms of perpetual knowledge acquired by the Academic and Research Staff. Depreciation is provided in respect of E-journals at a higher rate of 40% as against depreciation of 10% provided in respect of Library Books.

It was noticed that the expenditure incurred on procurement of periodicals and database (Procured as E-Content) amounting to Rs. 6.90.crore for year was booked as revenue expenditure instead of booking under capital expenditure.

This has resulted in understatement of Fixed Assets by Rs.4.14 crore and overstatement of Expenditure by Rs. 4.14 crore and consequential understatement of Surplus by Rs.4.14 crore

#### **A2. Depreciation/Amortisation (Schedule-18) Rs. 4.04 Crore**

This includes Rs.46.41 Lakh excess depreciation charged on the uncompleted work of conservation, Repairs & Restoration of the Library Building of the Louis Kahn building at the IIM Ahmedabad (Institute). This has resulted into overstatement of depreciation by Rs.46.41 Lakh and consequential understatement of surplus by the same amount.

#### **B. General**

Method and rate of depreciation on fixed assets adopted by the Institute were different from the rates and method of depreciation prescribed by MHRD.

#### **C. Grant in Aid:**

The unspent Grants in aid balance of previous year was Rs.66.43 lakh. The grants-in-aid received during 2017-18 was Rs.206.34 lakh (Rs.20.00 Lakh received in March 2018). The institute could utilize a sum of Rs.370.96 lakh. The closing balance of grants-in-aid for the year was (-) Rs.98.19 lakh.

#### **D. Management Letter:**

Deficiencies which have not been included in the Audit Report have been brought to the notice of the Director, IIM Ahmedabad through a Management Letter issued separately for remedial corrective action.

#### **Net Effect of Audit:**

The net effect of audit is that liabilities are understated by Rs.4.60 crore, Assets are understated by Rs.4.14 crore and Surplus are understated by Rs.0.46 crore

- v. Subject to our observations in preceding paragraphs, we report that the Balance Sheet, Income & Expenditure Account and Receipts and Payments Account dealt with by this report are in agreement with the books of accounts.
- vi. 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 2018 and
  - b. In so far as it relates to Surplus of Income and Expenditure Account for the year ended on that date.

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

Place: Ahmedabad  
Date: 11-12-2018

**Sd/-**  
**Principal Director of Audit (Central)**

### Annexure - A to Audit Report

1. **Adequacy of Internal Audit system:** The institute does not have any internal audit wing. However, the internal audit of the Institute is carried out by Dhirubhai Shah & Co., Chartered Accountants and the Internal Auditor submit its quarterly internal audit report to management for perusal and necessary action. Hence, Internal Audit System is adequate and commensurate with the size and nature of the Institute.
2. **Adequacy of Internal Control System:** The internal control system is adequate subject to the following:
  - (a) Institute has not formulated any manpower rotation policy.
  - (b) Employers and Employees contribution for NPS was not deducted from the salary of the following month in which Employees has joined the service.
3. **System of Physical verification of fixed assets:** Physical verification is being carried out at regular interval. Last Physical verification was conducted in August 2017.
4. **System of Physical verification of inventory:** Physical verification is being carried out at regular interval. Last Physical verification was conducted in August 2017.
5. **Regularity in payment of statutory dues:** The Institute is regular in depositing the statutory dues.

Sd/-

**Sr. Audit Officer/CA(E)**

**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**

**BALANCE SHEET AS AT MARCH 31, 2018**

(Rs. in Lakhs)

	Schedule	As at 31-03-2018	As at 31-03-2017
<b>SOURCES OF FUNDS</b>			
Corpus / Capital Fund	1	16,674.73	13,889.57
Designated/ Earmarked/ Endowment Funds	2	57,391.74	44,686.88
Current Liabilities & Provisions	3	44,073.13	39,641.13
<b>TOTAL</b>		<b>118,139.60</b>	<b>98,217.57</b>
<b>APPLICATION OF FUNDS</b>			
Fixed Assets			
Tangible Assets	4	4,209.24	4,020.36
Intangible Assets	4	51.15	47.84
Capital Work-in-Progress	4	700.72	326.36
Investments			
Long Term	5	82,458.86	73,444.05
Current Assets	6	20,587.81	11,989.79
Loans, Advances & Deposits	7	10,131.82	8,389.17
<b>TOTAL</b>		<b>118,139.60</b>	<b>98,217.57</b>
Significant Accounting Policies	20		
Notes to Accounts	21		

As per our report of even date

**For T R Chadha & Co LLP**  
Chartered Accountants  
Firm Registration No.006711N / N500028

Sd/-  
**Errol D'Souza**  
Director

Sd/-  
**Arvind Modi**  
Partner  
Membership No.112929

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

Sd/-  
**Laxmandev B. Gohil**  
Chief Manager- Accounts

Date : 25/06/2018  
Place: Ahmedabad

**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**  
**INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED MARCH 31, 2018**

Particulars	Schedule	2017-2018	2016-2017
(Rs. in Lakhs)			
<b>INCOME</b>			
Academic Receipts	8	20,958.75	18,593.83
Grants / Subsidies	9	250.97	193.58
Income from Investments	10	483.12	1,118.83
Interest Earned	11	165.34	133.68
Other Income	12	2,471.74	2,405.92
	<b>Total (A)</b>	<b>24,329.92</b>	<b>22,445.83</b>
<b>EXPENDITURE</b>			
Staff Payment & Benefits (Establishment Expenses)	13	7,650.94	15,449.44
Academic Expenses	14	5,601.16	5,224.12
Administrative and General Expenses	15	1,555.08	1,152.17
Transportation Expenses	16	2.94	2.90
Repairs & Maintenance	17	950.11	907.72
Depreciation/Amortization	18	403.96	578.72
	<b>Total (B)</b>	<b>16,164.18</b>	<b>23,315.06</b>
<b>Balance being (Short)/ excess of Income over Expenditure (A-B)</b>		<b>8,165.74</b>	<b>-869.23</b>
Transfer to Designated Fund	19	7,100.00	-
		<b>1,065.74</b>	<b>-869.23</b>
<b>Balance Being Surplus/ (Deficit) Carried to Capital Fund</b>		<b>1,065.74</b>	<b>-869.23</b>
Significant Accounting Policies	20		
Notes to Accounts	21		

As per our report of even date

**For T R Chadha & Co LLP**  
Chartered Accountants  
Firm Registration No.006711N / N500028

Sd/-  
**Errol D'Souza**  
Director

Sd/-  
**Arvind Modi**  
Partner  
Membership No.112929

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

Sd/-  
**Laxmandev B. Gohil**  
Chief Manager- Accounts

Date : 25/06/2018  
Place: Ahmedabad



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

(Rs. in Lakhs)

Sr. No.	Particulars	Assets Purchased / Donations Received						Balance as At 31-03-2018			
		Balance as At 01-04-2017	Out of Grant (Go/State Govt.)	Out of Earmarked Funds	Out of Sponsored Projects	Donation / Gift	Interest		Others	(Debit)/ Credited during the year	
1	Corpus Fund	10,802.52	-	-	-	-	960.34	-	500.00	(a)	12,262.87
2	Capital Fund	3,784.83	0.07	315.32	28.77	438.56	-	0.02	-527.71	(b)	4,039.82
3	Income & Expenditure Account	-743.78	-	-	-	-	-	-	1,065.74	(c)	321.96
4	IIMA Society Membership Fund	46.00	-	-	-	-	4.09	-	-	-	50.09
<b>Total</b>		<b>13,889.57</b>	<b>0.07</b>	<b>315.32</b>	<b>28.77</b>	<b>438.56</b>	<b>964.43</b>	<b>0.02</b>	<b>1,038.03</b>		<b>16,674.73</b>
<b>Previous Year</b>		<b>14,925.27</b>	<b>4.20</b>	<b>81.44</b>	<b>16.10</b>	<b>225.58</b>	<b>-</b>	<b>-938.74</b>	<b>424.27</b>		<b>13,889.57</b>

- (a) Appropriated from Income & Expenditure Account  
(b) Transferred to Income & Expenditure Account to the extent of Depreciation  
(c) Surplus transferred from Income & Expenditure Account

**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**  
**SCHEDULE 2 - EARMARKED FUNDS**

		(Rs. in Lakhs)									
Sr. No.	Particulars	Balance as at 01-04-2017	Contributions Received	Other Income Earned	Interest Allocation on Investment	Internal Transfer within Funds A/c	Other Adjustments	Appro. from Income & Expenditure Account	Capital Expenditure	Revenue Expenditure/ Projects Sanctioned	Balance as at 31-03-2018
1	Fund for CMA Programme	585.68	-	6.99	51.35	-	-	-	-	104.07	539.95
2	Fund for Alumni Activities	488.31	-	133.84	46.67	-	-	-	-	47.42	621.39
3	Fund for Expense on Computer	1,365.58	-	-	119.81	-	-	2,000.00	315.32	-	3,170.07
4	Students Welfare Fund	339.85	95.35	1.24	30.83	-	-	-	-	71.42	395.85
5	Campus & Infrastructure Development Fund	25,820.47	-	-	2,294.64	-9.01	-	1,500.00	-	-	29,606.10
6	Centre for Innovation & Incubation	106.89	-	6.31	6.22	-	-	-	-	3.01	116.41
7	Research, Publication & Thrust Area Fund	3,948.04	30.91	181.28	330.66	-0.97	-	1,000.00	-	224.21	5,265.72
8	Fund for Conveyance Advance	72.07	-	1.06	6.46	-	-	-	-	-	79.59
9	House Building Advance Fund	646.66	-	4.69	57.75	-	-	-	-	-	709.10
10	Faculty, Officers & Staff Development & Welfare Fund	1,027.21	-	211.25	70.64	-	-	2,100.00	-	162.30	3,246.80
11	Chair Funds	633.82	38.00	-	55.57	-	-3.79	-	-	76.08	647.52
12	Endowment Fund (Schedule 2A)	4,857.00	7.29	-	417.26	9.01	-	-	0.10	63.77	5,226.69
13	Donation Funds	-	-	-	-	-	-	-	-	-	-
	-Campus & Infrastructure Development	2,145.11	2,274.90	-	334.14	-4.83	-	-	438.11	43.74	4,267.47
	-Research & Publication	323.02	-	-	27.94	-	-	-	-	8.85	342.11
	-Students Aid	1,678.44	16.57	-	142.74	5.71	-	-	-	71.92	1,771.54
	-Staff Welfare	103.17	30.40	-	9.30	-	-	-	0.35	4.56	137.95
	-Faculty Award, Fellowship	-	51.00	-	1.11	-	-	-	-	1.00	51.11
	-Others	545.57	594.68	-	56.01	0.09	-	-	-	-	1,196.35
	<b>Total</b>	<b>44,686.88</b>	<b>3,139.11</b>	<b>546.67</b>	<b>4,059.09</b>	<b>0.00</b>	<b>-3.79</b>	<b>6,600.00</b>	<b>753.88</b>	<b>882.35</b>	<b>57,391.74</b>
	Previous Year	39,051.46	1,445.81	1,581.58	3,777.53	-	-129.88	-	307.01	732.60	44,686.88
	<b>Represented by</b>	<b>Balance as at 01-04-2017</b>									
	Cash & Bank Balances	-									
	Investments	44,686.88									
	Interest accrued but not due	-									
		<b>Balance as at 31-03-2018</b>									
		57,391.74									

**Notes:** (a) Excess interest allocated in earlier years is withdrawn from fund

**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD  
SCHEDULE 2A - ENDOWMENT FUNDS**

**Chair Funds**

(Rs. in Lakhs)

Sr. No.	Name of Endowment	Balance as at 01-04-2017			Received during the year			Total		Expenditure on the object during the year			Balance as at 31-03-2018		
		Endowment	Accu- mulated Interest	Endowment	Interest	Endowment	Interest	Endowment	Interest	Endowment	Interest	Endowment	Interest	Endowment	Interest
1	Chair Funds	2,330.62	586.06	-	(a) (b)	246.25 9.01	2,330.62	841.32	21.24	2,330.62	820.08	3,150.70			
	<b>Total</b>	<b>2,330.62</b>	<b>586.06</b>	<b>-</b>	<b>-</b>	<b>255.26</b>	<b>2,330.62</b>	<b>841.32</b>	<b>21.24</b>	<b>2,330.62</b>	<b>820.08</b>	<b>3,150.70</b>			

**Donation Funds**

Sr. No	Name	Opening		Received during the year			Expenses during the year			Transfer			Closing			Total
		Donation	Interest	Donation	Interest	Donation	Interest	From Interest	Donation	Interest	Donation	Interest	Donation	Interest		
1	Donations - Raghunandan & Aprameya's CR-2 IMDC ENDW PGP 1992 batch- CR-4	500.00	31.20	-	47.22	-	-	-	-	-	-	-	-	500.00	78.42	578.42
2	Classroom-Heritage Campus CR-4	255.07	8.85	2.12	23.09	-	-	-	-	-	-	-	257.19	31.94	289.13	
3	Donation For D-1 Prof. Kamla Chowdhury Dorm	350.00	37.67	-	34.46	0.10	-	-	-	-	-	-	349.90	72.13	422.03	
4	IIMAVERICKS Corpus - IIMA For Supporting Enterpren	475.64	39.13	-	44.95	34.49	-	-	-	-	-	-	441.15	84.07	525.22	
5	Donation For IIMA & SRK Lecture Series	146.45	17.38	-	14.55	2.59	-	-	-	-	-	-	143.87	31.93	175.79	
6	Donation For SRK Distinguished PGPX Fac Award	30.00	1.51	-	2.79	2.00	-	-	-	-	-	-	28.00	4.30	32.30	
7	ENDW Fund-PGP 1991- Med. support. Retired C&D - CPF	28.54	0.59	5.17	2.34	2.45	-	-	-	-	-	-	31.25	2.93	34.18	
8	ENDW-Madan Mohanka Res. & Pub. Award - Faculty&FPM	18.00	0.30	-	1.62	1.00	-	-	-	-	-	-	17.00	1.91	18.91	
	<b>Total</b>	<b>1,803.70</b>	<b>136.63</b>	<b>7.29</b>	<b>171.01</b>	<b>42.63</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,768.36</b>	<b>307.64</b>	<b>2,075.99</b>	
	<b>Grand Total</b>	<b>4,134.32</b>	<b>722.68</b>	<b>7.29</b>	<b>426.27</b>	<b>63.87</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,098.98</b>	<b>1,127.72</b>	<b>5,226.69</b>	

**Note**

- (a) Interest earned on endowment fund during the year  
(b) Arrears of interest relating to previous years credited to the fund

**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**  
**SCHEDULE 3 - CURRENT LIABILITIES & PROVISIONS**

(Rs. in Lakhs)

Particulars	As at 31-03-2018	As at 31-03-2017
<b>A. CURRENT LIABILITIES</b>		
1 Deposits from Staff	2.00	3.70
2 Deposits from Students	198.05	196.93
3 Deposit-Others (including EMD, Security Deposit)	369.83	303.83
4 Sundry Creditors	-	-
For Goods & Services	1,248.53	417.43
Others (For capital works)	514.38	58.33
5 Fee Received in Advance	3,979.78	2,999.81
6 Statutory Liabilities	-	-
Overdue	-	-
Others	816.86	183.37
7 Other Current Liabilities	-	-
Salaries	267.49	237.51
Pension	93.01	83.51
Receipts against Sponsored Projects / Programmes (Schedule - 3a)	3,295.03	2,193.22
Receipts against Sponsored Fellowships & Scholarships (Schedule - 3b)	92.93	79.22
Unutilised Grant (Schedule 9)	193.15	228.35
CAT 2015	-	103.46
Service Tax/GST Refundable to Students (PGP-X)	936.20	727.59
Students Account	105.08	101.51
Students Events	233.06	295.21
Other Liabilities	584.82	479.69
<b>Total A</b>	<b>12,930.20</b>	<b>8,692.69</b>
<b>B PROVISIONS</b>		
1 Superannuation Pension	24,246.43	24,180.85
2 Accumulated Leave Encashment	2,205.48	2,093.18
3 Gratuity	2,088.28	1,894.77
4 7th Central Pay Commission Arrear	1,459.86	1,363.62
5 Others	1,142.87	1,416.01
<b>Total B</b>	<b>31,142.93</b>	<b>30,948.44</b>
<b>Total (A+B)</b>	<b>44,073.13</b>	<b>39,641.13</b>

**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**  
**SCHEDULE 3A - SPONSORED PROJECTS / PROGRAMMES**

(Rs. in Lakhs)

Sr. No.	Particulars	Balance as at 01-04-2017		Receipts / Recoveries during the Year	Expenditure during the Year	Balance as at 31-03-2018	
		Credit	Debit			Credit	Debit
1	Open Enrollment Programme	25.63	9.44	4,423.30	3,769.21	686.76	16.48
2	Customised Executive Education Programme	501.13	0.13	5,279.23	5,158.69	626.49	4.95
3	Consultancy Projects	1,066.22	36.92	1,561.35	1,156.04	1,474.51	39.89
4	Research Projects	424.50	11.89	320.09	440.64	319.69	27.63
5	Workshop, Seminar, Conferences	131.43	7.87	677.77	655.80	150.03	4.51
6	Others Projects / Programme	44.30	0.03	64.75	71.69	49.26	11.92
	<b>Total</b>	<b>2,193.22</b>	<b>66.27</b>	<b>12,326.48</b>	<b>11,252.06</b>	<b>3,306.74</b>	<b>105.37</b>
	Less: GST collected on advance receipts for which invoices are not yet raised	-	-	-	-	11.71	-
	<b>Net Total</b>	<b>2,193.22</b>	<b>66.27</b>	<b>12,326.48</b>	<b>11,252.06</b>	<b>3,295.03</b>	<b>105.37</b>

**SCHEDULE 3B - SPONSORED FELLOWSHIPS AND SCHOLARSHIPS**

(Rs. in Lakhs)

Sr. No.	Name of Sponsor	Balance as at 01-04-2017		Transactions during the year		Balance as at 31-03-2018	
		Credit	Debit	Credit	Debit	Credit	Debit
1	IIM Scholarship	7.28	-	17.64	16.88	8.04	-
2	Central Government	71.94	-	75.93	62.97	84.90	-
3	Scholarship from Industries	-	-	-	-	-	-
	<b>Total</b>	<b>79.22</b>	<b>-</b>	<b>93.57</b>	<b>79.85</b>	<b>92.93</b>	<b>-</b>



**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**  
**SCHEDULE 4 - FIXED ASSETS**

Sr. No.	Assets Heads	(Rs. in Lakhs)											
		Gross Block					Depreciation					Net Block	
		As at 01-04-2017	Additions	Deductions	As at 31-03-2018	As at 01-04-2017	For the Year	Deductions	As at 31-03-2018	As at 31-03-2017	As at 31-03-2018	As at 31-03-2017	
1	Freehold Land	107.00	-	-	107.00	-	-	-	-	-	107.00	107.00	
2	Buildings	12,336.31	679.22	-	13,015.53	10,195.93	582.41	-	10,778.35	2,237.18	2,140.38		
3	Electrical Installation and Equipment	883.64	13.40	-	897.04	584.76	40.65	-	625.41	271.63	298.88		
4	Plant & Machinery	14.98	-	-	14.98	3.73	1.69	-	5.42	9.56	11.25		
5	Office Equipment	1,812.72	51.51	22.46	1,841.78	1,361.48	71.35	15.49	1,417.34	424.44	451.24		
6	Audio Visual Equipment	104.19	12.69	-	116.89	11.43	14.87	-	26.29	90.59	92.77		
7	Computers & Peripherals	1,689.62	227.05	45.50	1,871.17	1,610.54	86.68	45.48	1,651.74	219.43	79.07		
8	Furniture, Fixtures & Fittings	2,149.47	56.94	0.72	2,205.68	1,327.79	87.23	0.72	1,414.30	791.38	821.68		
9	Vehicles	37.71	11.73	-	49.43	19.61	3.59	-	23.21	26.23	18.09		
10	Library Books	1,427.98	45.19	0.23	1,472.95	1,427.98	13.17	-	1,441.15	31.80	0.00		
	<b>Total (A)</b>	<b>20,563.62</b>	<b>1,097.73</b>	<b>68.90</b>	<b>21,592.46</b>	<b>16,543.26</b>	<b>901.65</b>	<b>61.70</b>	<b>17,383.21</b>	<b>4,209.24</b>	<b>4,020.36</b>		
	Previous Year	20,067.82	502.64	6.84	20,563.62	15,575.02	972.85	4.61	16,543.26	4,020.36	4,492.80		
11	Capital Work in Progress (B)	<b>326.36</b>	<b>1,027.01</b>	<b>652.64</b>	<b>700.72</b>	-	-	-	-	<b>700.72</b>	<b>326.36</b>		
	Previous Year	130.48	517.27	321.40	326.36	-	-	-	-	326.36	130.48		
Sr. No.	Intangible Assets	Gross Block					Amortization					Net Block	
		As at 01-04-2017	Additions	Deductions	As at 31-03-2018	As at 01-04-2017	For the Year	Deductions	As at 31-03-2018	As at 31-03-2017	As at 31-03-2018	As at 31-03-2017	
		As at 01-04-2017	Additions	Deductions	As at 31-03-2018	As at 01-04-2017	For the Year	Deductions	As at 31-03-2018	As at 31-03-2017	As at 31-03-2018	As at 31-03-2017	
12	Computer Software	87.44	33.33	-	120.76	39.59	30.02	-	69.62	51.15	47.84		
	<b>Total (C)</b>	<b>87.44</b>	<b>33.33</b>	-	<b>120.76</b>	<b>39.59</b>	<b>30.02</b>	-	<b>69.62</b>	<b>51.15</b>	<b>47.84</b>		
	Previous Year	24.76	62.67	-	87.44	9.46	30.14	-	39.59	47.84	15.31		
	<b>Grand Total (A+B+C)</b>	<b>20,977.41</b>	<b>2,158.07</b>	<b>721.55</b>	<b>22,413.94</b>	<b>16,582.86</b>	<b>931.67</b>	<b>61.70</b>	<b>17,452.83</b>	<b>4,961.10</b>	<b>4,394.56</b>		
	Previous Year	20,223.07	1,082.59	328.24	20,977.41	15,584.48	1,002.99	4.61	16,582.86	4,394.56	4,638.59		

**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**  
**SCHEDULE 4A - FIXED ASSETS - PLAN**

(Rs. in Lakhs)

Sr. No.	Assets Heads	Gross Block			Depreciation			Net Block			
		As at 01-04-2017	Additions	Deductions	As at 31-03-2018	As at 01-04-2017	For the Year	Deductions	As at 31-03-2018	As at 31-03-2017	
1	Buildings	2,789.61	-	-	2,789.61	1,711.41	261.57	-	1,972.98	816.63	1,078.20
2	Electrical Installation and Equipment	275.44	-	-	275.44	134.77	14.07	-	148.84	126.60	140.67
3	Office Equipment	365.96	0.07	3.28	362.75	310.98	8.17	2.73	316.42	46.33	54.98
4	Computers & Peripherals	155.86	-	0.84	155.02	154.91	0.38	0.84	154.45	0.57	0.95
5	Furniture, Fixtures & Fittings	547.32	-	0.37	546.95	312.09	23.52	0.37	335.24	211.71	235.23
6	Library Books	582.83	-	-	582.83	582.83	-	-	583.01	-0.18	-
<b>Total</b>		<b>4,717.02</b>	<b>0.07</b>	<b>4.49</b>	<b>4,712.61</b>	<b>3,207.00</b>	<b>307.71</b>	<b>3.94</b>	<b>3,510.77</b>	<b>1,201.84</b>	<b>1,510.02</b>
Previous Year		4,713.11	4.20	0.28	4,717.02	2,875.26	332.01	0.28	3,207.00	1,510.02	1,837.84

**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD  
SCHEDULE 4A - FIXED ASSETS - OTHERS**

Sr. Assets Heads No.	Gross Block				Depreciation				Net Block		
	As at 01-04-2017	Additions	Deductions	As at 31-03-2018	As at 01-04-2017	For the Year	Deductions	As at 31-03-2018	As at 31-03-2017	As at 31-03-2018	As at 31-03-2017
	(Rs. in Lakhs)										
1	107.00	-	-	107.00	-	-	-	-	-	107.00	107.00
2	9,546.70	679.22	-	10,225.92	8,484.52	320.85	-	8,805.37	1,420.55	1,062.18	
3	608.20	13.40	-	621.60	449.99	26.59	-	476.57	145.03	158.21	
4	14.98	-	-	14.98	3.73	1.69	-	5.42	9.56	11.25	
5	1,446.76	51.43	19.17	1,479.02	1,050.49	63.19	12.76	1,100.92	378.11	396.27	
6	104.19	12.69	-	116.89	11.43	14.87	-	26.29	90.59	92.77	
7	1,533.76	227.05	44.66	1,716.15	1,455.64	86.30	44.64	1,497.29	218.86	78.12	
8	1,602.15	56.94	0.35	1,658.73	1,015.70	63.71	0.35	1,079.06	579.67	586.45	
9	37.71	11.73	-	49.43	19.61	3.59	-	23.21	26.23	18.09	
10	845.15	45.19	0.23	890.12	845.15	13.17	-	858.32	31.80	0.00	
	<b>Total (A)</b>	<b>15,846.60</b>	<b>1,097.66</b>	<b>64.41</b>	<b>16,879.85</b>	<b>13,336.26</b>	<b>593.94</b>	<b>57.76</b>	<b>13,872.45</b>	<b>3,007.40</b>	<b>2,510.34</b>
Previous Year	15,354.71	498.45	6.56	15,846.60	12,699.76	640.84	4.33	13,336.26	2,510.34	2,654.96	
11	<b>Capital Work in Progress (B)</b>	<b>326.36</b>	<b>1,027.01</b>	<b>652.64</b>	<b>700.72</b>				<b>700.72</b>	<b>326.36</b>	
Previous Year	130.48	517.27	321.40	326.36					326.36	130.48	
Sr. Intangible Assets No.	Gross Block				Amortization				Net Block		
	As at 01-04-2017	Additions	Deductions	As at 31-03-2018	As at 01-04-2017	For the Year	Deductions	As at 31-03-2018	As at 31-03-2017	As at 31-03-2018	As at 31-03-2017
	(Rs. in Lakhs)										
12	87.44	33.33	-	120.76	39.59	30.02	-	69.62	51.15	47.84	
	<b>Total (C)</b>	<b>87.44</b>	<b>33.33</b>	<b>-</b>	<b>120.76</b>	<b>30.02</b>	<b>-</b>	<b>69.62</b>	<b>51.15</b>	<b>47.84</b>	
Previous Year	24.76	62.67	-	87.44	9.46	30.14	-	39.59	47.84	15.31	
	<b>Grand Total (A+B+C)</b>	<b>16,260.00</b>	<b>2,158.00</b>	<b>717.00</b>	<b>17,701.00</b>	<b>13,376.00</b>	<b>624.00</b>	<b>58.00</b>	<b>13,942</b>	<b>3,759.00</b>	<b>2,885.00</b>
Previous Year	15,510.00	1,078.00	328.00	16,260.00	12,709.00	671.00	4.00	13,376	2,885.00	2,801.00	

**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**  
**SCHEDULE 5 - INVESTMENTS FROM EARMARKED / ENDOWMENT FUNDS**

(Rs. in Lakhs)

Sr. No.	Particulars	As at 31-03-2018	As at 31-03-2017
<b>Long Term</b>			
1	In Central Government Securities	58,129.88	55,338.38
2	In State Government Securities	1,779.04	1,779.04
3	Bonds	12,903.73	8,445.48
4	Term Deposits with banks & NBFC's	9,646.21	7,881.09
		<b>82,458.86</b>	<b>73,443.99</b>
Provision for Premium/(Discount) on Redemption of Investments		-	0.06
<b>Total</b>		<b>82,458.86</b>	<b>73,444.05</b>

**SCHEDULE 6 - CURRENT ASSETS**

(Rs. in Lakhs)

Sr. No.	Particulars	As at 31-03-2018	As at 31-03-2017
<b>1</b>	<b>Stock</b>		
a)	Electrical Material	12.83	12.80
b)	Stationery	23.72	38.19
c)	Others	6.55	4.48
		43.10	55.48
<b>2</b>	<b>Cash and Bank Balances</b>		
a)	With Scheduled Banks:		
	In Current Accounts		
	Rupee Account	2,908.88	479.63
	FC Account	12.29	0.13
	In term deposit Accounts	11,925.99	9,743.69
	In Savings Accounts	5,695.32	1,705.88
	In Savings Accounts(IIM Nagpur)	-	-
		20,542.47	11,929.33
b)	Cash on hand	0.16	0.25
c)	Stamps on hand	2.07	4.72
<b>TOTAL</b>		<b>20,587.81</b>	<b>11,989.79</b>

**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**  
**SCHEDULE 7 - LOANS, ADVANCES & DEPOSITS**

(Rs. in Lakhs)

Sr. No.	Particulars	As at 31-03-2018		As at 31-03-2017	
<b>1</b>	<b>Advances to Employees: (Non-interest bearing)</b>				
	a) Festival	1.43		0.49	
	b) Other	28.33	29.76	26.95	27.44
<b>2</b>	<b>Advances and Other Amounts Recoverable in Cash or in Kind or for Value to be Received</b>				
	a) Advances to Others	133.14		122.47	
	b) Students	8.01		10.01	
	c) IIM Nagpur	0.25		45.66	
	d) Pension Recovery	30.55		30.55	
	e) Service Tax Paid in Advance	-		3.76	
	f) GST/Service Tax Input Credit Receivable	80.83		54.56	
	g) Service Tax Paid under Protest (PGP-X)	936.20		727.59	
	h) TDS Receivable	1,905.10		1,987.67	
	i) Service Tax Paid against demand orders (For earlier years)	402.59	3,496.69	-	2,982.29
<b>3</b>	<b>Prepaid Expenses</b>				
	a) Insurance	10.94		6.97	
	b) Other expenses	172.05	183.00	157.35	164.33
<b>4</b>	<b>Deposits</b>				
	a) Telephone	0.21		0.21	
	b) Electricity	65.49		54.99	
	c) Gas Deposit	22.88		22.88	
	d) Other Security Deposits	3.19	91.76	1.50	79.58
<b>5</b>	<b>Income Accrued</b>				
	a) On Investments	3,878.89		3,589.08	
	b) Others (includes income due unrealized)	2,346.34	6,225.23	1,480.19	5,069.27
<b>6</b>	<b>Other Current Assets receivable from Grant/Sponsored Projects</b>				
	a) Debit balances in Sponsored Projects	105.37		66.27	
	b) Grants Receivable	-	105.37	-	66.27
	<b>Total</b>		<b>10,131.82</b>		<b>8,389.17</b>



**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**  
**SCHEDULE 8 - ACADEMIC RECEIPTS**

(Rs. in Lakhs)

Particulars	2017-2018	2016-2017
<b>FEES FROM STUDENTS</b>		
<b>Academic</b>		
1. Tuition Fee	8,823.69	7,922.45
2. Admission Fee	92.85	48.68
3. Enrolment Fee	6.43	3.96
4. Academic Support	2,406.39	2,064.03
5. International Immersion Programme	199.81	147.45
<b>Total (A)</b>	<b>11,529.17</b>	<b>10,186.57</b>
<b>Examinations</b>		
1. Admission Test Fee - CAT (Net)	357.24	559.09
2. Mark Sheet, Certificate Fee	30.87	43.45
<b>Total (B)</b>	<b>388.11</b>	<b>602.54</b>
<b>Other Fees</b>		
1. Fine / Miscellaneous fee	21.81	52.41
2. Medical fee	25.27	25.12
3. Hostel fee	884.32	791.61
4. Mess Charges	84.29	69.03
<b>Total (C)</b>	<b>1,015.68</b>	<b>938.16</b>
<b>Other Academic Receipts</b>		
<b>(a) Executive Education Programmes</b>		
1. Registration fee for workshops, programmes	3,556.56	3,282.60
2. Registration fee for Customised Executive Education Programme	4,423.24	3,526.68
	<b>7,979.80</b>	<b>6,809.29</b>
<b>(b) Registration fees (Academic Staff)</b>	45.99	57.27
<b>Total (D)</b>	<b>8,025.78</b>	<b>6,866.56</b>
<b>GRAND TOTAL (A+B+C+D)</b>	<b>20,958.75</b>	<b>18,593.83</b>

**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**  
**SCHEDULE 9 - GRANTS / SUBSIDIES (IRREVOCABLE GRANTS RECEIVED)**

(Rs. in Lakhs)

Particulars	Government of India		Total	Government of India		Total
	FPM	CMA	2017-2018	FPM	CMA	2016-2017
Balance Brought forward	177.38	50.97	228.35	161.47	57.62	219.09
Add: Grants received/receivable during the year	-	200.00	200.00	-	191.12	191.12
Add: Interest received during the year	15.77	-	15.77	15.91	-	15.91
<b>Total</b>	<b>193.15</b>	<b>250.97</b>	<b>444.12</b>	<b>177.38</b>	<b>248.74</b>	<b>426.12</b>
Less: Refund	-	-	-	-	-	-
<b>Balance</b>	<b>193.15</b>	<b>250.97</b>	<b>444.12</b>	<b>177.38</b>	<b>248.74</b>	<b>426.12</b>
Less: Utilised for Capital expenditure	-	-	-	-	4.20	4.20
<b>Balance</b>	<b>193.15</b>	<b>250.97</b>	<b>444.12</b>	<b>177.38</b>	<b>244.55</b>	<b>421.92</b>
Less: Utilized for Revenue Expenditure (A)	-	250.97	250.97	-	193.58	193.58
<b>Balance Carried forward (B)</b>	<b>193.15</b>	<b>-</b>	<b>193.15</b>	<b>177.38</b>	<b>50.97</b>	<b>228.35</b>

A- Appears as Grant Income in the Income &amp; Expenditure Account.

B- Appears under Current Liabilities in the Balance Sheet in Schedule 3.

**SCHEDULE 10 - INCOME FROM INVESTMENTS**

(Rs. in Lakhs)

Particulars	2017-2018	2016-2017
1. Interest		
a. On Government Securities	4,496.43	4,097.84
b. Other Bonds	1,091.43	1,009.35
2. Interest on Term Deposits	2,305.83	1,823.34
<b>Total</b>	<b>7,893.69</b>	<b>6,930.53</b>
Less :		
1. Transferred to Earmarked/Endowment Funds	4,059.09	3,777.53
2. Transferred to Project Account	14.00	20.11
3. Transferred to Grant Account	15.77	15.91
4. Transferred to Corpus Fund	964.43	-
5. Transferred to Provision for Retirement Benefit Account	2,357.28	1,998.16
<b>Total</b>	<b>7,410.57</b>	<b>5,811.70</b>
<b>Total</b>	<b>483.12</b>	<b>1,118.83</b>

**SCHEDULE 11: INTEREST EARNED**

(Rs. in Lakhs)

Particulars	2017-2018	2016-2017
1. On Savings Accounts with Scheduled Banks	165.34	133.68
<b>Total</b>	<b>165.34</b>	<b>133.68</b>

**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**  
**SCHEDULE 12- OTHER INCOME**

(Rs. in Lakhs)

Particulars	2017-2018	2016-2017
<b>A. Income from Land &amp; Buildings</b>		
1. Hostel Room Rent	41.66	13.03
2. License fee	22.89	17.50
3. Hire Charges of Auditorium/Play ground/Convention Centre, etc	120.83	116.20
4. Facilities (MDC/ IMDC/New Campus etc.)	268.46	291.69
<b>Total A</b>	<b>453.84</b>	<b>438.42</b>
<b>B. Sale of Institute's publications</b>	-	-
<b>Total B</b>	-	-
<b>C. Others</b>		
1. Income from Consultancy	771.81	755.40
2. Consultancy Project Balances Written Back	-	-
3. Income from Research Projects	258.67	340.34
4. Placement Fee	450.29	476.40
5. Scholarships	-	-
6. RTI Fees	0.00	0.01
7. Income from Royalty	-	-
8. Brokerage on Investments	138.03	213.71
9. Profit on Sale/Disposal of Assets - Own Assets	-	-
10. Misc. Receipts (Sale of tender form, waste paper, penalty recovered etc.)	212.28	131.67
11. Depreciation Fund Written Back to extent of Sale of Assets	-	-
12. Sale of Stencil Material	57.48	49.97
13. Interest on TDS Refund	129.33	-
<b>Total C</b>	<b>2,017.91</b>	<b>1,967.50</b>
<b>Total (A+B+C)</b>	<b>2,471.74</b>	<b>2,405.92</b>

**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**  
**SCHEDULE 13- STAFF PAYMENTS & BENEFITS (ESTABLISHMENT EXPENSES)**

(Rs. in Lakhs)

Particulars	Teaching	Non-Teaching	Unallocable	2017-2018	2016-2017
<b>Non Plan</b>					
a) Salaries and Wages	2,218.84	1,726.00	-	3,944.84	3,973.58
b) Allowances and Bonus	-	11.12	-	11.12	20.19
c) Contribution to Provident Fund	33.57	26.11	-	59.68	31.60
d) Staff Welfare Expenses	-	-	83.55	83.55	71.79
e) Retirement and Terminal Benefits (Refer Schedule 13A)	76.71	59.67	-	136.38	6,914.18
f) LTC Facility	15.60	20.52	-	36.12	70.50
g) Medical Facility	18.86	63.55	-	82.41	93.24
h) Children Education Allowance	7.09	15.89	-	22.98	26.20
i) 7th Central Pay Commission Arrear	7.19	-	-	7.19	1,333.07
<b>Total A</b>	<b>2,377.85</b>	<b>1,922.87</b>	<b>83.55</b>	<b>4,384.27</b>	<b>12,534.35</b>
<b>Other Establishment Expenses</b>					
a) CMA Project	115.31	109.00	-	224.31	171.62
b) Consultancy Projects	431.51	83.10	-	514.62	469.96
c) Research Projects	15.78	100.87	-	116.65	195.89
d) Centre Activities	-	6.20	-	6.20	0.30
e) Customised Executive Education Programme	1,439.79	117.14	-	1,556.93	1,289.74
f) Open Enrollment Programme	747.79	100.17	-	847.96	787.58
<b>Total B</b>	<b>2,750.18</b>	<b>516.48</b>	<b>-</b>	<b>3,266.67</b>	<b>2,915.09</b>
<b>TOTAL</b>	<b>5,128.04</b>	<b>2,439.35</b>	<b>83.55</b>	<b>7,650.94</b>	<b>15,449.44</b>

**SCHEDULE 13 A - EMPLOYEES RETIREMENT AND TERMINAL BENEFITS**

(Rs. in Lakhs)

Particulars	Pension	Gratuity	Leave Encashment	2017-2018	2016-2017
Opening Balance as on 1.4.2017	24,180.85	1,894.77	2,093.18	28,168.80	20,839.41
Addition: Interest credited to Fund	2,023.55	158.56	175.17	2,357.28	1,998.16
<b>Total (a)</b>	<b>26,204.40</b>	<b>2,053.33</b>	<b>2,268.35</b>	<b>30,526.08</b>	<b>22,837.56</b>
Less: Actual Payment during the Year (b)	1,595.40	230.70	129.36	1,955.46	1,445.59
Balance Available on 31.03.2018 c (a-b)	24,609.00	1,822.63	2,138.99	28,570.62	21,391.97
<b>Provision required on 31.03.2018 as per Actuarial Valuation (d)</b>	<b>24,246.43</b>	<b>2,088.28</b>	<b>2,205.48</b>	<b>28,540.19</b>	<b>28,168.80</b>
A. Provision to be made in the Current year (d-c)	<b>-362.57</b>	<b>265.65</b>	<b>66.49</b>	<b>-30.43</b>	<b>6,776.83</b>
B. Contribution to New Pension Scheme				163.27	134.55
C. Travel to Hometown on Retirement				3.54	2.81
<b>Total (A+B+C)</b>				<b>136.38</b>	<b>6,914.18</b>

**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**  
**SCHEDULE 14 - ACADEMIC EXPENSES**

(Rs. in Lakhs)

Particulars	2017-2018	2016-2017
<b>Non Plan</b>		
<b>A - Academic Expenses</b>		
a) Field work/Participation in Conferences	28.39	31.77
b) Payment to Visiting Faculty	317.78	228.13
c) Admission Expenses	132.57	134.93
d) Convocation Expenses	42.39	10.68
e) Stipend/Means-cum-Merit Scholarship	1,122.54	1,119.76
f) Books & Case Materials	327.99	267.20
g) Electricity - Students	91.32	97.07
h) Medical expenses	28.66	16.79
i) Misc. Expenses	161.61	129.77
j) Placement Expenses	87.69	66.30
k) Student's Exchange Programme	2.71	3.35
l) International Immersion	101.40	104.11
m) Mess Expenses	25.75	22.06
n) Room Rent	58.53	46.97
o) Library Expenses	711.73	661.44
p) Marketing, Promotion Development Exps	26.46	22.22
<b>Total A</b>	<b>3,267.53</b>	<b>2,962.57</b>
<b>B - Projects / Programmes Expenses</b>		
a) Open Enrollment Programme	617.99	644.01
b) Workshops, Conferences etc.	135.42	180.74
c) Customised Executive Education Programme	475.51	321.52
d) Consultancy Projects	78.94	99.63
e) Faculty Development Programme	22.72	28.59
f) Research Projects	79.64	119.75
g) CMA Other Expenses	26.66	21.96
h) Centre Activities	6.17	3.10
i) Faculty & Professional Development Expenses	55.73	51.80
<b>Total B</b>	<b>1,498.78</b>	<b>1,471.10</b>
<b>C - Common Expenses - Facilities Used</b>		
a) House Keeping Charges	371.98	364.71
b) Mess Charges	324.71	293.32
c) Electricity Charges	96.92	99.19
d) Repair & Maintenance (related to building, furniture & equipments)	18.90	14.74
e) Miscellaneous Expenses	22.35	18.47
<b>Total (A+B)</b>	<b>5,601.16</b>	<b>5,224.12</b>



**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**  
**SCHEDULE 15 - ADMINISTRATIVE AND GENERAL EXPENSES**

(Rs. in Lakhs)

Particulars	2017-2018	2016-2017
<b>Non Plan</b>		
<b>A Infrastructure</b>		
a) Electricity and Power	159.25	152.81
b) Water Charges	82.84	76.10
c) Insurance	11.57	14.50
d) Rent, Rates and Taxes (including Property Tax)	59.35	66.10
<b>Total A</b>	<b>313.01</b>	<b>309.51</b>
<b>B Communication</b>		
a) Postage and Stationery	1.36	-0.61
b) Telephone, Fax and Internet Charges	66.11	68.88
<b>Total B</b>	<b>67.46</b>	<b>68.28</b>
<b>C Others</b>		
a) Printing and Stationery	21.66	63.25
b) Travelling and Conveyance Expenses	189.39	87.59
c) Hospitality	48.72	46.33
d) Auditors Remuneration	6.53	6.15
e) Professional / Legal Charges	47.39	44.15
f) Advertisement and Publicity	26.93	15.84
g) Security Charges	227.93	208.94
h) Service Tax borne by the Institute	377.48	208.38
i) Staff Mess Expenses	20.03	21.00
j) Misc. Expenses	201.14	68.27
k) Loss on Sale of Assets	3.63	1.74
l) Bank Commission	3.77	2.76
<b>Total C</b>	<b>1,174.61</b>	<b>774.38</b>
<b>TOTAL (A+B+C)</b>	<b>1,555.08</b>	<b>1,152.17</b>

**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**  
**SCHEDULE 16-TRANSPORTATION EXPENSES**

(Rs. in Lakhs)

Particulars	2017-2018	2016-2017
<b>Non Plan</b>		
1 Vehicles (owned by Institution)		
a) Running expenses	1.83	1.68
b) Repairs & maintenance	0.57	0.65
c) Insurance expenses	0.54	0.57
<b>Total</b>	<b>2.94</b>	<b>2.90</b>

**SCHEDULE 17 - REPAIRS & MAINTENANCE**

(Rs. in Lakhs)

Particulars	2017-2018	2016-2017
<b>Non Plan</b>		
a) Buildings	175.49	151.35
b) Furniture & Fixtures	26.20	39.67
c) Office Equipments	48.90	39.60
d) Computers	103.96	102.31
e) Estate Maintenance	595.56	574.80
<b>Total</b>	<b>950.11</b>	<b>907.72</b>

**SCHEDULE 18 - DEPRECIATION/AMORTIZATION**

(Rs. in Lakhs)

Particulars	2017-2018	2016-2017
Depreciation on Tangible Assets	901.65	972.85
Amortization of Intangible Assets	30.02	30.14
	931.67	1,002.99
Less : Transferred from Capital Funds	527.71	424.27
<b>Total</b>	<b>403.96</b>	<b>578.72</b>

**SCHEDULE 19 - TRANSFER TO DESIGNATED FUND**

(Rs. in Lakhs)

Particulars	2017-2018	2016-2017
a) IIMA Corpus Fund	500.00	-
b) Campus & Infrastructure Development Fund	1,500.00	-
c) Fund for Group Mediclaim and Term Insurance	2,100.00	-
d) Research, Publication & Thrust Area Fund	1,000.00	-
e) Fund for Computer Expenses	2,000.00	-
<b>Total</b>	<b>7,100.00</b>	<b>-</b>

## INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD SCHEDULE 20: SIGNIFICANT ACCOUNTING POLICIES

### 1. ACCOUNTING CONVENTION

The financial statements are prepared in accordance with the Indian Generally Accepted Accounting Principles (I - GAAP) under the historical cost convention on the accrual basis of accounting except for subscription to Journals & Periodicals and development allowance to staff and Accounting Standards as Notified by the Institute of Chartered Accountants of India.

The financial statements are broadly prepared on the basis of format prescribed by the Ministry of HRD for Central Higher Educational Institutions.

### 2. USE OF ESTIMATES

The preparation of Financial Statements in conformity with Indian GAAP requires the management to make estimates and assumptions in the reported amounts of assets and liabilities (including contingent liabilities) as of the date of the financial statements and the reported income and expenses during the reporting period.

Management believes that the estimates used in preparation of the financial statements are prudent and reasonable. Accounting estimates could change from period to period. Actual results could differ from those estimates. Appropriate changes in estimates are made as the Management becomes aware of changes in circumstances surrounding the estimates. Changes in estimates are reflected in the financial statements in the period in which changes are made and, if material, their effects are disclosed in the notes to the financial statements.

### 3. INVENTORY VALUATION

Inventories comprise of Stores, Stationery and Consumables and are valued at lower of cost or net realisable value. The cost includes cost of purchase and related direct costs. The cost of inventory is arrived at using the weighted average method.

### 4. FIXED ASSETS

#### Tangible Assets

Tangible Fixed Assets are stated at cost less accumulated depreciation and impairments if any. Cost of acquisition of fixed assets is inclusive of freight, duties and taxes and other incidental and direct expenses related to acquisition of the asset & bringing the assets to its working condition for the intended use.

In respect of projects under construction, related pre-operational expenses form part of the value of the assets capitalized.

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

Assets created out of Earmarked Funds and funds of Sponsored Projects, where the ownership of such assets vests in the institution, are set up by credit to Capital Fund and merged with the Fixed Assets of the Institute.

#### Intangible Assets

Intangible assets are stated at their cost of acquisition, less accumulated amortization and impairment losses. An intangible asset is recognized, where it is probable that the future economic benefits attributable to the asset will flow to the enterprise and where its value / cost can be reliably measured.

The Institute capitalizes software and related implementation costs where it is reasonably estimated that the software has an enduring useful life.

## 5. DEPRECIATION

### On Tangible Assets

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

Depreciation on assets where actual cost of individual item is equal to or less than Rs. 5,000/- are treated as small value assets and is provided at the rate of 100%.

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

### Amortization of Intangible Assets

Computer Software is amortized at the rate of 40% (Previous Year 60%)

## 6. INVESTMENTS

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

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

## 7. EARMARKED / ENDOWMENT FUNDS

### Earmarked

Long Term Funds are earmarked for specific purpose and the same has been invested in Government Securities, Bonds and Term Deposits with Banks. The income from Investments is credited to respective funds based on average rate of interest earned on investments as the Institute has a pool of investments. The expenditure and advances are debited to the fund. The assets created out of Earmarked Funds where the ownership vests in the Institution, are merged with the assets of the Institute by crediting an equal amount of the Capital Fund. The balance in the respective funds is carried forward and is represented on the asset side by the Investments and Accrued Interest.

### Endowment

Endowment are fund received from various individual donors, Trusts and other organizations, for establishing Chairs and for Medals & Prize, as specified by the Donors. The same has been invested in Government Securities, Bond and Term Deposits with Banks.

The income from Investments are credited to respective funds based on average rate of interest earned on average monthly investments as the Institute has a pool of investments and the same has been allocated in the ratio of the average monthly closing balances in each fund. The expenditure on Medals & Prizes is met from the interest earned on investment of the respective Endowment Funds and the balance is carried forward.

In respect of Chairs, Corpus of the Endowment can be used in case of shortfall of interest income. The balances are represented by Investments and Accrued Interest.

## 8. REVENUE RECOGNITION

Fees from Students are recognized on accrual basis except for Enrollment fees for “PGP for Executive Course” which is accounted on receipt basis.

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

Income from Land and Building, Placement Fees, Other misc. receipts and Interest on Investments is accounted on Accrual basis.

Income from ongoing Research, Consultancy, CEE & OEP projects on year end is recognized in Income & Expenditure A/c to the extent of expenditure incurred during the year under the respective project as Institute’s Share & Faculty Share of income from the project is not certain till closure of the project.

Donations, Insurance Claim receipts & Contribution from CAT Fees are accounted on Receipt basis.

## 9. INTEREST ON INVESTMENT

Interest on Investments out of Earmarked, Endowment, Corpus and other Funds are allocated to respective Fund Account based on average rate of interest earned on average monthly investment during the year after adjusting 1% of total interest earned during the year towards administration of fund and the same is recognized in Income & Expenditure account as Interest Income.

Any surplus interest after allocation to respective Earmarked, Endowment, Corpus and other Funds is recognized in Income and Expenditure Account as “Interest Income”.

## 10. FOREIGN CURRENCY TRANSACTIONS

Transactions denominated in foreign currency are accounted at the exchange rate prevailing at the date of the transaction. Net exchange gain or loss resulting in respect of foreign exchange transactions settled during the period is recognized in the Income and Expenditure account.

## 11. GOVERNMENT GRANTS

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

Grants in respect of specific fixed assets are treated as Capital Grant.

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

Government grants for meeting Revenue Expenditure (on accrual basis) are treated, to the extent utilized, as income of the year in which they are realized.

Unutilized grants are carried forward and exhibited as a liability in the Balance sheet.

## 12. SPONSORED PROJECTS

In respect of ongoing Sponsored Projects, the amounts received from the sponsors are credited to the head Receipts against ongoing sponsored projects under head Other Liabilities – Current Liabilities. As and when expenditure is incurred / advances are paid against such projects, the concerned project account is debited.

## 13. RETIREMENT BENEFITS

All eligible employees received benefits from Provident fund, a defined contribution plan and gratuity & superannuation pension under defined benefits plan. The employees are also entitled to compensate absences in the form of leave encashment.



Regular contributions are made to provident fund at the prescribed rates. Provision towards gratuity, superannuation pension and accumulated leave for employees is made on the basis of the actuarial valuation using Projected Benefit Obligation Method (PBO Method).

Expenditure on Retirement & Terminal benefits as shown in the Income & Expenditure account is net of Interest earned on specific investment for Retirement Benefits.

#### **14. INCOME TAX**

The income of the Institution is exempt from Income Tax under section 10(23C)(vi) of the Income Tax Act, hence no provision for Tax is therefore made in the accounts.

Income Tax Recoverable relates to tax deducted from interest on Investment, Professional Fees and Placement Income.

#### **15. PROVISIONS, CONTINGENT LIABILITIES AND CONTINGENT ASSETS**

Provisions involving a substantial degree of estimation in measurement are recognized when there is a present obligation as a result of past events and it is probable that there will be an outflow of resources. Provisions required to settle are reviewed regularly and are adjusted where necessary to reflect the current best estimates of the obligation.

Where no reliable estimate can be made, a disclosure is made as contingent liability. Where there is a possible obligation or a present obligation in respect to which the likelihood of outflow of resources is remote, no provision or disclosure is made. Contingent liabilities are not recognized but are disclosed in the accounts by way of a note.

Contingent assets are neither recognized nor disclosed in the financial statements.

**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**  
**SCHEDULE 21: OTHER NOTES TO ACCOUNTS**

**1. CONTINGENT LIABILITIES**

- (a) Service Tax demands in dispute (Including Interest)

**Rs. 11,305.73 Lakhs** (Previous year Rs. 145.84 Lakhs).

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

**Rs. Nil** (Previous year Rs. Nil)

- (c) Electricity Duty

**Rs. 34.69 Lakhs** (Previous Year Rs. 34.69 Lakhs)

**2. UNEXECUTED CAPITAL CONTRACT**

Unexecuted Capital Contract (Net of Advances) is Rs. 675.12 Lakhs (Previous year Rs. 879.42 Lakhs), which shall be utilized from Campus & Infrastructure Development Fund.

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

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

**4. TAXATION**

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

The Institute is recognized as wholly charitable society and granted registration under section 12A (a) of Income Tax Act, 1961.

**5. EXPENDITURE IN FOREIGN CURRENCY**

(Rs. in Lakhs)

Particulars	2017 – 2018 Rs.	2016 – 2017 Rs.
a) Foreign Travel	59.13	59.32
b) Books and Case Materials	317.42	336.91
c) Others	185.24	140.22

**6. EARNING IN FOREIGN CURRENCY**

(Rs. in Lakhs)

Particulars	2017 – 2018 Rs.	2016 – 2017 Rs.
a) Project, Program, Donations & Fees Income	932.15	663.62
b) Placement Income	23.02	36.57

7. During the year, Institute has deposited Rs. 208.60 Lakhs (PY Rs. 727.59 Lakhs) under protest with the service tax \ GST department against service tax \ GST collected from the students for PGP-X course. Total payment of Rs. 936.19 Lakhs outstanding as on March 31, 2018 has been disclosed in Schedule 7 as Service Tax \ GST Paid under Protest (PGP-X) and correspondingly in Schedule 3 as Service Tax Refundable to Students (PGP-X). The same will be adjusted \ refunded as & when the dispute is resolved.
8. Corresponding figures for the previous year have been regrouped / rearranged wherever necessary to confirm current year's presentation based on accounting and presentation norms given by MHRD.

As per our report of even date

**For T R Chadha & Co LLP**  
Chartered Accountants  
Firm Registration No.006711N / N500028

Sd/-  
**Errol D'Souza**  
Director

Sd/-  
**Arvind Modi**  
Partner  
Membership No.112929

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

Sd/-  
**Laxmandev B. Gohil**  
Chief Manager- Accounts

Date : 25/06/2018  
Place: Ahmedabad

**Receipts and Payments Account For the Year Ended 31st March 2018**

(Rs. in Lakhs)

RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
I. Opening Balances			I. Expenses		
a) Cash balances	0.25	0.25	a) Establishment Expenses	6,643.79	5,735.01
b) Bank Balances			b) Academic Expenses	3,265.53	3,234.17
i. In Rupee accounts	479.63	529.70	c) Administrative Expenses	1,576.81	1,042.49
ii. In Deposit accounts	9,743.69	18,935.71	d) Transportation Expenses	2.94	2.90
iii. Savings accounts	1,705.88	1,919.37	e) Repairs & Maintenance	954.08	904.77
iv. In FC accounts	0.13	5.64	f) Prior Period Expenses	-	-
c) Stamps on Hand	4.72	0.06			
II. Grants Received			II. Payments against Earmarked/ Endowment Funds	882.29	732.46
a) From Government of India	200.00	191.12			
b) From State Government	-	-			
c) From Other sources	-	-			
III. Academic Receipts	13,889.52	12,123.49	III. Payments against Sponsored Projects/ Schemes	5,435.33	5,272.96
IV. Receipts against Earmarked Endowment Funds	3,685.78	3,027.39	IV. Payments against Sponsored Fellowships and Scholarships	79.85	125.36
V. Receipts against Sponsored Projects/ Schemes	9,262.25	8,001.86	V. Investments and Deposits made		
			a) Out of Earmarked/Endowment Funds	26,321.92	25,262.08
			b) Out of own Funds( Investment Others)	-	-
VI. Receipts against Sponsored Fellowships and Scholarships	93.57	189.96	VI. Term Deposits with Scheduled Banks	-	-
VII. Income on Investments from			VII. Expenditure on Fixed assets and Capital Works-in-Progress		
a) Earmarked/Endowment Funds	5,826.96	4,430.05	a) Fixed Assets	478.42	243.92
b) Other Investments	-	-	b) Capital Works-in-Progress (Including Capital Advances)	1,027.01	517.27
VIII. Interest received on			VIII. Other Payments including Statutory Payments		
a) Bank Deposits	1,773.13	1,723.12	a) Deposits Given	402.59	-
b) Loans and Advances	-	-	b) Deposits Repaid	1.70	4.21
c) Saving Bank Accounts	165.34	133.68	c) Increase in Statutory Liabilities	-610.99	207.41
IX. Investments Encashed	17,307.11	5,525.00	IX. Refund of Grants	-	-
X. Term Deposits with Scheduled Banks			X. Deposits and Advances		
			a) Security Deposits	12.19	-

(Rs. in Lakhs)					
RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
XI. Other Income			XI. Other Payments		
a) Income from Land & Buildings	453.84	973.38	a) Sundry Debtors and Loans and Advances	-	-
b) Other	987.42	821.79	b) Advances to Employee (Net)	2.33	7.80
			c) Changes in Stock	-12.38	23.27
			d) TDS Receivable	-82.57	700.50
XII. Deposits and Advances			XII. Any Other payments		
a) Caution money Deposits Received	67.12	90.26	a) Increase in Sundry creditors and Other Liabilities	-1,275.63	2,672.21
b) Security Deposits	-	0.74			
c) Loan to Employees	-	-			
XIII. Miscellaneous Receipts (Statutory Receipts)	-	-	XIII. Closing Balances		
XIV. Any Other Receipts			a) Cash balances	0.16	0.25
a) Changes in Provisions	-	-	b) Bank Balances		
b) Sundry creditors and Other Liabilities	-	-	i. In Rupee accounts	2,908.88	479.63
c) Sale of Assets	3.57	0.49	ii. In Deposit accounts	11,925.99	9,743.69
			iii. Savings accounts	5,695.32	1,705.88
			iv. In FC accounts	12.29	0.13
			c) Stamps on Hand	2.07	4.72
<b>TOTAL</b>	<b>65,649.92</b>	<b>58,623.08</b>	<b>TOTAL</b>	<b>65,649.92</b>	<b>58,623.08</b>

As per our report of even date

**For T R Chadha & Co LLP**  
Chartered Accountants  
Firm Registration No.006711N / N500028

Sd/-  
**Errol D'Souza**  
Director

Sd/-  
**Arvind Modi**  
Partner  
Membership No.112929

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

Sd/-  
**Laxmandev B. Gohil**  
Chief Manager- Accounts

Date : 25/06/2018  
Place: Ahmedabad





# GOLD MEDALISTS 1966-2018

## 1966

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

## 1967

- Vijay Bhargava
- Jayant Kumar Dey

## 1968

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

## 1969

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

## 1970

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

## 1971

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

## 1972

- 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. Ramganes
- Dhruva Jyoti Banerjee (PGP-ABM)

## 2005

- Philip T. Jacob
- Manoj Gupta
- Gaurav Saigal

## 2006

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

## 2007

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

## 2008

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

## 2009

- Gagandeep Singh
- Abhishek Verma
- Ishant Goyal
- Sauri Gudlavalleti (PGPX)
- Rakesh Ranjan (PMP)

## 2010

- Samrat Ashok Lal
- Rohan Choudhary
- Himanshu Sharma
- Vinod Kumar Ramachandran (PGPX)
- Sanjeet Kumar Pandy (PGP-PMP)

## 2011

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

## 2012

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

## 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)

## 2016

- Ayush Agarwal
- Shah Ashay Subhash
- Anurag Agarwal
- Prasanna Venkatesan Srinivasan Iyengar (PGPX)

## 2017

- Ashish Khullar
- Akash Gupta
- Samyak Daga
- Mihir Parekh (PGPX)

## 2018

- Prakhar Balasubramanian
- Anurag Poddar
- Soumyo Madhab Mitra
- Srihari Sumaithangi Janakiram (PGPX)



### Chief Guests at Convocations

1966 Mr. M.C. Chagla	1984 Mr. P.L. Tandon	2002 Mr. Azim Premji
1967 Dr. Vikram Sarabhai	1985 Mr. K. C. Pant	2003 Dr. A.P.J. Abdul Kalam
1968 Mrs. Indira Gandhi	1986 Mr. Hiten Bhaya	2004 Dr. Bimal Jalan
1969 Dr. Karan Singh	1987 Dr. Raja Ramanna	2005 Mr. Raghuram Rajan
1970 Mr. L. K. Jha	1988 Mr. V. Kurien	2006 Mr. M.S. Banga
1971 Mr. Dharma Vir	1989 Mr. A.S. Ganguly	2007 Mr. P. Chidambaram
1972 Mr. C. Subramaniam	1990 Mr. Russi Mody	2008 Mr. Montek Singh Ahluwalia
1973 Mr. D.P. Dhar	1991 Mr. Sarup Singh	2009 Shri Deepak Parekh
1974 Professor Nurul Hasan	1992 Mr. Rajmohan Gandhi	2010 Dr. C. Rangarajan
1975 Mr. T. A. Pai	1993 Mr. P.V. Narasimha Rao	2011 Dr. Manmohan Singh
1976 Dr. V.M. Dandekar	1994 Dr. Manmohan Singh	2012 Shri K. V. Kamath
1977 Mr. M.S. Swaminathan	1995 Mr. Sam Pitroda	2013 Shri L. N. Mittal
1978 Mr. H. M. Patel	1996 Mr. A.M. Ahmadi	2014 Mr. Anand Mahindra
1979 Mr. V. G. Rajadhyaksha	1997 Mr. Adi Godrej	2015 Mr. Ajay Banga
1980 Justice Mr. M. Hidaytullah	1998 Mr. Vikram Lal	2016 Smt. Arundhati Bhattacharya
1981 Mr. Keshub Mahindra	1999 Mr. K.B. Dadisheth	2017 Smt. Shikha Sharma
1982 Mrs. Sharda Mukherjee	2000 Mr. R.K. Laxman	2018 Dr. Janmejaya Sinha
1983 Mr. Nani Palkhiwalla	2001 Dr. Desh Deshpande	

