

Indian Institute of Management  
Ahmedabad

45<sup>th</sup> Annual Report 2006-07

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## THE YEAR IN RETROSPECT

The year 2006-07 was an important milestone in the spectacular progress of the Institute. The ambitious expansion and diversification plan initiated in 2003 concluded this year with the launch of the one-year Post-Graduate Programme in Public Management and Policy. With this, the Institute has now established its presence in all major segments of management education by offering five long duration programmes catering to five different segments: two-year PGP with general management focus, two-year PGP with focus on agri-business management (PGP-ABM), one-year PGP for executives with substantial work experience (PGPX), one-year PGP for government officers and public enterprise managers with focus on public management and policy (PGP-PMP), and the four-year doctoral programme in management (FPM). While the first two programmes train young men and women for entry level positions, the two one-year programmes train executives with substantial experience for senior positions in public and private sectors and for various fields in public management. Currently, the total student strength on campus for these five long duration programmes has already reached around 750, representing an increase of around 65 per cent in the aggregate student strength over the last five years. In addition to this, the Institute launched a specially designed six-month full-time residential certificate course in business management for the officers of the Indian armed forces in October 2006. This programme has received encouraging response and, in view of its outstanding success, the Institute plans to offer two such programmes in a year from 2007-8 onwards.

PGPX, which was successfully launched in 2006, has received overwhelming response from both aspiring participants and recruiters. The pioneering batch graduated this year and its placement has turned out to be outstanding. The Institute is confident that, over the next few years, this programme would contribute significantly towards enhancing the IIMA brand in the global arena.

Today, the Institute is widely recognized as a top ranking management school not only in India but the whole of Asia. During the last four years, several external rating agencies have conducted independent surveys of B-schools. All of them have rated the Institute as the best business school in India. Leading international rating agencies such as EIU, Asia Inc, and Asiaweek have ranked the Institute among the top three B-schools in the Asia-Pacific region.

During the year, the international rating agency, Economist Intelligence Unit, rated the Institute as one of the top 12 institutions in the world for excellence in the short duration open enrolment segment of executive education programmes. The Institute is the only institution from Asia to get this recognition. The Institute's pre-eminent position can be attributed to the periodic redefining of its mission to align itself with the changing global and domestic environment, while retaining its focus on social responsiveness.

It has been the endeavour of the Institute to ensure that no meritorious student is denied an opportunity for want of financial resources. Keeping this objective in mind, the Institute provides assistance in the form of need based scholarships to help economically disadvantaged students. Under the enlarged and enhanced Need-Based Scholarship (NBS) Scheme, 69 students were given scholarships amounting to Rs.48 lakh during the year 2006-7. At present a substantial portion of the scholarship money is paid out of the Institute's internal resources. However, efforts are under way to create a special corpus mainly through contributions from our alumni and corporates. The alumni have responded well and during the year they have set up an IIMA Alumni Trust to enhance the 'IIMA Brand'. The Trust plans to sponsor specific activities like scholarships for underprivileged students, research grants to faculty, funding of seminars and

publications, endowing chairs, and funding physical and soft infrastructure. To begin with, the Trust has created four merit-cum-means scholarships for deserving students in the first year of PGP.

The Institute has been consistently operating in the premium segment of the recruitment market and it is the first choice of both domestic and foreign recruiters. The outstanding success of this year's placement has once again reaffirmed the Institute's position among the world's top ranking business schools, with 28 per cent of the graduating batch being placed overseas. The average salary for domestic placements increased by 40 per cent. Notwithstanding the large batch-size of the graduating class, all of them were placed within three slots of campus recruitment. Continuing the trend witnessed over last three years of growing preference among the students for entrepreneurship, this year as many as 11 students opted out of placement to set up their own business and some of them actually rejected highly lucrative job offers.

The Institute has been making a significant contribution to management research in a wide range of areas which are relevant to practitioners and policy makers. In the year 2006-07, the faculty wrote 8 books, 14 monographs, and 71 articles in reputed journals. They also contributed 39 chapters in books and presented 145 papers at conferences and seminars.

The thrust of our research and training activities extends to the areas of concern for society at large. Several initiatives were taken in this direction during the academic year.

Ravi Matthai Centre for Educational Innovation conducted specially designed programmes on strategic leadership for the principals of CBSE schools and participated in the review of Sarva Shiksha Abhiyan. The Centre for Innovation, Incubation, and Entrepreneurship launched the sixth round of a unique national search and competition called Anveshan. During the year the first incubatee exited from the Centre with successful commercialization of his product, while another incubatee succeeded in obtaining venture capital funding of Rs. 3 crore.

The Centre for e-Governance completed two major studies on the impact of ICT applications in the public sector and impact assessment study of e-governance projects in India. The Public Systems Group carried out significant research work in the fields of health systems management, energy and environment, infrastructure management, and urban management.

The Centre for Management of Health Services entered into 15 new research collaborations with North American, European, and Asian institutions. It also conducted specially designed programmes on data analysis for monitoring health programmes and managerial challenges for HIV/AIDS programmes. This year, the Centre for Management in Agriculture completed three research projects and offered two MDPs.

Continuing its tradition of promoting research in emerging areas by creating unique interdisciplinary faculty groups, the Institute established two new research centres during the year: Centre for Infrastructure Policy and Regulation and Gender Resource Centre.

The Institute is a founder member of the Association of Asia Pacific Business Schools. This year the Institute hosted the second annual conference of the Association whose theme was "New Directions in Asia Pacific Management Education". Deans and Directors of around 60 Business Schools in the Asia Pacific Region attended the conference.

The PGPs organized Confluence, the annual international business school meet, in November 2006. Around 90 foreign participants from 20 international business schools and around 900 participants from 60 Indian schools attended. The theme this year was "The India Phenomenon".

The event got unprecedented response and coverage in national and international media. The Institute also organized another B-school meet titled Amaethon 2007 with focus on agri-business and rural management. It also received overwhelming response.

This year, on the eve of the 58th Republic Day, the Government of India announced the decision to confer the Padma Shri award on IIM, Ahmedabad, Director, Dr. Bakul H. Dholakia, in recognition of his distinguished services in the field of Education. The Honourable President of India presented him the medal and Sanad (certificate) at an Investiture Ceremony held at Rashtrapati Bhavan, New Delhi, on April 5, 2007.

The Institute's convocation day was a special one for another reason. On that day, March 31, a special pictorial postal cover with permanent pictorial cancellation of the Institute's logo was released by Ms Vijayalakshmi Sheth, Chief Post Master General, Gujarat Circle. Present on the occasion were Mr Vijaypat Sighania, Chairman of the Board of Governors, Professor Bakul Dholakia, Director, and a large number of philatelists and invitees.

The Institute is the first educational institution in India to have its own pictorial cancellation. The Postal Department has gifted a pictorial meter franking machine to the Institute post office. This machine is the first of its kind in India. A pictorial cancellation stamp has also been given to the Institute post office. All materials posted at the Institute post office will have this cancellation.

The Institute took several initiatives to establish international collaborations and strengthen its global linkages. A comprehensive strategic partnership agreement was signed in January 2007 between the Institute and Duke CE, the corporate arm of the Duke University, to deliver customized corporate education programmes in Asia. The Institute also entered into collaboration with Columbia University for international immersion and student exchange programme. During the year, the Institute signed nine new agreements with American and European business schools for international student exchange programme, taking the number of foreign partner institutions to 50. In addition, the Institute entered into 10 new agreements with leading international B-schools and foreign universities for the international immersion module of PGPX and PGP-PMP. During the year the Institute conducted two executive development programmes in Egypt for senior executives from Egypt and neighbouring countries. The Institute also launched short duration programmes in Muscat.

In collaboration with Harvard University's Kennedy School of Government, the Institute offered a four-week executive education programme on "Governance Challenges for India : A Mid-Career Programme for IAS Officers – Phase V". Ninety-four IAS officers of the 1979 and 1980 batches attended the programme.

In line with its tradition of keeping pace with the changing times, the Institute entered into a collaboration with NIIT in August 2006 to offer technology enabled short duration management development programmes. Two programmes focusing on general management and strategic business communication were offered during the year.

The Institute became a member of the European Foundation for Management Development (EFMD) in January 2007 and initiated the process of EQUIS accreditation. The EQUIS Committee of EFMD has voted unanimously to declare the Institute eligible for entering the EQUIS accreditation process. The process is expected to take around 18 to 24 months and the Institute's success in getting EQUIS accreditation will pave the way for enhanced global branding of the Institute.

The Institute has been able to achieve all this only through the sustained and dedicated efforts of its distinguished faculty and highly committed administrative support staff. With their collective effort and team work the Institute will achieve its mission of emerging as a leading global institution in the field of management education during the years to come.

# ACADEMIC PROGRAMMES

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

## 1. POST-GRADUATE PROGRAMME IN MANAGEMENT

First offered in 1964, the Post-Graduate Programme in Management (PGP) is the flagship programme of the Institute.

The forty-third session of the programme commenced on June 22, 2006, with 248 students. At the end of the year, 244 students were promoted to the second year.

The second year of the programme commenced on June 12, 2006, with 241 students. At the end of the second year, 235 students, after having satisfactorily completed the academic requirements, graduated from the Institute.

There were 49 SC/ST and five physically challenged students in the first year of the programme. Forty-three SC/ST students and six physically challenged students graduated from the second year.

Details are given in Appendix A1.

### Preparatory Programme

The Institute offers a preparatory programme for students who are found relatively weak in communication and mathematical skills and is offered before the start of the regular session. Thirty-three students attended the preparatory programme, which was offered from May 29 to June 17, 2006.

### Orientation Programme

An orientation programme for newly admitted students was conducted from June 22 to 24, 2006. In addition to addresses by the Director and the PGP Chairperson, a dialogue with the PGP Executive Committee and briefing on computer and library facilities as well as their usage formed part of the programme. An extended session on case preparation and case method was also included. The purpose of this session is to familiarize incoming students with the case method of teaching since that is the dominant pedagogical tool at the Institute.

### Tutorials

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

### Curriculum

In the first year students took 24 courses (19.75 credits) spread over three terms. All courses were compulsory.

In the second year, students took a minimum of 15 and a maximum of 17 credits of courses. They chose from 66 elective courses and 118 project courses that were offered, in addition to two compulsory courses. The compulsory courses were taught in four sections. On account of heavy



registration, one elective course was taught in five sections and eight courses in two sections. Of 66 electives that were offered, students took 56.

### **New Courses**

This year, nine new elective courses were offered in the second year of the programme. Details are given in Appendix A2.

### **Student Exchange Programme**

In line with the internationalization of the programme and with a view to providing international exposure to students, the Institute collaborates with business schools abroad for exchange of students.

During the year, 64 students spent a term at collaborating institutions. Seventy-five students from collaborating institutions also spent a term at the Institute. Details of collaborating institutions are given in Appendixes A3 and A4.

### **Lecture Series**

Following distinguished persons addressed the students during 2006-7:

Sitaram Yechuri, MP and Leader, Communist Party of India (Marxist), December 8, 2006

Professor Prahlad K. Basu, Chairman, BRPSE, Government of India, December 20, 2006

M. Damodaran, Chairman, Securities and Exchange Board of India, January 13, 2007

### **Industry Scholarships**

The Institute awards industry scholarships based on academic performance. Nineteen students (7 from the first year and 12 from the second year) got these scholarships.

### **Aditya Birla Scholarships**

The Aditya Birla scholarships were given to two first year students and one second year student.

### **Sir Ratan Tata Scholarships**

Sir Ratan Tata scholarships were given to five second year students.

### **T. Thomas Scholarship**

The T. Thomas scholarship was given to a second year student based on his first year performance.

### **IIMA Need-Based Scholarships**

Under the revised norms, the Institute gave Rs.44,19,530 as need-based scholarships to 29 students from the first year (2006-08 batch) and 34 students from the second year (2005-2007 batch), ranging from Rs.26,000 to 99,900 per student.

### **Industry Need-Based Scholarships**

Three students from the second year (2005-07 batch) and two students from the first year (2006-08 batch) were awarded industry need-based scholarships ranging from Rs.20,000 to 40,000 per student.

### **IIMA SC/ST Scholarships**

During the year 2006-07 all 49 students in the first year and 46 students in the second year received these scholarships of Rs.1,500 each.

### Government of India Merit-cum-Means Scholarships

There were no applicants.

Names of recipients of scholarships are given Appendix A5.

### Other Awards

The Kollengode V. Srinivas award is given in recognition of all-round performance of an outstanding student. It also honours the memory of Srinivas' association with the Institute. This year, Devashish Chakravarty received the award.

The S. Umapathy Prize is given in recognition of academic excellence of a student and to honour the memory of Umapathy's association with the Institute. Mayank Rawat received the prize this year.

Shri S.K. Seth Memorial Award is given to a student who obtains the highest grade points in the first year. This year, Mayank Rawat received the award.

The Woman All-Rounder Award has been instituted to recognize the all-round performance of an outstanding woman student. Vineeta Singh was the recipient of the award.

### Admission

Break-up of students who joined in the Institute in June 2006 (2006-8 batch) is as follows :

#### PGP Admissions (2006-2008 Batch)

	Male	Female	Total
General	158	36	194
SC/ST	42	7	49
Disabled	5	-	5
<b>TOTAL</b>	<b>205</b>	<b>43</b>	<b>248</b>

The Post-Graduate Programme commencing June 2007 attracted 1,70,894 applications, an increase of 11.63 per cent over the previous year. Details about the admission process till the interview stage are given in Appendix A6.

Details of CAT takers, applications received, candidates short-listed and called for group discussion and personal interview, and attended the group discussion and personal interview for the 2007-09 batch are given in Appendix A7.

### Placement

The Institute is a globally recognized brand. Consistently hundred per cent placement is an acknowledgement of this recognition and of the rigorous training focusing on innovation, leadership, teamwork, and global business climate. The Institute's ability to produce graduates capable of matching and surpassing the best globally was reaffirmed during the final placement.

### Final Placement

Final placement of graduating students took place between March 8 and 13, 2007. A total of 493 job offers were made to 235 students who participated in the process. Out of 94 companies that had confirmed participation, 91 companies visited the campus.

As many as 79 companies made pre-placement presentations prior to campus recruitment. Ten companies held video conferences for various placement activities including interviews with students. Teleconferencing was also used for interviews.

### **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 through recruiting students in large numbers but many new companies also recruited. Sixteen companies came to the campus this year for the first time.

### **Highlights**

About a fourth of the batch was placed overseas. Major investment banks such as Deutsche Bank, Goldman Sachs, HSBC, Lehman Brothers, Merrill Lynch, and Morgan Stanley continued their association with the Institute as did global consulting majors such as AT Kearney, BCG, and McKinsey. Approximately half the foreign offers were based in UK and US. Lehman was on the top offering 17 positions around the globe. Amongst domestic companies Pricewaterhouse Coopers offered 25 positions. Firms such as Blackstone Real Estate, Fischer Jordan, ING, Opera Solutions, and Value Partners were some of the new additions to the Slot Zero this year.

There were 64 acceptances of overseas offers. Domestic placements accounted for the remaining 160 students. Eleven students opted out of placement.

### **Greater Job Diversity**

There was a greater choice available to students in terms of jobs being offered in different sectors and greater diversity within a sector. The different sectors in which students were recruited this year included real estate, analytics, infrastructure, private equity, hedge funds, consulting, corporate treasury, and retail.

A conscious attempt was made to broaden the base of recruiters. Offers were made in various sectors, reflecting the all-round strength of the Institute's curriculum.

### **Increased Student Focus and Selectivity**

Several students rejected higher paying foreign offers in favour of domestic offers. There were 120 overseas offers of which 64 were accepted. Eleven students opted out of placement to start their own enterprises.

### **Compensation**

Both domestic and international salaries increased substantially. The maximum domestic salary ranged from Rs.60 lakh to Rs.1 crore. Highest overseas salaries were in the range of US\$ 2,25,000 to US\$ 3,00,000.

### **Pre-Placement Offers**

Based on the performance of students in summer internships, 63 pre-placement offers were made by 24 companies out of which 38 offers were accepted.

### **Best Lateral Placements in India**

Lateral recruitments this year saw an unprecedented rise. Companies recognized and gave credit for previous work experience by making commensurate lateral offers. Middle management level offers were made by IT, financial services, consulting, and investment banking companies.

### **Entrepreneurship**

In recent years a growing preference is seen among students to start their own ventures. This year also, as many as 11 students either opted out of placement, or rejected job offers to start their own ventures. This was motivated by CIIE at the Institute. Two students rejected offers of more than Rs.1 crore from an investment bank in favour of starting their own ventures.

The Placement Committee, in response to the enthusiasm from such entrepreneurs, decided to give placement holidays. Students who opt out of placement for taking up entrepreneurship will be eligible for taking placement assistance from the Institute during next two years.

### **Faculty-Recruiter Interaction**

In order to establish and sustain the linkages between the Institute and industry, three meetings between faculty and recruiters were organized. These interactive sessions brought out feedback on students' performance, companies' expectations, course offerings, and trends in employment opportunities.

### **Administrative Support**

The process of summer and final placement was under one roof at IMDC on the new campus. Services like catering, housekeeping, telecommunication, and computer systems were arranged by the administration. The whole process was carried out by a team consisting of students, event management team, and the Placement Office.

### **FPM Placement**

Six FPM students sought placement assistance and were involved in the placement process.

### **Summer Placement**

Summer internship provides an opportunity for students to work in top level Indian and foreign companies. It exposes students to real life, unstructured situations and provides them with frameworks, skills, and analytical tools to address such situations. Students work on projects which are diverse, challenging, and provide intense learning experiences.

Summer placement took place from November 11 to 17, 2006. Students were placed in diversified sectors such as international banking, consultancy, finance, marketing, IT, operations, sales, and retail. One student opted to work with an NGO.

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

The Post-Graduate Programme in Agri-Business Management (PGP-ABM) is designed to transform young men and women into dynamic professional managers, leaders, and entrepreneurs to take up the challenges of organizations in food, agri-business, rural, and allied sectors. The programme commenced (2006-07 batch) on June 1, 2006. Thirty-two students registered for the programme, including 5 students belonging to scheduled castes and one belonging to the physically handicapped category. In the second year, there were 23 students, including two scheduled caste students, one scheduled tribe student, and one physically handicapped student.

### **Admission**

PGP-ABM is well received by the student community. This year, the Institute received 9,558 applications as against 8,484 last year (see Appendix B1).

After a rigorous selection process, 26 students were admitted to the programme.

### **Preparatory Programme**

In order to strengthen mathematical, communication, and computer skills, all students of the incoming batch were asked to attend a preparatory programme from June 1 to 22, 2006.

### **Orientation Programme**

An orientation programme for the new batch was held from June 22 to 24, 2006. There was an interaction and dialogue with the PGP-ABM Executive Committee and a briefing on the computer and library facilities and their usage. A session on case preparation and case discussion was also held to introduce students to the case method of instruction.

### **Curriculum**

Compulsory courses were offered in the first year with a view to improving the conceptual and analytical knowledge required in different disciplines and functional areas. In the first year, students took 24 courses (19.75 credits) spread over three terms. In addition, a non-credit course on “Rural Environment and Institutions” was offered in the first year.

In the second year, students were required to register for a minimum of 15 credits and a maximum of 17 credits, including two compulsory courses from PGP (General) and four sector-specific compulsory courses. Elective courses were offered to deepen the students’ understanding of specific areas of management and building decision making skills within the specific context of rural and agricultural sectors. In the second year, students were also allowed to register for one elective course of PGP (General) in every term.

Courses offered during the academic year 2006-07 are given in Appendix B2.

### **Course on Rural Environment and Institutions**

A course on “Rural Environment and Institutions” was offered for first year students during the second and third terms to provide an understanding of rural setting, rural society, and rural institutional and policy environment. Distinguished policy planners, people from industry, development organizations, NGOs, practitioners, and academicians were invited to deliver talks and share their experiences with students.

### **Rural Immersion Programme**

The first phase of the Rural Immersion Programme was organized from April 7 to 17, 2006. Students were divided into six groups and two groups were placed in Andhra Pradesh, two groups in Gujarat, and one each in Madhya Pradesh and Karnataka. Students then carried out a project study as part of the second phase from December 6 to 17, 2006.

### **Awards**

Two awards by Nestle India Ltd. and another by an alumnus have been instituted. Each award carries a certificate and cash award of Rs.25,000. Two students were given these awards based on their performance in the second year.

### **Placement**

All students were placed for summer assignments in various organizations for a period eight weeks.

All students in the second year were placed. Details are given in Appendixes B3 and B4.

## **3. POST-GRADUATE PROGRAMME FOR EXECUTIVES**

The first batch of 60 participants of PGPX (one-year Post-Graduate Programme in Management for Executives) graduated in March 2007 with flying colours after spending an eventful year on

campus completing a gruelling 800 plus contact hours of academic work. This was the pioneering batch that created a new mould of full-time MBAs in India, with an average age of 32 years and an average experience of 9 years when they joined the programme. In a tribute to the aspiration of increasing the number of foreign participants in the programme, the gold medalist of the batch was a British national who had been working in China.

It was a new sight on campus to see a large number of students with wives and children in tow. Apart from the Institute and other global faculty, PGPX students interacted with leading corporate personalities such as Mr. Narayana Murthy, Chief Mentor of Infosys, Capt. Gopinath, CEO of Air Deccan, Mr. Satish Pradhan, EVP, Tata Sons, etc. among others. PGPX students fitted right into life on the campus bringing their families with them (which created a shortage of domestic help on the campus) and participating in the Talent Nite with PGPs (which created a lot of goodwill in both student communities).

In November, PGPX students went on international immersion to Hongkong, Netherlands, UK, and Canada for five weeks to partner schools that included the University of British Columbia, Chinese University of Hong Kong, Amsterdam Business School, and Leeds University Business School. They also undertook projects with different organizations.

### **Placements**

The placements of the batch have greatly validated the concept of PGPX amongst recruiters, a critical market for PGPX. All 60 participants who graduated in March 2007 were placed with an average 168 per cent increase in domestic average salary (from Rs.9.17 lakh to Rs.24.65 lakh) and 79 per cent increase in international salary (from US\$ 0.76 lakh to US\$ 1.35 lakh). The minimum domestic salary and international salary in the batch was Rs.15 lakh and US\$ 0.75 lakh, respectively. Nineteen per cent of the batch got consultancy field jobs, 34 per cent took up roles in the corporate sector, 15 per cent in the finance function, and 32 per cent in general management, strategy, and business development.

There were 135 placement offers for the batch for levels varying from Chief Operating Officer and Chief Financial Officer, Group Engagement Manager, Corporate Strategy Officer, Vice President (Sales and Marketing), Senior Associate, Senior Analyst, and Operations Manager in companies like AD Little, Booz Allen Hamilton, Citibank IBD, Cognizant, Computer Associates, Covansys, Cypress, Delta Lloyd, Fire Capital, Genpact, ICICI Bank, ICRA, IMACS, Infosys BPO, Infotech, JM Morgan Stanley, Kotak PE, KPIT, NISG, McKinsey, Microsoft, MindTree Consulting, Nexus, Olam International, PwC, Paramount Airways, RPG, Reliance Energy, Reliance Communications, Reliance Industries, Tech Mahindra, Thermax, Syntel, Yes Bank, VSNL, and WNS. Nearly 25 per cent of the batch got international postings.

### **New Batch**

The second batch drew 849 applications from which 213 candidates were interviewed. The batch started on April 1, 2007, with an intake of 73 participants. The profile of the batch has an average of : 696 GMAT score, 33 years age, and 117 months of work experience out of which 33 months are of international exposure. The industry mix includes Airline/Travel, Energy/Power, FMCGs, Financial Services, Government Services, IT and IT Services, Management Consultancy, Manufacturing, Media, Projects/Construction, Shipping, and Telecom. By the time this batch joined, fresh agreements for international immersion were signed with the University of Texas at Austin, Columbia Business School, and Boston University, increasing the diversity of schools available and the number of places available.

#### 4. POST-GRADUATE PROGRAMME IN PUBLIC MANAGEMENT AND POLICY

On April 1, 2007, the Institute launched yet another long duration programme – a one-year Post Graduate Programme in Public Management and Policy (PGP-PMP). The admission process has been completed and 37 candidates have accepted the offer.

The programme is specially designed for middle level civil servants of governments, mid-career managers of public and private enterprises, and professionals of NGOs. The objective is to prepare participants to assume leadership roles in government, NGOs, public enterprises, and private and cooperative organizations with substantial public management thrust. The programme builds upon the excellence of the Institute in management teaching and research and its considerable experience in policy research and consultancy to take management to the domains of public policy, services provision and regulation, and management of public organizations and enterprises.

The programme has about 800 hours of engagement and is offered in three modules: a core management module where the focus is on fundamentals of management; a core public management and policy module with courses relating to public policy and management; and electives leading to concentration in a number of areas in public management and policy.

The programme also has a six-week international attachment where the emphasis is to familiarize participants with public management policies and practices followed in different contexts and cultures. Participants would either attend courses in a university of international repute, or be attached to an international organization/public body or to a faculty to work on a project in the chosen area of concentration.

On successful completion of the programme, participants will be awarded the Institute's Post-Graduate Diploma in Public Management and Policy.

#### 5. FELLOW PROGRAMME IN MANAGEMENT

First offered in 1974, the Fellow Programme in Management (FPM) is the doctoral level programme with special emphasis on management research and teaching. So far, 221 students have completed the programme and have received the title of "Fellow of the IIMA". At present there are 28 students in the thesis phase and 35 students are doing course work.

##### **Thesis Proposal Awards**

The IFCI thesis proposal awards were given to Abhishek Goel, Ashutosh Roy, and Venkatesh Pamu. The Chaudhary-Padmanabhan Pant award was given to Abhishek Goel while the Sahir Memorial award was given to Ashutosh Roy for their thesis proposals.

##### **Admission**

The Institute made efforts to invite applications from those who are committed to research and academic activities. As a result, the Institute got 477 applications. Twenty-three candidates were offered admission, out of which 17 students joined the programme.

##### **New Endeavours**

The contingency amount has been increased from Rs 20,000 to Rs. 22,000, while the subsistence allowance has been increased by 5 per cent.

##### **Assistance for Attending Conferences**

During the year the Institute raised the financial assistance from the existing level to Rs.1 lakh towards attending conferences and seminars level and other educational expenses.

### **Student Exchange Programmes**

The Institute has tied up with several universities and institutions abroad for exchange of students. At present, the following institutions are involved:

- Amsterdam Business School
- Australian National University
- ESSEC, Paris
- ESSEC, Singapore
- European Business School, Germany
- University of Cologne, Germany
- University of Groningen, Netherlands

### **Publications and Conference Presentations**

Details of publications and papers presented at conferences by FPM students are given in the Research and Publications Committee's annual report published separately.

### **6. CONVOCATION**

The forty-second convocation of the Institute was held on March 31, 2007. Shri P. Chidambaram, Honourable Union Finance Minister, Government of India, was the chief guest and delivered the convocation address. At the convocation, seven FPM students were awarded the title of "Fellow of the Indian Institute of Management, Ahmedabad", 235 students were awarded the Post-Graduate Diploma in Management, 22 students were awarded the Post-Graduate Diploma in Agri-Business Management, and 60 participants were awarded the one-year Post Graduate Diploma in Management for Executives.

Following students of the Post-Graduate Programme in Management were awarded the Indian Institute of Management Ahmedabad Medal for Scholastic Performance:

Mayank Rawat  
Sumit Kumar  
Bala Vamsi Tatavarthy

James Beeson, participant of the one-year Post-Graduate Programme for Executives, received the Indian Institute of Management Ahmedabad Medal for Scholastic Performance.

### **7. FACULTY DEVELOPMENT PROGRAMME IN MANAGEMENT**

The 28th Faculty Development Programme (FDP) was offered from October 31, 2006, to February 17, 2007. Out of 60 applicants who were shortlisted for the programme, 27 management teachers from Indian institutions and four from Nepal were selected. Ten of them held doctorates in various disciplines related to management and seven were women.

The curriculum included courses on developing competence in general management education which help improve teaching skills of participants. A course on research methods and functional management courses were offered in addition. The case method workshop and the integrated case series held towards the end helped integrate the learning. The programme also included a field visit.

Fellowships covering part of the programme fee were made available to ten participants. Two participants received the Surendra Paul Fellowship and four received support from the Dorabji Tata Trust. Four participants from Gujarat were awarded a scholarship each.



### **Case Writing Workshop**

As part of the programme, the second programme on Case Writing and Case Method of Teaching was offered on December 12, 2006.

The programme received about 70 applications. The original plan was to offer to select 25 participants. Based on the response, it was decided to enlarge the class size to 45. There were 15 participants from university departments, 24 from private Institutions, and 6 from industry.

The programme focused on two aspects: case writing and case method of teaching. Case method of teaching was done in three segments: demonstration, process simulation, and role play. In demonstration, the programme faculty demonstrated how a case could be taught. In process simulation, participants were expected to prepare for case teaching and discuss with programme faculty in the class to improve and hone their skills. In role play, participants would actually experience the process of teaching in the class under the guidance of the programme faculty. To help them appreciate case writing, participants worked in small groups in the context of a specific case to examine how the case could be improved. They would make presentations to the programme faculty for review and feedback.

## RESEARCH AND PUBLICATIONS

Research constitutes an important activity at the Institute. Funding for research projects – classified as large, medium, and small depending on funding and other support – is provided by the Institute.

During the year, one large research project, three small research projects, eight seed money projects, and eight case development projects were initiated.

Four large research projects, one small research project, seven seed money projects, and five case developments were completed.

The large research project will focus on collective formation in the Indian call centre industry. Solving hard combinational problems, arbitration and public policy, and academic performance of MBA students are the topics of study in small research projects.

Economic relations between Finland and India, online dispute resolution, Bayesian data mining, party autonomy in international commercial arbitration, bullying in workplace, asset reconstruction in India, and aligning legal strategy with business strategy are the topics that will be explored in seed money projects.

During the year, the faculty wrote 8 books, 14 monographs, and 71 articles in journals. They contributed 39 chapters in books and presented 145 papers in conferences. In addition faculty, FPM students, and research staff wrote 71 working papers.

Details of research, case writing projects, and seminars are given in Appendix E. Details of books, monographs, papers in academic journals, book chapters, and conference presentations are given in Appendix F.

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

**Vikalpa: The Journal for Decision Makers**

Vikalpa is into its 32nd year of publication. The journal is well recognized in India and abroad for the quality of its papers.

Every issue of Vikalpa has the following regular features: Perspectives which presents emerging issues and ideas that call for action or rethinking by managers, administrators, and policy makers in organizations. Research has articles that focus on the analysis and resolution of managerial and academic issues based on analytical or case research. Interfaces presents articles which are of practical utility to managers and which would help them in updating their managerial skills. Managers and academicians drawing from experiences, ideas, management theories or exploratory research would contribute these articles. Colloquium includes debate on a contemporary topic by eminent academicians and managers. Management Case describes a real-life situation faced, a decision or action taken by an individual manager or by an organization at the strategic, functional or operational level. Vikalpa also features diagnoses, book reviews, abstracts, and a bibliography of articles pertaining to an important management topic.

### Basic Statistics about Vikalpa

Vikalpa received 328 papers during this year (compared to 150 last year) out of which 49 papers were accepted for publication and 15 being in the queue for publication. Vikalpa expanded its base of reviewers from 51 to 70 this year (45 from the Institute and rest from outside).

## **MANAGEMENT DEVELOPMENT PROGRAMMES**

During 2006-07, the Institute offered 46 management development programmes which attracted 1609 executives from private and public sector organizations and government departments. The MDP activity catered to 18,902 participant-days.

During the year, four programmes – 3-TP: Middle Management Programme, Enhancing Leadership Capacities and Potential among Professional Women, Strategic Port Management, and Network Security – were offered twice.

Of the 46 programmes, six were regular general management programmes. Of remaining 40 programmes, 11 programmes were new and 29 were repeat offerings.

New programmes were offered by Business Policy Area, Computer and Information Systems Group, Marketing Area, Organizational Behaviour Area, Centre for Management of Health Studies, Public Systems Group, and Ravi J. Matthai Centre for Educational Innovation.

Details of programmes offered, number of participants, areas offering programmes, etc. are given in Appendix H.

# INTERDISCIPLINARY CENTRES AND GROUPS

## 1. CENTRE FOR INFRASTRUCTURE POLICY AND REGULATION

The Centre for Infrastructure Policy and Regulation (CIPR) was set up in June 2006 and became functional during the year. CIPR is multidisciplinary in its composition and work.

Since the establishment of this Centre, the Centre on Telecom Policy Studies (CTPS) has become a part of the Centre and is known as the Group on Telecom.

### Management Development Programmes

Four management development programmes, which are offered basically by the Public Systems Group, were coordinated and conducted by largely faculty from the Centre:

- Urban Management
- Infrastructure Development and Financing
- Strategic Port Management for Senior Management
- General Management for Shipping (in collaboration with Maritime Training Institute, Karjat, Mumbai)

### Others

A memorandum of understanding was signed with VSNL for sponsoring a Centre of Excellence in Telecom Policy Studies. VSNL has agreed to provide a grant of Rs.10 lakh for three years.

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

Research forms an integral part of the activities of the Centre for Innovation, Incubation, and Entrepreneurship (CIIE), set up in 2001. Research relating to various dimensions of technological change and innovation-based entrepreneurship is in progress. An extensive literature survey on innovation based entrepreneurship was completed.

Documentation of innovation search and effective incubation processes and case studies on innovation-based start-ups and incubation experiences is in progress. Three studies on various incubation projects were initiated.

To convert hi-tech and mass impact innovations into commercial ventures, the Centre is now focusing on building capacity. The new building inaugurated in March 2007 will provide new facilities for innovators and incubatees.

The sixth round of nation-wide search for innovators has begun. Five new projects were added this year for incubation support. Accuflow device, incubated by CIIE, was successfully launched for commercial production. The incubatee team of this project will be exiting the incubator. As part of incubation support, three live independent projects were undertaken by PGP students with incubatees under the guidance of the faculty.

### Venture Conclave

CIIE successfully organized a Venture Conclave in association with the Entre Club (entrepreneurship club of students) during the year. This provided an opportunity for entrepreneurs to meet and hear venture capitalists and investors. Speakers at the conclave included heads of several venture funding companies.

### Other Programmes

CIIE started the best practices programme as a follow-up to the Entrepreneurship Clinic organized in Rajkot to help SMEs. The objective was to create a forum for managerial interaction with SMEs. CIIE organized the Inventors of India workshop in October 2006. This workshop provided a platform for collaboration among inventors, innovators, and stakeholders for building an effective value chain evolving policy options for strengthening inter-institutional linkages and innovation-based enterprises in India.

### 3. CENTRE FOR MANAGEMENT IN AGRICULTURE

An inter-disciplinary group, the Centre for Management in Agriculture (CMA) is 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.

#### Courses

CMA offered 13 courses in the second year of the two-year Post-Graduate Programme in Agri-Business Management (PGP-ABM) and five courses in the second year of the Fellow Programme in Management (Agriculture).

#### Research

##### Completed

- Contract Farming of Medicinal Herbs and Organic Crops in India
- Returns and Economics of Bt Cotton vis-à-vis Traditional Cotton Varieties in the State of Maharashtra in India (individual study by CMA)
- Towards Evolving Agricultural Policy Matrix in a Federal Structure: The Post-WTO Scenario in India

Summaries of these completed projects are given in Appendix J.

##### Ongoing

- Agricultural Machinery Industry in India: A Study of Growth, Market Structure, and Business Strategies
- An Evaluation of Participatory Irrigation Management (PIM) Practices in the States of Andhra Pradesh, Maharashtra, and Gujarat (coordinated AERC Research Project)
- Economic Policy Reforms and the Indian Fertilizer Industry
- Making Great Rann of Kutch of Capable of Producing Food by Specially Designed Hydroponics System
- Management of Agri-Business Contracts and Organizations
- Performance of Formal Rural Credit in India
- Returns to Bt Cotton vis-à-vis Traditional Cotton Varieties: A Study Covering Gujarat, Maharashtra, Andhra Pradesh, and Tamil Nadu (coordinated AERC Research Project)
- South Asia Region Case Studies and Training in Agri-Business
- Understanding Consumer Preference for Genetically Modified Foods
- Understanding the Financial Flows of Poor and Their Attributes

#### Management Development Programmes

During the year, CMA offered two management development programmes:

- Harnessing Intellectual Property for Strategic Competitive Advantage
- Agricultural Input Marketing

### **Workshop**

CMA co-sponsored a workshop on “Frontiers of Agricultural Development in Gujarat” with the Gujarat Economic Association Silver Jubilee Trust.

Details of publications brought out by CMA are given in Appendix F.

### **4. CENTRE FOR MANAGEMENT OF HEALTH SERVICES**

The Centre for Management of Health Services (CMHS) was set up in June 2004.

#### **Research**

##### **Ongoing**

- Health Policy Making in China, Vietnam, and India (European Commission, Brussels)
- Averting Maternal Death and Disability (Gates Foundation)
- Safe Motherhood: Case Studies from Bangladesh, Pakistan, India (DFID)
- Improving Midwifery and Emergency Obstetric Care Services in India (Swedish International Development Agency)
- Corruption in Health Systems
- Strategic Leadership Development Initiatives in Asia (UNFPA)
- Building the Infrastructure to Reach and Care for Poor (WHO)
- Managerial Challenges in HIV/AIDS Prevention and Control (Gujarat State AIDS Control Society)
- Public Private Partnership in Managing Urban Health (UNFPA)
- Vision, Mission, and Social Obligations for Cancer Care (Gujarat Cancer Society)
- Tele-education in Health Sector in Nepal, Myanmar (WHO, SE Asia Region, New Delhi)
- Management Support Structure for RCH
- Nutrition-Health Sector Linkages: Midday Meals Scheme (Xavier's Research Foundation)
- Public-Private Partnership to Strengthen RCH programme (WHO)

#### **Management Development Programmes**

- Hospital Management Programme
- Managerial Challenges in HIV/AIDS Prevention and Control Programmes
- Data Analysis and Monitoring and Evaluation of Health Programmes

### **5. CENTRE FOR RETAILING**

The Centre for Retailing was set up in September 2004. The Centre's objective is to generate and disseminate knowledge on retail management to improve the efficiency and quality of delivery of products and services.

#### **Courses**

The Centre offered the following course for PGP/PGP-ABM students in the second year:

- Seminar on Retail Management

#### **Research**

During the year, one Centre-funded FPM dissertation was completed.

##### **Completed**

- Trust and Shopper Patronage Intentions: Impact of Congruity in Store-Shopper Relationship

#### Ongoing

- Study on Hedonic Shopping Behaviour: A Cross-Country Study (Indian segment)
- Strategies for Small Stores in New Retail Environment
- Algorithms and Domain Heuristics for Multi-level

#### Replacement Analysis

#### Market Basket Analysis

- Measuring Expressiveness of Store Attributes: Applying Congruity Theory at an Actionable Level

Publications of the Centre can be seen in Appendix F.

### 6. COMPUTER AND INFORMATION SYSTEMS GROUP

The Computer and Information Systems Group faculty offered several compulsory and elective courses in PGP, PGP-ABM, FPM, and management development programmes.

The area faculty was actively engaged in research activities in areas related to the group.

Details of papers presented at conferences and workshops and publications are given in Appendixes E and F.

### 7. PUBLIC SYSTEMS GROUP

During the year, activities of the Public Systems Group were focused in the areas of energy and environment, transportation, infrastructure, urban management, and health management.

#### Courses

The Group offered seven elective courses in PGP (Infrastructure Development and Financing; Services Management; Managing Telecom Enterprises; Environment Management; Hospital and Healthcare Management; Legal and Regulatory Issues in Infrastructure; Urban Economy and Business Environment), and seven courses in FPM (Public Management; Public Finance; Energy and Environment Policy; Electric Power Economics and Policy; Health Policy and Planning; Healthcare Financing and Health Insurance; and Seminar on Transportation Policy).

#### Research

#### Ongoing

- Development of Gas Market in India: Overview and Future Scenarios
- Aligning Energy, Development, and Climate Priorities in India
- Managerial Challenges in the HIV/AIDS Prevention and Control Programmes
- Public Private Partnerships in Managing Urban Health
- Accelerated Rural Telecom Services
- Restructuring of NHAI
- Hinterland Connectivity for Ports
- Transport Sector in India
- Turnaround of Indian Railways: A Critical Appraisal
- An Organizational Model for Bus Rapid Transport System for Ahmedabad
- Transcare Logistics: Cochin Port: A Strategic Focus for Development
- Appraisal of City Development Plans under Jawaharlal Nehru National Urban Renewal Mission
- Principles and Parameters for Performance Related Pay (PRP) in Government



### Management Development Programmes

The Group offered seven management development programmes during the year:

- Infrastructure Development and Financing
- Urban Management
- Strategic Port Management
- Hospital Management \*
- Managerial Challenges in HIV/AIDS \*
- Programme for HIV/AIDS \*
- Data Analysis and Interpretation for Health Programme Monitoring \*

\* Offered jointly by CMHS and PSG

### Workshops

International Workshop on “Balancing Energy, Development and Climate Priorities in India”, sponsored by the United Nations Environment Programme, RISO Centre for Energy, Climate and Sustainable Development, New Delhi, November 30 – December 1, 2006.

International Workshop on “Integrated Assessment Model for Developing Countries and Analysis of Mitigation Options and Sustainable Development Opportunities,” sponsored by the Asia Pacific Network (APN) for Global Change, March 9-10, 2007, Ahmedabad.

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

The Centre offered an elective course titled Enterprise and Innovations in Education for second year students of PGP. The objective was to develop an understanding of the educational scenario in the country and facilitate identification of areas where individuals can make a difference in the education sector by active engagement. It has provided an opportunity for participants to develop insights so that they can further the cause of education while being in a regular job in an individual capacity or by networking with other agencies, engage as a manager, leader in an educational institution, become an initiator of an endeavour in the field of education or become a provider of educational support services.

### Research

Completed

- Mainstreaming the Knowledge of the Innovative Practitioner

Write-up on this project can be seen in Appendix K.

Ongoing

- NGOs in Primary Education

### Management Development Programmes

The seventh programme on Strategic Leadership for Schools in a Changing Environment for School Principals was offered in collaboration with the Central Board of Secondary Education (CBSE). On a request from the Navodaya Vidyalaya Samiti, New Delhi, a programme was specially designed and developed for principals of Jawahar Navodaya Vidyalayas (JNVs) in which 40 principals from JNVs across the country participated. A six-day programme titled “Leadership for Excellence: Programme for Delhi Government Schools” was also offered.

The Centre continues to provide institutional support to government through membership in state and national research advisory bodies. Faculty members support was also provided in training programmes organized by Future Focus Foundation, Bhubaneswar.

#### 9. GENDER RESOURCE CENTRE

The Gender Resource Centre was set up in June 2006 with Professor Asha Kaul as its Chairperson. The following activities have been planned for the Centre:

- Facilitate gender sensitization
- Organize capacity building programmes
- Enhance learning through research, consultancy, and interventions
- Disseminate knowledge and information
- Participate in review and documentation of government policies
- Work in close quarters with key decision makers
- Work on gender budgeting and gender auditing

#### 10. MOU WITH AVIVA INSURANCE COMPANY

A MoU for collaboration in developing Accelerated Leadership Programme for Aviva's middle management levels was entered into for an initial period of two years in September 2004. At a later stage it is likely that Aviva would like to explore the possibility of funding an Insurance Research Centre and/or a Chair at the Institute.

#### 11. CENTRE FOR E-GOVERNANCE

##### Research

- A Study on the Impact of ICT Applications in the Public Sector in Developing Countries The eGovernment Practice Group of the World Bank, Washington DC, has sponsored a study to define a framework and methodology for impact assessment of e-government projects. The Center for Electronic Governance, IIMA (CEG-IIMA) and the London School of Economics (LSE) have jointly carried out the study. The study involved developing an initial framework for assessment based on published literature. Five service delivery projects from three states in India and two projects from Chile were assessed using the framework. The experience was used to further refine the framework. The study team included Professors T.P. Rama Rao and S.C. Bhatnagar (CEG-IIMA), and Dr. Shirin Madon of LSE.
- Impact Assessment Study of E-government Projects in India The assessment framework developed for the World Bank study was used to make detailed assessments of five mature wide-scope projects representing different types of e-government applications: G2C, G2B, and G2G. These assessments were undertaken with funding from the Ministry of Communications and Information Technology (MCIT). Each application was analysed by the case study approach and quantitative data were collected from agencies, clients, and employees through structured formats and surveys.

##### Knowledge Dissemination Activities

- Workshops and Training Programmes  
Workshop on Building Capacity for Impact Assessment A two day workshop was conducted on February 26 and 27, 2007, as a part of the Department of IT (DIT) sponsored project titled "A Study of the Impact of ICT Applications in the Public Sector in Developing Countries." DIT has empanelled agencies in order to carry out summary assessments of e-government projects at the Central, State, and Local Government levels across India. The objective of the workshop was to build capacity for impact assessment amongst different agencies/

institutions that may engage in carrying out these impact assessment studies. In addition, the workshop also helped to define the next steps in the evolving programme for impact assessment under the umbrella of the National E-Government Plan, which is an initiative of the Government of India for ushering in e-Governance.

Programme on Planning and Implementation of Information Systems for Electronic Governance (APCIO-7) The objective of the programme which was offered for the time is to prepare participants to play a leadership role in the planning and implementation of information system projects in the governance of the state. Participants included senior officials of government of Andhra Pradesh and other states and countries with experience in managing government and public systems, and with a strong motivation to introduce e-governance in their respective fields of work. This 11-week programme commenced on 5 February 2007 and ended on 21 April 2007.

- IFIP WG 9.4 Newsletter Issues of the Newsletter for July 2006 and December 2006 have been published and are available on the web. Readership of the newsletter has increased by about 120 in the last one year.
- CEG website The CEG website is transformed partially as a knowledge portal on e-governance in the public domain. The website hosts the entire text of publications on e-Governance authored by IIMA faculty. The number of visitors to the website between April 2006 and March 2007 was 1595, with an average of five visitors per day.

#### **Participation in E-Governance Committees**

- Professor V. Venkata Rao is a member of the committee responsible for providing conceptual and administrative support to eGovWorld, a portal for knowledge and learning on e-Governance being managed by the National Institute for Smart Governance, Hyderabad.
- Professors T.P. Rama Rao and Sanjay Verma are members of the working group guiding the design and implementation of Tamper-proof and Secure Digital Courtroom Recording System, being implemented at the City Civil and Sessions Court, Ahmedabad, by CDAC.
- Professor Rajanish Dass is a consultant for Information Systems to the Ministry of Finance, Government of India.

# DISCIPLINARY AREAS

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

## 1. BUSINESS POLICY

The area offered two compulsory courses – Strategy Formulation and Implementation and Legal Aspects of Business – to second year students of PGP and PGP-ABM. It offered following elective courses to second year students of PGP:

- Business, Government, and Law
- Core Competence, Capabilities, and Corporate Strategy
- Corporate Tax Planning
- Leadership; Vision, Meaning, and Reality
- International Business Dispute Resolution
- Mergers, Acquisitions, and Corporate Restructuring (jointly with the Finance and Accounting area)

For participants of the Post-Graduate Programme for Executives (PGPX), following courses were offered :

- Capstone Strategy Simulation
- Corporate Governance
- Knowledge Management
- Mergers and Acquisitions
- Role of a General Manager.

The area offered three compulsory and three elective courses for FPM students:

- |  |              |
|--|--------------|
| • International Strategic Management               | } Compulsory |
| • Strategic Management – I and II                  | }            |
| • Advance Seminar on Action Research Methodologies | }            |
| • Entrepreneurship                                 | } Electives  |
| • Strategy and Innovation                          | }            |

## Management Development Programmes

The area offered six management development programmes:

- Contract Management
- Doing Business in Nordic Europe
- Knowledge Management: Strategy, Structure, and Processes
- Organizational Leadership for the Twenty-first Century
- Regulations in Production and Marketing of Food Products
- Value Creation through Mergers and Acquisitions

The area faculty taught strategy related modules in general management programmes of the Institute in India and abroad. They also taught Business Policy and Foundations of Management courses to participants of the Faculty Development Programme.

The area members developed cases on various sectors of industry. Research interest of the members includes cross-cultural learning, strategic issues relating to intellectual property rights, and globalization.

### **Seminar**

An international seminar on intercultural communication competence was organized on October 26 and 27, 2006, at the Institute under an EU funded project. Proceedings of the seminar are being brought out as a book.

## **2. COMMUNICATIONS**

The area offered a compulsory course – Written Analysis and Communication – to PGP and PGP-ABM students.

A course on Spoken Business Communication was offered to PGP first year students during the second term. A course on Managerial Communication was offered to PGP and PGP-ABM students during the first year.

A course on Persuasive Communication was offered to PGP and PGP-ABM students during the fifth term. Other courses offered by the area included: Communication for Management Teachers, Technical Writing (for FPM and FDP), Academic Writing for Management Teachers (FDP), Business French, and Business German. The last two courses were taught in the fourth term.

### **Management Development Programmes**

The area offered two management development programmes:

- The Winning Edge: Communication Strategies for Leaders
- Effective Communication Strategies: Men and Women@Work

The sixth Asia Pacific ABC Conference was organized by the area in December 2006 and was attended by about 140 participants.

## **3. ECONOMICS**

The area offered three compulsory courses to first year students of PGP. Elective courses offered area in the second year were:

- Game Theory and Applications for PGP students
- Game Theory and Strategic Behaviour for FPM students
- International Trade and Investment for PGP students

### **Research**

Significant research is being done on infrastructure, efficiency of public enterprises, financing of public sector undertakings, PSU restructuring, taxation, fiscal debt and deficits for Indian states, monetary policy in India, comparative rates of growth in developing countries, determinants of export behaviour of firms, agricultural exports from Gujarat, regional disparity in economic and human development in India, planning for rural development, needs assessment for achieving the millennium development goals at state level, scaling up of rural services in primary health and education, business concentration and industrial policy in India, Indian competition policy and technology policy, development strategy for Gujarat, foreign direct investments in Gujarat, informal sector and labour, and economics of education.

Details of seminars/symposiums offered by the area are given in Appendix E.

#### 4. FINANCE AND ACCOUNTING

The area offered four courses for first year students of PGP:

- Managerial Accounting and Control: I and II
- Finance: I and II

In the second year PGP, the area offered several electives:

- Fixed Income Securities
- Investment and Portfolio Management
- Futures, Options, and Risk Management
- Management of Financial Institutions
- Mergers, Acquisitions, and Corporate Restructuring (jointly with the Business Policy Area)
- Securities Regulation

#### 5. MARKETING

The area offered regular first year compulsory courses and second year elective courses in PGP and PGP-ABM. The area offered two new courses for PGPX participants:

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

#### Management Development Programmes

The area offered six management development programmes during the year:

- Advanced Data Analysis for Marketing Decisions
- Consumer Based Business Strategy and Product Policy
- Enhancing Sales Force Performance
- International Marketing: Winning Customers and Building Value Networks
- Managing Retailing
- Pricing for Profits

#### International Conference

The area organized the second IIMA International Conference on Research in Marketing in January 2007. Several researchers from India and overseas participated in the conference and presented papers.

For publications, please see Appendix F.

#### 6. ORGANIZATIONAL BEHAVIOUR

In addition to compulsory courses, the area offered following elective courses:

- Explorations in Role and Identity (PGP)
- Managing Across Cultures (PGP)
- Understanding Organizational Behaviour (FDP)

The following courses were offered for PGP-X participants:

- Leadership: Meshing Theory and Practices
- Managing Across Culture

- Organization Behaviour
- Role of General Manager

### Research

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

### 7. PERSONNEL AND INDUSTRIAL RELATIONS

The area offered a first year compulsory course in PGP/PGP-ABM. Two elective courses were offered in the second year of PGP:

- Managing Negotiations
- Managing Ethical Dilemmas

A course titled Strategic Human Resource Management and a module titled International Human Resource Management were offered to PGPX participants.

Four area specific doctoral level courses were offered in the second year of FPM.

### Management Development Programmes

The area offered a management development programme Human Resource Management

The area faculty taught in general management programmes offered by other areas.

### Research

Area members contributed to case writing, teaching material development, and research in their areas of interest.

### 8. PRODUCTION AND QUANTITATIVE METHODS

The area offered the following courses:

PGP-I	Operations Management: I and II, Quantitative Methods: I, II, and III
PGP-II	Statistical Methods in Data Analysis, Advanced Methods of Data Analysis, Logistics Management, Manufacturing and Operations Strategy
PGPX	Analysis of Data, Modeling for Decision, Designing Operations to Meet Demand Setting and Delivering Service Levels, Quality Management
FPM Compulsory courses	Seminar on Operations Management: I and II, Operations Research: I and II, Advanced Probability in Management, System Analysis and Simulation
FPM Elective Courses	Seminar on Large Scale Model, Modelling for Management Decision Making Stochastic Process, Operations Research – III: Applied Multivariate Analysis

### Management Development Programmes

The area offered following management development programmes:

- Logistics Management
- Project Management
- Supply Chain Management
- Revenue Management and Dynamic Pricing
- Manufacturing Strategy

#### **Conferences**

1. National Conference on Management Science and Practice organized in honour of Professor Jahar Saha on the occasion of his superannuation from the services of the Institute, March-April 2006 (in collaboration with the ORSI Ahmedabad Chapter).
2. National Conference on Challenges in Creating World Class Educational Institutions in honour of Professor Jahar Saha on the occasion of his superannuation from the services of the Institute, April 2006.
3. 10th Annual Conference of the Society of Operations Management, Indian Institute of Management, Ahmedabad, December 2006.
4. Second National Conference on Management Science and Practice organized in memory of Professor S.K. Srinivasan, Professor Emeritus, Department of Mathematics, Indian Institute of Technology, Madras, March 2007 (in collaboration with the ORSI Ahmedabad Chapter, ORSI Chennai Chapter, and Department of Management Studies, IIT, Madras).



# ALUMNI CENTRE ACTIVITIES

With an active membership of around 26,000 members, the Institute has one of the largest networks of alumni. The role of the Alumni Centre is to keep the network active by informing members about various events and activities at the Institute. The Alumni Centre publishes the IIMA Alumnus three times a year and organizes the annual reunion of the silver jubilee batch – the batch that graduated 25 years ago. It also provides support to the alumni chapters in their activities.

## **New Membership**

Participants of various programmes organized by the Institute automatically become members of the alumni association.

The alumni office, besides registering new members, undertakes activities such as verification and acceptance of on-line membership, placing job offers, and announcing faculty requirements on the Alumni Website Bulletin Board. There are about 26,000 active alumni members in India and abroad. During the year there was an increase of about 37.26 per cent in membership subscription.

## **Alumnus Magazine**

The IIMA Alumnus is a major vehicle to keep in touch with alumni members. Every year, three issues of the magazine are published. The magazine has also started publishing articles from alumni based on their experiences.

## **Silver Jubilee Reunion**

The Silver Jubilee Reunion for the batch of 1982 (1980-1982) was held during December 29-31, 2006. Around 105 participants with their family took part in the gathering. During the reunion, 25 faculty members who taught the 1982 batch were honoured. The reunion included fun-filled activities such as games, entertainment programmes, local tours, and shopping excursions. The PGP82/FPM80 batch announced an endowment between Rs.15 and Rs.20 million to the Institute and received on the spot commitments of Rs.5 million.

Apart from the Silver Jubilee Reunion, for the first time, reunions of different batches (1999-2001 (5 years), 1989-1991 (15 years), and 1965-1967 (40 years)] were also conducted during September and December 2006 and January 2007.

## **Souvenir Items**

Souvenir items like T-shirts, silk ties, wall hangings, brass plates, coffee mugs, etc. generated substantial revenue.

## **Chapter Activities**

Several chapters were active in organizing various activities during the year. A meeting of the IIMA Alumni Trust (Mumbai) was organized on November 14, 2006, to award four merit-cum-means scholarships to deserving students of PGP from the 2006-8 batch. Named after Dr. Vikram Sarabhai, Professor Ravi Matthai, Professor S.K. Bhattacharyya, and Professor Kamla Chaudhary, each scholarship is worth Rs.50,000.

## **International Advisory Council**

The Board approved the formation of an International Advisory Council in its meeting held on June 26, 2006.

The International Advisory Council would play a crucial role in

- Providing a global perspective to the Institute
- Advising on IIMA's strategy for positioning itself in the international management education arena
- Helping IIMA with strategic academic alliances in various parts of the world.

The Council has been formed with Mr. M.S. Banga as its Chairman and it is expected that several eminent international academicians and prominent members of industry would be part of the Council. The Council would be a way of creating a bond between alumni, eminent persons, and the Institute and it is expected that alumni would play an important role in the Council.

# STUDENT ACTIVITIES

During their two year stay, students organize several activities – academic and cultural.

## Amaethon

Initiated in 2005, Amaethon has established itself as a forum for exchange of knowledge in agribusiness among students, academia, and industry. The tagline for Amaethon 2007 held during January 19 -21 was “The Awaited Dawn” while the basic underlying theme was that of seeding an agribusiness revolution by capturing and structuring the rapid changes that are taking place in recent years. This year, Amaethon was structured around three core sessions: Entrepreneurship, Agribusiness, and Development, each focusing on different aspects of the growth of the agricultural, food, and rural economy of India. The sessions included speeches and panel discussions by distinguished invitees, case contests, paper presentations, and management games.

Amaethon 2007 surpassed all expectations in terms of size, number of participants, and corporate partnership. MCX was the prime sponsor, while ICICI was the associate sponsor. Other sponsors included NABARD, SBI, CII, RPG Spencer, and MAPRO Foods. Amaethon 2007 allowed free exchange of ideas between leaders of today and managers of tomorrow

## Confluence 2006

Confluence 2006 had “The India Phenomenon” as the central theme.

Confluence 2006 comprised four sessions:

- Managing Nations – The Growth Trajectory
- New Horizons – Catalysts for Growth
- Advantage India – Retaining the Edge
- Genesis – Creating Value

Each section had a mix of competitive events, panel discussions, and talks by eminent personalities pertinent to that session.

Speakers in Confluence 2006 included:

- A. Vellayan, Director - Marketing, Murugappa Corporate Board, and Vice Chairman, EID Parry (India)
- Ajay Piramal, Chairman, Nicholas Piramal India
- Amitabh Chaudhry, MD and CEO, Infosys BPO
- Arun Maira, Senior Advisor, Boston Consulting Group, India
- Arvind Mahajan, Head, Consulting Practice, KPMG
- Ashwin Dani, Vice-Chairman and MD, Asian Paints
- Douglas Baillie, CEO, Hindustan Lever
- Tan Sri Datuk G. Gnanalingam, Executive Chairman, Westports Malaysia
- K. Raghavendra Rao, Founder MD, Orchid Chemicals & Pharmaceuticals
- Kishore Biyani, CEO, Future Group, and MD, Pantaloon Retail
- Kishore Chaukar, MD, Tata Industries Ltd.
- N. Srinivasan, Advisor, Confederation of Indian Industry
- Naina Lal Kidwai, CEO, HSBC India
- Nitish Kumar, Chief Minister, Government of Bihar

- R.N. Mukhija, Whole-time Director and President (Electrical and Electronics), Larsen & Toubro
- R. Seshasayee, President, Confederation of Indian Industry
- Dr. Ramakanta Panda, Vice Chairman and Cardio Vascular Thoracic Surgeon, Asian Heart Institute
- Rohinton (Ronnie) S. Screwvala, CEO, UTV
- S. Sivakumar, Chief Executive, International Business Division, ITC
- Sanjeev Bikhchandani, Founder MD and CEO, naukri.com
- Scott R. Bayman, President and CEO, GE India
- Shekhar Gupta, Group CEO, The Indian Express Group
- Subir Raha, former Chairman and MD, ONGC Ltd.
- Subodh Bhargava, Chairman, VSNL
- Sudha Murthy, Chairperson and Trustee, Infosys Foundation
- Sunil Handa, Visiting Faculty, IIM, Ahmedabad
- Surinder Kapur, Chairman and MD, Sona Koyo Steering Systems

Competitive events were based on session themes and included case contests and interactive management games. Confluence 2006 culminated with a business quiz hosted by Joy Bhattacharya.

Over a thousand students from 70 schools worldwide participated in the event. Taking into consideration students participating in the qualifying rounds leading up to the main event, the number of participants exceeded 5,000.

#### **Consult Club**

The Consult Club operates with a vision of cultivating a better understanding of consulting as a career choice and providing students with a wide variety of exposure to consulting.

This year, the Club initiated a newsletter, Beacon, and published two issues. Beacon attempts to capture contemporary issues across sectors through insightful articles by faculty and students.

The Consult Club has an extensive information repository which is frequently updated.

#### **Exchange Council**

The Institute has tie-ups with some of the best business schools spanning every continent. Selected students from the Institute spend a term there while students from these institutions similarly spend a term at the Institute. The Council provides assistance and guidance to students going abroad by arranging scholarships, facilitating visa procedures, and providing information. The Council is also responsible for welcoming international students and renders help to adjust to the lifestyle of the Institute.

#### **Forum for Industrial Interaction**

Forum for Industrial Interaction (formerly known as Students' Organization for Managerial Assistance, SOMA) propagates world class managerial practices to fledgling businesses, NGOs, and established business houses.

FII has successfully carried out consultancy projects in finance, strategy, operations research, marketing strategy, startup ventures, informational technology, and organizational design for clients as diverse as Bosch Rexroth, RPG, Symphony Air Coolers, Shoppers Stop, Ingersoll Rand, Bluestar Diamond, CEON, CRY, SEWA, AMC, and Disaster Mitigation Institute. Students get a

chance to apply their academic concepts to solve real life issues and clients get access to cutting edge solutions from future leaders of the corporate world.

Key clients that FII has worked with over the years include the following:

**Strategy**

Ingersoll Rand India  
National Innovation Foundation (NIF)  
Symphony Air Coolers  
Chamber of Commerce and Industry of Small Businesses (CCISB)

**Marketing**

RPG Market Research  
Shoppers Stop  
Yash Raj Films  
Mamta Machinery Pvt. Ltd.  
Blue Star Diamond Ltd.

**Operations**

Bosch Rexroth  
Disaster Mitigation Institute  
Ahmedabad Municipal Transport Service (AMTS)

**Finance**

FWWB  
Aga Khan Foundation  
SEWA  
Ruby Coach Builders – Rushi Auto Industries  
CEON - Venture Capital Funding

**Information Systems**

AMC (Ahmedabad Municipal Corporation) E-Governance  
Random Access  
Indiainnovates.com (NIF)  
CEON Systems  
PlanetReed DesiLassi  
Cohesion MIS

**Organization Behaviour**

VS Hospital  
Aga Khan Foundation

**Innovations**

Swastik Cold Press

**Faculty Student Interaction**

“A teacher affects eternity; he can never tell where his influence stops” and that holds perfectly for the faculty at the Institute. Their classes continue long after class hours are over – as intense debates in the mess, as enlightening discussions in the dorms, as handy advices at our workplaces, and later in life as anecdotes, to be lived and relived.

Interactions were hardly limited to the classrooms. Be it cake-cutting on their birthdays, singing Christmas carols with Professor Errol D’Souza, playing Holi at faculty residences, or attending workshops on topics that had nothing to do with academics whatsoever – these have certainly gone a long way in fostering relations that students will cherish for a life time.

**Perspectives (Photography Club)**

The Photography Club is an alcove for those who have love for capturing essence from the myriad hues and shades of life through a lens. The club intends to contribute to talent enhancement by means of workshops and field trips.

### **Star Gazers**

In this Club, students share experiences, doubts, knowledge, information, and all relevant materials about the deep and dark universe.

The Club also organizes a sky observation programme regularly.

### **Alumni Interaction Cell**

The Alumni Interaction Cell plays a pivotal role in forging links between the Institute and its alumni. This cell ensures that the alumni are up to date with the progress and achievements of the Institute. It publishes a regular newsletter which allows ex-students to keep abreast of events in the Institute and serves as a source of information as to what their old chums are up to. Alumni meets are organized on campus to reunite batches as well as facilitate interaction between current students and the alumni. The Alumni Interaction Cell organizes Synchrony, the IIMA global alumni meet held in various cities across the globe.

### **Beta – The Finance Club**

Beta Club aims to stimulate and strengthen the interest of students in the beautiful (and lucrative) world of finance.

Besides small contests spread throughout the year, it has planned workshops and games based on trading, structuring, and M&A in the coming year. A journal in collaboration with other IIMs is also contemplated.

### **Chaos**

In a short span of just 10 years, Chaos has become one of the country's largest cultural festivals. The USP of the event is 80 hours of non-stop "entertainment" and it gives students a chance to engage in a wild and whacky weekend of revelries. The event draws participation from every nook and cranny of India.

The event features a gamut of cultural events ranging from choreographed dance displays and fashion parades to numerous exciting management games to tickle the wits of the best and the brightest who visit the campus. Plays, pop and rock shows, fusion and fashion shows, debates, quizzes, and Mr and Ms Chaos ensure that the atmosphere is always electric.

Chaos '07 was the country's biggest cultural festival ever with nine pro-nite concerts by Junoon, Silk Route, Prestoika, Remo Fernandes, Mrigya, Mynta from Sweden, and the Institute's very own Gaurav Dagaonkar. It also featured new events such as the Great Ahmedabad Race, a new concept in Indian cultural festivals.

### **Insight 2006**

Insight 2006, the marketing fair, was conducted on October 15, 2006. Companies that participated included Hindustan Lever, Proctor and Gamble, Asian Paints, Radio Mirchi, Birla AMC, and Nokia.

The excitement and anticipation for the event amongst the public was palpable as free gifts and bumper prizes were publicized. Tickets for the lucky draw were sold throughout the day and lucky winners walked away with holiday packages, motor-bikes, and sofas amongst other prizes.

To keep the families entertained, students with the help of local TV and radio personalities put together fun contests, antakshari, children's games, and trivia quizzes.

### **Animal Lovers Group of IIMA (ALGI)**

Animal Lovers Group of IIMA was set up in 2004 to help support the fauna in the Institute. ALGI functions as a rescue agency for dogs, cats, and birds on campus that are injured or sick. Vets and animal rescue agencies are contacted whenever a sick animal/bird is located on campus, and treatment is given. ALGI also manages the vaccination of dogs on campus.

### **Entre Club**

Entrepreneurship Club or Entre is a place which provides a platform to interact with people who have made it big on their own and also with potential sponsors for projects. The Club organizes Anveshan; a start-up plan competition with 200+ entries out of which eight teams from reputed business schools make into finals and receive mentorship from academic scholars and industry giants. At the annual VC conclave these teams get a chance to present their business plans to venture capitalists who may fund these start-ups. In this year's conclave, four plans were funded and others are at various stages of dialogue. In the true spirit of entrepreneurship, all activities are funded by running a store for selling IIMA merchandise.

### **GeneSys**

GeneSys, the systems club, is a platform for students to discuss and debate the role of technology in today's businesses. The club conducts workshops on standard software used in various functions, case contests, and system design games highlighting the role of technology in various sectors and other informal events throughout the year.

### **IIMACTS**

IIMACTS is one of the oldest groups on campus. Over the years it has brought many well known scripts to life on the stage. The plays are well appreciated and never fail to draw large crowds. Actors are selected through auditions.

### **Prakriti**

Prakriti is Institute's Nature Club. The broad objectives of the club are:

- To promote interest and knowledge about wildlife, forests and the environment among us
- To increase awareness of the economic, cultural, scientific, and aesthetic values of fauna and flora
- To provide opportunities to acquire attitudes, values, and skills needed to protect and improve the natural environment.

Activities include nature camps, trekking expeditions, bird watching expeditions, guest lectures, photography/poster competitions within campus, and interacting with other NGOs/government bodies in the city.

### **Niche (The Marketing Club)**

At Niche, marketing is a religion. The club organizes many events, both formal and informal, aimed at promoting marketing as a career of choice among students. The club is instrumental in conducting many national and international events and lending support to such causes.

### **Sports Activities**

For the sporting fraternity, the year was very eventful with a number of events organized for the first time.

The biggest event undoubtedly was Sangarsh 2006, the first-ever sports meet between IIMA and IIMB. The event was held this year in Ahmedabad with a 70-odd contingent from IIMB making it to the campus after crossing many hurdles. The meet lived up to expectations and was very competitively fought. The Bangaloreans came to Ahmedabad expecting a cakewalk and a relatively easy win in the cricket made them even more over-confident. They sported their "We'll teach u guys how to play ball" T-shirts with supreme confidence little expecting the backlash that was to follow. An inspiring performance in badminton by IIMA had the visitors shell-shocked as they suffered successive heavy defeats thereafter in tennis and football. They managed to win chess and swimming but realized that, ironically, when it came to ball games, they were no match for the WIMWIans. Snooker, volleyball, TT and throwball all went easily to the hosts and IIMB were only able to win the inconsequential basketball tie to take the overall score to 7-4 in favour of IIMA.

IIMA students attested their supremacy in the Nirma organized inter-management football tournament by beating Nirma 6-0 in the finals after scoring more than 25 goals in the tournament and having the unique distinction of every team player being on the score-sheet. The volleyball team also beat Nirma in a best of three play-off.

A number of campus events like inter-section sports, combos, Yalgaar, and inter-dorm cricket saw a lot of participation and enthusiasm. However the most popular event was the girls cricket match of Yalgaar which saw unprecedented spectator interest. The inter-sections were closely contested by Sections B and D, Phoenix took the inter-dorm Combos, Dorm 18 was the winner of a very close fought inter-dorm cricket tournament, and honours were evenly shared in Yalgaar 2007.

The sporting and fitness enthusiasts have also seen the construction of a new fitness centre and a new badminton and beach volleyball court on campus with a number of new projects in the pipeline. Events like the fitness workshop, badminton tournament, and numerous Frisbee, soccer, cricket, and basketball matches sustained interest levels throughout the year.



# INFRASTRUCTURE DEVELOPMENT

## New Campus

The new campus of the Institute is spread over 39.75 acres and is separated from the main campus by the 132' Ring Road. The two campuses are connected by an 80 meter long and 5 meter wide underpass below the Ring Road.

New campus construction can be divided into four phases.

### Phase 1

Started in October 2002, Phase 1 is complete. In this phase, 7 dormitories, 36 married students housing, classrooms complex, faculty block, administrative building, underpass, and related infrastructure came up.

### Phase 2

To meet the ever-growing demand for executive education, the Institute decided to construct in this phase a new management development centre in the new campus and named it the International Management Development Centre (IMDC). Construction of IMDC began in May 2004 and is nearly complete. A greater part of IMDC is under use.

### Phase 3

There was a strong demand for married student houses from all sections of students, as 36 married students houses on the new campus and 14 in the main campus proved to be inadequate. For a long time there was a felt need to have a swimming pool and a club house. In the third phase, the Institute decided to construct 84 married students houses and a sports complex consisting of a club house and a swimming pool. However, the sports complex with swimming pool will be taken up in Phase 4. This was because of the change in location and design of the sports complex as a result of the proposal to construct additional dorms to accommodate the increase in student strength owing to OBC expansion.

### Phase 4

In the fourth phase, dorms having 308 rooms and a sports complex are planned. Work is expected to begin by October 2007.

## General Facilities

	Features	Remarks
Seven dormitories (D-19 to D-25) meant mainly for PGP students	284 single rooms and 9 multi-purpose rooms. Each dorm has two common rooms	In use
Two dormitories with attached toilets	66 air conditioned rooms with attached toilets. Each dorm has two common rooms and three syndicate rooms. Each dorm is provided with an elevator	In use
Classrooms complex	<ul style="list-style-type: none"><li>• 5 classrooms of 80 capacity each</li><li>• Two large seminar rooms which can accommodate 100 persons</li><li>• Two small seminar rooms which can accommodate 40 persons</li><li>• 8 syndicate rooms accommodating 10-12 persons</li><li>• 10 research staff cabins, each accommodating two persons</li></ul>	In use
Faculty block	12 faculty rooms, faculty lounge, and a	In use

	counselling centre	
Administrative building	Main foyer and following offices: • Office of Duke CE • FPM lab • NIIT studio	Partially in use
Married students housing	120 houses 54 houses	66 in use; under construction
Miscellaneous	Electrical substation, a water tower, and two security cum entrance gates	

### International Management Development Centre

	Features	Remarks
152 single rooms	All rooms air conditioned, with attached bath room, a small fridge and a single bed which can be expanded into a double bed	All 152 rooms in use
8 suites	Two rooms have been combined, one turned into a bed room and other into a living room	4 suites in use
Syndicate rooms	Each set of 7 rooms has one syndicate room. In all there are 24 syndicate rooms	In use
Classrooms	Two classrooms with 80 capacity and one auditorium with 110 capacity	In use
Seminar rooms	Two large multipurpose seminar rooms	In use
Offices	Placement, PGP-X, and PGP-PMP offices	In use
Dining hall and kitchen	Two dining halls and an advanced multi-cuisine kitchen	In use
Office cum reception	Nearing completion	
Conference room	Nearing completion	

### Centre for Innovation Incubation, and Entrepreneurship (CIIE)

	The building consists of 8 faculty rooms, 8 incubatee rooms, office space for general administration, two conference rooms, and exhibition space	In use
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### Old Campus

The proposal to construct 20 houses for faculty and officers was approved by the Board in December 2003.

The status is as under:

- Construction of 10 faculty houses and 5 officer houses began in July 2004 and completed in August 2006
- Five faculty houses scheduled to be completed by December 2007

Status of other works is as follows:

- Work on the substation building near the service tower in progress and scheduled to be completed by December 2007
- Boundary wall for the frontage completed in July 2007.

With the development of the new and old campuses, the Institute has built excellent infrastructure comprising the following:

Dormitory rooms	752
Class rooms	11

Seminar rooms	9
Syndicate rooms	12
Management Development Programmes	Accommodation available: 64 double occupancy and 152 single occupancy rooms. There are, in addition, separate classrooms, syndicate rooms, seminar rooms, auditorium, etc. for the purpose of conducting management development programmes.

## **GRANT-IN-AID**

During 2006-7, the Institute did not receive any grant-in-aid under Non-Plan (Regular) and Plan (Regular).

## PERSONNEL

During 2006-7, five faculty members, one officer, and 18 staff members joined the Institute, and four faculty members were re-appointed. One faculty member and two staff members resigned from the services of the Institute. Four faculty members, one research staff, two officers, and six staff members retired after attaining the age of superannuation, while one staff member opted for voluntary retirement.

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

Officers and staff members were sponsored for programmes conducted by the Institute and other training institutions in skill upgradation and in supervisory and managerial functions.

### Staff Development Activity

In July 2006, Professors Pradyumana Khokle and Neharika Vohra conducted a two-day workshop at Dasada for the supervisory staff. In August 2006, Professor N. Ravichandran conducted a two-day workshop on “Effective Cost Saving Strategy for Service Units” and “Building up Team Spirit and Self Confidence” for officers. Another programme for officers and secretarial staff was on the use of Microsoft Excel. A communication workshop was conducted by Professors M.M. Monippally and Asha Kaul for all programme secretaries and front-desk personnel working in the Management Development Programmes office. A batch of freshly joined secretaries attended a two-month specially designed training programme at the Ahmedabad Management Association. The Institute continued to sponsor several staff members for various courses.

### Official Language Implementation

The Institute is fully committed to the implementation of the official language policy of the government of India. During the year, the major activity was the celebration of “Hindi Fortnight” from September 14 to 28, 2006. A large number of employees from Hindi and non-Hindi speaking areas participated in the competitions organized as part of the celebrations. Two Hindi workshops on noting and drafting were held in which more than 40 staff members participated. Eminent speakers delivered lectures at the workshops.

Four meetings of the official language implementation committee were conducted during the year. Stress was laid on achieving the targets for implementation as stipulated in the Annual Programme for Region B.

Working papers on various topics were translated into Hindi. These papers can be seen in the website of the Institute. Several documents received in connection with ongoing projects were translated into Hindi.

### Staff Awards/Honours

During the year 11 staff members were given awards on completing 20 years of service.

Ms. Dhirajben V. Patel, T. I. Paul, Ravi Acharya, Laxmanji A. Thakore, and N. P. Solanki were given the Institute’s Long Service Award for retiring employees with a record of long service in the Institute.

Details are given in Appendix L.

# VIKRAM SARABHAI LIBRARY

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

During the year, library added 1995 books and 1761 bound volumes of journals to its collection.

## Resources

Particulars	No. of Items
Books	161900
Bound volumes of periodicals	37,403
Working papers	1975
Thesis/Project Reports	220/1240
Educational Video Cassettes	126
CDs (of books, databases, training etc)	925
Current subscription to journals	492

## E-Resources

The library subscribes to a number of important bibliographic databases on CD-ROM or through the web.

- Full-text Databases  
ABI/Inform/Proquest Global full text, EBSCO, Emerald, Springer, Sage, Elsevier, Science Direct, Blackwell Synergy, Project Muse, Taylor & Francis Journals (Selected Titles), Wiley Journals
- Bibliographic Database  
J-Gate Custom Content for Consortia (JCCC), JSTOR, Web of Science (Social Science Citation Index from 1999 to 2004)
- Computing Literature  
ACM Digital Library, IEEE Online
- Country Research  
ISI Emerging Markets, IndiaStat.com, etc. , EIU , DSI Data Service & Information GmbH, Euromonitor
- Corporate / Industry Databases  
Cris/Infac, CMIE Industry Analysis Service, Capitaline, Infraline, Indiastat.com, Indlaw.com, Internet Securities Inc., Capitaline, Insight
- Marketing Databases  
MagIndia.com

## Publications

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

- Information Bulletin on Management
- Current Contents in Management: Marketing
- Current Index of Management: Marketing

## WELFARE ACTIVITIES

During the year, a general health camp was organized by the Welfare Committee in April, May and June 2006, in which 260 employees and their dependents underwent check-ups.

In June 2006 the committee distributed notebooks to children of eligible employees.

On October 25, 2006, the committee organized a get together to celebrate the Gujarati New Year.

The Institute Day was celebrated on December 11, 2006; 59 students who performed well in academics and sports were given awards. A cultural programme was also organized on this day.

Pranayam classes were organized from February 4 to 10, 2007, for which there was good participation.

The annual Carnatic music event “Tyagaraja Aradhana,” organized on February 25, 2007, drew a large audience.

Six blood donation camps were organized by the Welfare Committee jointly with the Students' Affairs Council and State Bank of India, IIMA Branch, in which 467 units of blood were collected. The Institute was adjudged as one of the best donor institutions and honoured with the Silver Star Achiever Award 2006 by the Indian Red Cross Society. Mr Himanshu Bhatt, one of the staff members, received a trophy from the Indian Red Cross Society for donating blood more than 75 times.

Taekwondo, tennis, yoga, and Carnatic music classes are other ongoing activities.



## APPENDIX A POST-GRADUATE PROGRAMME IN MANAGEMENT

### Appendix A1 First Year and Second Year Break-up

	PGP I	PGP II
Joined the Programme	248	241
(-) Discontinued	4	-
(-) Permitted/Asked to rejoin in 2007	3	-
(+) Repeaters	3	-
(+) Permitted to rejoin in 2006	3	-
No. in the First Year	247	-
(-) Asked to withdraw	-	-
(-) Asked to Repeat	3	-
(-) Not Graduated due to non-completion of academic requirements	-	11
(+) Graduating from earlier year	-	5
Total promoted/graduated	244	235

### Appendix A2 New Courses

- Business Chinese
- Business, Government, and Law
- Developing Creative Self
- Good Governance and People Living in Poverty
- Economics of Organization
- Enterprise Digital Infrastructure
- Entrepreneurship
- Knowledge Management
- Understanding Creativity, Innovation, Knowledge Networks, and Entrepreneurship

### Appendix A3 Student Exchange Programme: IIMA Students Going to Institutions Abroad

	No. of Students
<b>USA</b>	
Kennan Flagler Business School, Univ. of North Carolina	1
The Anderson School at UCLA	1
Stern School of Business	4
University of Texas	2
<b>CANADA</b>	
Richard Ivey School of Business	2
Sauder School of Business	2
<b>ASIA PACIFIC</b>	
International University of Japan, Japan	2
NUS Business School, Singapore	2
<b>EUROPE</b>	
Copenhagen Business School	3
ESCP-EAP	7
EDHEC	3
ESSEC	5
Jonkoping International Business School	3
University of St. Gallen	2
WHU Koblenz Graduate School of Management	3
Leipzig Graduate school of Management	2
University of Cologne	5

Pforzheim University of Applied Sciences	3
University of Bocconi	4
Helsinki School of Economics and Business Management	2
Manchester Business School	1
Solvay Business School	2
European Business School	3

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## Appendix A4 Student Exchange Programme: International Students Coming to IIMA

	No. of Students
<b>USA</b>	
Kennan Flagler Business School	1
The Anderson school at UCLA	1
Stern School of Business	4
<b>CANADA</b>	
Schulich School of Business	1
Sauder School of Business	2
<b>ASIA PACIFIC</b>	
Asian Institute of Management	2
Asian Institute of Technology	2
NUS Business School	2
KAIST Graduate School of Management	3
<b>AUSTRALIA</b>	
Australian Graduate School of Management	1
<b>EUROPE</b>	
Copenhagen Business School	5
ESADE, Barcelona	1
ESCP-EAP	7
EDHEC	3
ESSEC	8
Jonkoping International Business School	3
Stockholm School of Economics	2
University of St. Gallen	4
WHU Koblenz Graduate School of Management	3
Leipzig Graduate School of Management	2
University of Cologne	2
Pforzheim University of Applied Sciences	2
University of Bocconi	5
Helsinki School of Economics and Business Management	1
Solvay Business School	2
KOC University	1
Norwegian School of Economics and Business	1
ESC	1
Instituto de Empresa	2
University of Mannheim	1
	<b>75</b>

## Appendix A5 Industry Scholarships

### First Year

Mayank Rawat	Infosys
Sumit Kumar	ICICI

Sumit Gupta  
Mansoor Ahmed  
Yashodeep Honmane  
Raguveer Allada  
Kota Venkata Kaundinya

SBI Mutual Fund  
S M Shah  
Jet Age Finance  
IIMA Silver Jubilee/PGP 87 Batch/Faculty Memorial & Audco  
IIMA

#### **Second Year**

Mayank Rawat  
Sumit Kumar  
Bala Vamsi Tatavarthy  
Kota Venkata Kaundinya  
Mansoor Ahmed  
Sumit Gupta  
S. Ramdoss  
Vikas Kumar  
Balaji T  
Raghuvveer Allada  
Pankaj Bakshi  
Gaurav Sadana

MphasiS Award  
IFCI  
IFCI  
S.M. Shah  
Monsonto  
Jet Age Securities  
Surrendra Paul  
Dun & Bradstreet  
IIMA  
IIMA  
IIMA  
IIMA

#### **Aditya Birla Scholarships**

##### **First Year**

Anjana Sasidharan  
Rukmini Singh

##### **Second Year**

Anjana Sasidharan

#### **Sir Ratan Tata Scholarships**

Deepak Mahadevan  
Karthik Visvanathan  
Pranay Gupta  
Bala Vamsi Tatavarthy  
Vikas Kumar

#### **T. Thomas Scholarship**

Ashutosh Kar

## Appendix A6 Applications Received for PGP

Category	Batch 2006-2008		Batch 2007-2009		Total	
	Male	Female	Total	Male	Female	Total
General	110022	34076	144098	119936	39968	159904
SC/ST	6986	1482	8468	8348	1998	10346
Disabled	449	70	519	534	110	644
<b>Total</b>	<b>117457</b>	<b>35628</b>	<b>153085</b>	<b>128818</b>	<b>42076</b>	<b>170894</b>
<b>Percentage</b>	<b>76.7</b>	<b>23.3</b>	<b>100</b>	<b>75.4</b>	<b>24.6</b>	<b>100</b>

## Appendix A7 PGP Admissions (2007-2009 Batch)

Particulars	Gender	GEN	SC	ST	DSB	GMAT	Total
No. of CAT takers	Male	123299	7209	1613	574	NA	132695
	Female	41598	1680	505	122	NA	43905
	Total	164897	8889	2118	696	NA	176600
No. of applicants	Male	119872	6823	1525	534	64	128818
	Female	39957	1532	466	110	11	42076
	Total	159829	8355	1991	644	75	170894
No. of candidates called for Interview	Male	595	108	19	1314	749	
	Female	68	15	1	12	87	
	Total	663	123	20	1416	836	
No. of candidates who attended interview	Male	583	107	17	1212	731	
	Female	68	14	1	11	85	
	Total	651*	121	18	1313	816	

\*includes OBC.

## Appendix A8 Placement

### Batch Profile

#### Academic Background

Function	% of students
Engineering/Technology	73
Commerce	14
Science	4
Medicine	1
IT	6
Business Administration	1
Others	1

#### Work Experience

Duration	% of students
0 months	43
1 – 6 months	15
7 – 12 months	5
13 – 18 months	17
19 – 24 months	4
25 – 36 months	9
> 36 months	7

### Offers

Slot	Offers	% of Offers	Acceptance	% of Acceptance
Slot Zero	124	25.15	94	41.96
Slot One	340	68.97	118	52.68
Slot Two	29	5.88	12	5.36
	<b>493</b>	<b>100.00</b>	<b>224</b>	<b>100.00</b>

### New Recruiters

Arthur D. Little                      Global management consulting

Blackstone Advisors	Real estate private equity investing
Bristlecone	Supply chain management consulting firm
Cypress Semiconductor	Semiconductor design and manufacturing
Fischer Jordan	Management consultancy firm
i-maritime	Marine and naval consultancy firm
M.H. Alshaya Co.	Leading name in international franchise retailing, trading from more than 750 stores across the Middle East, Turkey, Cyprus, and Russia
Miebach Logistics	Logistics management consultancy firm
Olam International	Global supply chain manager of agricultural products and food ingredients
Opera Solutions	Management consultancy focusing on pricing and investment optimization, sourcing and outsourcing, global offshoring, and process re-engineering
SEBI	Government body regulating securities industry/stock market
Societe Generale	European financial services company (retail/Investment banking)
Sunbelt Outsourcing	Business brokerage firm
Syntel, Inc.	Offshore IT service provider and business process outsourcing company, application migration and software testing services, global IT outsourcing consultants
Trikona Capital	Fund management/private equity in real estate
Value Partner	Leading European strategy consulting firm

### Location-wise Distribution

Location	2005		2006		2007	
	No.	Per cent	No.	Per cent	No.	Per cent
India	179	71.8	171	72.8	160	71.4
USA	18	7.2	15	6.4	20	8.9
UK	18	7.2	25	10.6	23	10.3
Asia Pacific (Japan, Hong Kong, Singapore, Tokyo)	19	7.6	24	10.2	16	7.1
Kuwait, UAE	14	5.6	0	0	5	2.0
Others	1	0.4	0	0	0	0
	<b>249</b>	<b>100</b>	<b>235</b>	<b>100</b>	<b>224</b>	<b>100</b>

### Foreign and Domestic Offers and Acceptances

Location	2005			2006			2007		
	Offers	Acceptances	% Acceptances to Offers	Offers	Acceptances	% Acceptances to Offers	Offers	Acceptances	% Acceptances to Offers
Overseas	82	70	85.3	86	64	74.4	120	64	53.3
Domestic	397	179	47.2	413	171	41.4	373	160	42.9
	<b>479</b>	<b>249</b>	<b>51.8</b>	<b>499</b>	<b>235</b>	<b>47.1</b>	<b>493</b>	<b>224</b>	<b>45.4</b>

## Sector/function-wise Placements

Sector/Function	2005			2006			2007		
	Overseas	Indian	% of Total	Overseas	Indian	% of Total	Overseas	Indian	% of Total
Sales/ Marketing	3	32	14	0	29	12.3	0	23	10.3
Investment Banking	44	55	40	58	32	38.3	55	60	51.4
Commercial Banking/ Finance									
Systems/ IT/ ITES	0	38	15	0	40	17.0	0	7	3.2
Operations	0	3	1	2	3	2.1	5	6	4.9
Consulting	9	41	20	4	51	23.4	4	58	27.6
General Management (Retail, Real estate, Private Equity etc.)	14	10	10	1	15	6.8	0	6	2.6
	<b>70</b>	<b>179</b>	<b>100</b>	<b>65</b>	<b>170</b>	<b>100</b>	<b>64</b>	<b>160</b>	<b>100</b>

Sector-wise Top Recruiters	Sector	Recruiter	Numbers Recruited	% to total
Consulting	Banking and Finance Services	McKinsey	12	5.1
		PWC	8	3.5
		BCG & Bain	6	2.6
	General Management	Merrill Lynch	14	6.2
		Lehman	14	6.2
		ICICI Bank	9	4.0
	IT	Alghanim	5	2.2
		TAS	3	1.3
		Black Stone	2	0.9
	Marketing	CTS	3	1.3
Cypress		7	3.1	
Bharti Airtel		4	1.7	
		P&G	3	1.3

## Compensation Details

	Average			Highest			Lowest 2007
	2005	2006	2007	2005	2006	2007	
Indian (Rs. lakh)	7.9	9.7	13.7	14.5	34.2	Range from 60 to 100	
Overseas (US \$ 000)	80	92.5	100	152	185	Range from 225 to 300	

PPO Offers and Acceptance	Company	Offers made	Accepted
	Bain & Co	3	2
	Barclays	4	4
	Citigroup Corporate & Investment Banking	1	1
	Citigroup Corp & Inv Banking (London)	2	1
	Deutsche Bank	6	4
	Edelweiss	2	1
	Feedback Ventures	1	0
	GE Money/Comm. Finance.	1	1
	Godrej Industries	1	0
	Goldman Sachs	4	3



Abhishek Sood	To establish a luxury campsite for tourists
Bhushan Ashok Dabir	To run a website on CAT education
Chakravarty Devashish	To run a website on CAT education
Gargi Agarwal	Social (in the field of education)
Karthik Laxman	Consulting
Keerti Pendyal	Consultant and entrepreneur in real estate
Prabhukhanolkar Vishal Uday	To run a website on CAT education
Raghavendra Reddy K	Construction
Rahul Abraham Mamman ventures)	Retailing (pharmaceuticals and other ventures)
Sanghvi Rahul Ajay SMEs	Consulting and management services for SMEs
Vineeta Singh	To run a website on CAT education

Male-Female Placement	Male	Female
No. of Students	198	37
Domestic Placement	140	20
Overseas Placement	49	15
Entrepreneur	9	2
Highest - Domestic (in rupees)	10,000,000	1,705,000
Highest - Overseas (in USD)	300,000	120,000
Average - Domestic (in rupees)	1,377,664	1,251,000
Average - Overseas (in USD)	100,662	91,459
No. of PPOs offered	48	15
No. of PPOs accepted	27	11
No. of LATs offered	131	22
No. of LATs accepted	24	4

Placement Details of SC/ST/PH/NBS Students	No. of Students
SC	27
ST	16
Physically Challenged	8
Availed need-based scholarships	27
SC	8
ST	3*
Physically Challenged	1
General	15

\* One student not passing this year

Placements	SC	ST	Physically Challenged	NBS		
No. Students	27	16	8	27		
Students not Passing	0	2	2	1		
No. of Students Eligible	27	14	6	26		
Lateral	5	5	0	3		
Fresh	22	9	6	21		
PPOs	0	0	0	2		
Total Placed	27	14	6	26		
<b>Compensation: SC/ST/PH/NBS students</b>			<b>SC</b>	<b>ST</b>	<b>Physically Challenged</b>	<b>NBS</b>
No. Students			27	16	8	27



Students not Passing	0	2	2	1
No. of Students Eligible	27	14	6	26
Slot 0 (No. of Acceptance)	1	2	1	6
Average Salary - Domestic (Rs. lakh)	18	17	0	17
Average Salary - Overseas (US\$)	0	0	95,000	99,750
Slot 1 (No. of Acceptance)	21	9	3	18
Average Salary - Domestic (Rs. lakh)	11.11	10.28	9.31	10.7
Average Salary - Overseas (US\$)	49,175	0	0	0
Slot 2 (No. of Acceptance)	5	3	2	2
Average Salary - Domestic (Rs. lakh)	9.9	9.17	9.5	9.5
Foreign	2	0	1	4
% of foreign placement	7.40%	0.00%	16.70%	15.40%
Overall Average Salary - Domestic (Rs. lakh)	11.14	11	9.39	11.16
Overall Average Salary - Overseas (US\$)	49,175	0	95,000	99,750

<b>FPM Placement</b>	<b>Name of student</b>	<b>Area</b>	<b>Company</b>	<b>Remarks</b>
	Amit Dhiman	P & IR		
	Abhishek Goyal	OB		
	Ashutosh Roy	Agriculture		
	Nimit Jain accepted	P & QM	Deloitte Consultancy	Offer
	Rohit Kapoor	P & QM		
	Subhash Dhar	Public System		

#### **Appendix A9 Summer Placement**

<b>Sector</b>	<b>Placements</b>	<b>Percentage</b>
Consulting	40	16.2
Marketing and Sales	37	15.0
General Management and Operation	11	4.5
Banking and Financial Services	140	57.0
IT/ ITES	18	7.3
	<b>246</b>	<b>100.0</b>

## APPENDIX BPOST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT

### Appendix B1 Number of Applicants

Batch	2005-7	2006-8
General	7834	8754
SC/ST	617	758
Physically Handicapped	43	46
	8484	9558

### Appendix B2 List of Courses

#### First Year First Term

Quantitative Methods I  
Operations Management I  
Managerial Accounting and Control I  
Economic Analysis  
Individual Dynamics (OB I)  
Managerial Computing  
Human Resources Management  
Written Analysis and Communication I

#### Second Term

Quantitative Methods II  
Interpersonal and Group Processes (OB II)  
Finance I  
Marketing I  
Managerial Accounting and Control II  
Economic Environment and Policy I  
Spoken Business Communication  
Rural Environment and Institutions (non-credit)

#### Third Term

Quantitative Methods III  
Management Information Systems  
Operations Management II  
Finance II  
Marketing II  
Economic Environment and Policy II  
Organizational Dynamics (OB III)  
Strategy Formulation and Implementation I (post mid-term)  
Written Analysis and Communication II  
Rural Environment and Institutions (non-credit)

#### Second Year

Strategy Formulation and Implementation II (compulsory)  
Agricultural Food Policy (compulsory)  
Marketing of Agricultural Inputs (compulsory)  
Legal Aspects of Business (compulsory)  
Strategic Agro-Food Marketing (compulsory)  
Agricultural Finance (compulsory)  
Management of Micro Finance  
Market Research for Agri-Business  
Agricultural Systems  
Sales and Distribution Management for Agri-Business

Management of Communication for Agri-Business  
 Rural Marketing  
 Management and Finance of Agro-Food Products  
 Seminar Course on Design and Dynamics of Development Organizations  
 Strategic Management of Intellectual Property Rights  
 Risk Management Derivatives (0.5 unit)  
 Rural Advertising  
 Deploying Information Computer Technologies for Development (0.5 unit)  
 International Agricultural and Trade Policy  
 Commodity Trading and Risk Management (0.5 unit)  
 Logistics and Infrastructure Management in Agribusiness  
 Strategic Food Quality Management

### **Appendix B3 Companies Participating in Summer Placement**

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ICICI Lombard	Venky's India
Godrej Industries	ITC-IBD
Mapro Foods	MCX
Monsanto India	Excel Crops Limited
Coromandel Fertilizers	RPG Enterprises
UTI Bank	ICICI Bank
National Innovation Foundation	Wockhardt India
Nestle	NCDEX

### **Appendix B4 Companies Participating in Permanent Placement**

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ICICI Bank	RPG Enterprises
Nestle	Coromandel Fertilizers
S.M. Consultants	YES Bank
Godrej Industries	Venky's India
Marico Industries	MCX
ICICI Prudential	ITC
Nestle	Rabo India Finance
NCDEX	

## APPENDIX CFELLOW PROGRAMME IN MANAGEMENT

### Appendix C1 Graduating Students and Placement

Name Placement	Area	Thesis	Title
Bharat Bhushan Verma	Production and TCS, Financial Quantitative Service Consultants, Methods Mumbai	Managing Transmission Inadequacy Using Duals Restructured Electricity Markets	System
T.N. Krishnan	Personnel and Amrita School of Industrial Business, Relations Coimbatore	Career Systems in Organizations: The Role of Organizational	Indian Factors
Nishant Jain	Finance and GTZ, Delhi Accounts	Private Health Insurance and Healthcare Expenditure: An Investigation	
Rajiv Kumar	Organizational Hewitt Associates Behaviour	Tacit Knowledge and Organizational Citizenship Performance	
Ranjeet J. Nambudiri	Organizational Genpact India Behaviour	Trust and Organizational Commitment: A Study in the Indian Pharmaceutical Sector	
Sandeep Krishnan	Personnel and RPG Group, Industrial Mumbai Relations	Determinants and Outcomes of Intention to Quit of Indian IT Professionals	
Subhashini Kaul	Marketing IIM, Ahmedabad	Trust and Shopper Patronage Intentions: Impact of Congruity in Store-Shopper Relationships	

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

	<b>Post-Graduate Total Programme in Management</b>	<b>Post-Graduate Programme in Agri- Business Management</b>	<b>Fellow Programme in Management</b>	
1996-97	391	–	51	442
1997-98	386	–	48	434
1998-99	371	–	45	416
1999-00	406	–	37	443
2000-01	381	–	46	427
2001-02	353	60	45	458
2002-03	357	61	46	464
2003-04	424	55	49	528
2004-05	501	55	54	610
2005-06	493	56	69	618
2006-07	488	55	66	609

## APPENDIX E RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

### Ongoing Projects

Type of Project Dropped	Ongoing Projects	Status		
		New projects initiated	Completed	
Large Research Project	4	1	4	–
Small Research Project	8	3	1	2
Seed Money Project	10	8	7	2
Case Development Project	24	8	5	–

Details of the above projects are given below:

### I. Research Projects Initiated

<b>Large Research Project</b>	1. Employee Voice and Collective Formation in the Indian Call Centre / BPO Industry (Profs. Ernesto Noronha and Premilla D'Cruz)
<b>Small Research Projects</b>	1. Solving Hard Combinatorial Optimization Problems through Sampling (Prof. Diptesh Ghosh) 2. Arbitration and Public Policy (Prof. Anurag K. Agarwal) 3. Explaining Academic Performance of MBA Students using both the MBTI and An Improved MBTI Instrument (Prof. Tejas Desai)
<b>Seed Money Projects</b>	1. Finland–India Economic Relations (Prof. Ajeet N. Mathur) 2. Is India Ready for Online Dispute Resolution? (Prof. Anurag K. Agarwal) 3. Bayesian Data Mining (Profs. A. K. Laha and Prathap Oburai) 4. Party Autonomy in International Commercial Arbitration (Prof. Anurag K. Agarwal) 5. An Investigation into Comparative Performance of Three Methods of Price Forecasting in Commodity Markets Exhibiting Highly Leptokurtis Returns Distributions (Prof. A. K. Laha) 6. Victimization and Bullying at the Workplace (Prof. Premilla D'Cruz) 7. Asset Reconstruction in India: Status and Prospects (Prof. T. T. Ram Mohan) 8. Aligning Legal Strategy with Business Strategy (Prof. Anurag K. Agarwal)
<b>Case Development Projects</b>	1. NIIT Ltd: Penetrating the Chinese Market (Prof. Arvind Sahay) 2. Godrej Aadhaar Stores (Prof. P. K. Sinha) 3. Thermax (Prof. Ajeet N. Mathur) 4. A Futures Perspective for Agri-business Cooperatives (Prof. Samar K. Datta) 5. A.P. Housing Board – Public Private Partnership (Prof. Sebastian Morris) 6. OILON (Prof. Ajeet N. Mathur) 7. Use of MIS to Sustain Cooperative Advantages – The Case of Amalsad Vibhaga Vividha Karyakari Sahakari Khedut Mandali Ltd. (AVVKSML) (Prof. Samar K. Datta) 8. Banascraft-SEWA (Prof. Piyush Sinha)

### II. Research Projects Completed

<b>Large Research Projects</b>	1. Study and Demonstration of a Small Modern Supply Chain for Fresh Fruits and Vegetables in the Ahmedabad Area (Prof. Girja Sharan) 2. A Database of Library and Information Services Marketing Literature (Profs. A. K. Jain, T. P. Rama Rao and late Mr. Ashok Jambhekar)
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3. A Study of Competencies Across the Textile and Apparel Industry Supply Chain in Gujarat with Focus on Technology, Practices, and Policies (Profs. Rakesh Basant and Pankaj Chandra)

**Small Research Projects**

4. Cross Cultural Comparison of Attitudes of Youth Towards Entrepreneurs and Entrepreneurship (Prof. Neharika Vohra)  
 1. Case Study on HDFC Bank (Prof. T.T. Ram Mohan)

**Seed Money Projects**

1. Application of Optimization Based Decision Support System (DSS) for Pharmaceutical Company (Prof. Goutam Dutta)  
 2. The Equity Risk Premium in India (Profs. J.R. Varma and S.K. Barua)  
 3. The Gravity Model of International Trade: The Indian Case (Prof. Tathagatha Bandyopadhyay)  
 4. Intellectual Property and Technology Transfer (Prof. Anurag K. Agarwal)  
 5. Is India ready for Online Dispute Resolution? (Prof. Anurag K. Agarwal)  
 6. Party Autonomy in International Commercial Arbitration (Prof. Anurag K. Agarwal)  
 7. Aligning Legal Strategy with Business Strategy (Prof. Anurag K. Agarwal)

**Case Development Projects**

1. Cochin International Airport (Profs. G. Raghuram and Biju Varkkey)  
 2. Case on Statistical Process Control (Prof. A. K. Laha)  
 3. Tapping Economies of Scale and Scope in Consumer Cooperation – A Case Study of Cooperation among Cooperatives (Prof. Samar K. Datta)  
 4. Sales and Distribution Management in Financial Services Industry (Prof. Arvind Sahay)  
 5. ORTEL.NET (Prof. Rekha Jain)

**III. Research Projects Dropped**

**Small Research Projects**

1. Investor Behaviour in India (Prof. V. Raghunathan)  
 2. Creating New Service Business: An Exploratory (Prof. Ashok Korwar)

**Seed Money Projects**

1. Generalizing the Dilemma Games: Theory and Experiments (Prof. Sujoy Chakravarty)  
 2. Ambiguous Prospects over Gains and Losses (Prof. Sujoy Chakravarty)

**Seminars Organized at the Institute During 2006-2007**

Speaker	Topic	Date	Area/Centre/Group
Dr. Piyush Kumar University of Georgia	The Impact of Capital Structure on Advertising Competition: An Empirical Study	Jun 10, 2006	Research & Publications
Prof. Jean Biarnes University of Paris	Creation of New Communities as a Result of Globalization, and its Impact on Creativity	Jun 21, 2006	RJMCEI
Prof. Anant Balakrishnan University of Texas Austin	Browse and Switch: Retail-Online Competition under Value Uncertainty	Jul 6, 2006	Research & Publications
Dr. Sounak Chakraborty University of Missouri Columbia	From Data Mining to Knowledge Discovery: An Introduction	Jul 11, 2006	Marketing
Prof. Arnab Kumar Laha IIM, Ahmedabad	Change Point Problems for Linear and Directional Data: Recent Advances and Applications	Jul 31, 2006	P&QM
Dr. Samir Chatterjee Claremont Graduate University, California	Internet-based Telemedicine: From Theory to Real - World Practice	Aug 3, 2006	CISG
Mr. Vineet Virmani IIM, Ahmedabad	Assessing NSE's Daily Zero Coupon Yield Curve Estimates:	Aug 3, 2006	F&A

	A Comparison with Few Competing Alternatives		
Prof. S.P. Mukherjee (Retd.) Centenary Professor of University of Calcutta	Organizational Excellence and Value-Based Leadership	Aug 4, 2006	Research & Publications
Mr. William Nanda Bissel Fabindia Mr. Sunil Chainani Fabindia Ms. Anita Thapar Kathpalia Head Home and Body Care Business	Fabindia Marketing Area Industry Interaction Seminar	Sep 2, 2006	Marketing
Prof. Raaj Sah Harrison School University of Chicago	Corruption Across Countries and Regions: Some Consequences of Local Osmosis	Oct 11, 2006	PGP-PMP
Prof. Erica Plambeck Stanford University	Related Contracts in Supply Chain Management	Nov 21, 2006	Research & Publications
Dr. Navdeep Mathur University of Birmingham	The Governance of Collaborative Spaces: Democratic and Methodological Considerations	Nov 23, 2006	PSG
Prof. Manish Kumar Thakar	Entrepreneurs and Entrepreneurial Choices	Nov 28, 2006	OB
Dr. G.R. Chandrasekhar	Influence of the Strategic Window on Founding and Sheltering of Firms	Nov 30, 2006	BP
Prof. Ankur Sarin Mathematica Policy Research Inc.	Do Affirmative Action Policies Increase Educational Attainment?	Dec 14, 2006	PSG
Dr. Helene Cherrier University of Sydney	Reflexive Dispossession and the Self: Constructing a Processual Theory of Identity	Dec 15, 2006	Marketing
<b>Speaker</b>	<b>Topic</b>	<b>Date</b>	<b>Area/Centre/Group</b>
Prof. Pankaj Jain	Addressing the Quality Gap in Primary Education – Gyanshala Approach	Jan 8, 2007	Misc.
Dr. Jagdip Singh Case Western Reserve University	The Complementary and Conflicting Roles of Trust for Marketing Oriented Boundary Spanners	Jan 9, 2007	Marketing
Dr. Prashant Kale	The Role of Managerial Choice in Theories of Equity Ownership: Do Managers Choose According to Theory?	Jan 10, 2007	BP
Prof. Vijay Govindrajan Tuck School, USA	Ten Rules for Strategic Innovations	Jan 10, 2007	Misc.
Prof. Dean Tjosvold	Managing Conflict Between the West and China: How Diverse People Can Develop a Common Approach	Jan 15, 2007	OB
Prof. T.V. Paul McGill University	Globalization and the Changing Nature of Security	Jan 15, 2007	Research & Publications
Prof. K.R. Subramanyam	Earning Guidance and Managerial Myopia	Jan 22, 2007	F&A
Ms. Subhashini Kaul IIM, Ahmedabad	Trust and Shopper Patronage Intentions: Impact of Congruity	Feb 5, 2007	Marketing



	in Store-Shopper Relationships		
Dr. Shoumen Datta MIT	Can Confluence Catalyse Innovation or Evolution of Adaptable Decision Systems and Business Networks?	Feb 8, 2007	CISG
Dr. Arnab Mukherji Pardee RAND Graduate School	Policy Choices for Accumulation of Wealth in a Dynamic Stochastic Bullock Economy	Mar 5, 2007	CMA
Dr. Amit Garg	Aligning Sustainable Development, Energy and Climate Change Policies: Modelling Framework and Empirical Assessment	Mar 12, 2007	PSG
Dr. Swati Mishra	Diversify or Consolidate? Firm Behaviour in the Indian Software Industry	Mar 13, 2007	BP
Dr. Vinod Agrawal CEO, SemIndia	Opportunities and Challenges for the Semiconductor Industry in India	Mar 24, 2007	CIIE
Prof. Sanjiv J. Phansalkar IWMI-Tata Water Policy Programme, Anand	Livelihoods Enhancement Opportunities in North East India	Mar 28, 2007	CMA
Dr. Meenakshi Sharma IMT, Ghaziabad	Training and Mentoring in the ICS: The Memoirs of Indian ICS Officers	Mar 29, 2007	Comm.
Dr. Preeta Vyas IIM, Ahmedabad	Measuring Consumer Preferences for Sales Promotion Schemes through Conjoint Design in FMCG Sector	Mar 30, 2007	Marketing

## APPENDIX F PUBLICATIONS

- Books** Bandyopadhyay, P.K. and Gupta, G.S. (eds.), *Measuring Productivity in Services, New Dimensions*, Hyderabad: ICFAI University Press, 2006.
- Kaul, Asha and Gupta, S.K. (eds.), *Management Communication: Trends and Strategies*, New Delhi: Tata McGraw-Hill, 2006.
- Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham; and Jha, Mithileswar, *Marketing Management: A South Asian Perspective*, New Delhi: Pearson Education, 2006.
- Maheshwari, Sunil Kumar, *Turnaround Excellence: Six Studies of Corporate Renewal*, New Delhi: Penguin Books, 2007.
- Mohanty, L. and Vohra, Neharika, *ICT Strategies for Schools: A Guide for School Principals*, New Delhi: Sage Publications, 2006.
- Pathak, Akhileshwar, *Legal Aspects of Business*, New Delhi: Tata McGraw-Hill (second edition), 2006.
- Sharma, Vijay Paul; Patnaik, Saradendu; and Tilala, Hiren, *Edible Oilseeds and Oils Economy of India*, New Delhi: Oxford and IBH, 2007.
- Singh, Sukhpal, *Contract Farming and the State: Experiences of Thailand and India*, New Delhi: Kalpaz Publications, 2006.

- Monographs** Ahuja, Vinod and Sen, Arindam, *Livestock Service Delivery and the Poor: Case of Rural Orissa*, Ahmedabad: Indian Institute of Management, 2006.
- Asokan, S.R. and Gurdev Singh, *Contract Farming of Medicinal Herbs and Organic Crops in India*, Ahmedabad: Centre for Management in Agriculture, Indian Institute of Management, 2006.
- Bajpai, Nirupam and Dholakia, Ravindra H., *Scaling Up Primary Education Services in Rural Rajasthan: Public Investment Requirements and Policy Reform*, Columbia: Centre on Globalization and Sustainable Development, 2006.
- Bajpai, Nirupam and Dholakia, Ravindra H., *Scaling up Primary Health Services in Rural Rajasthan: Public Investment Requirements and Health Sector Reform*, Columbia: Centre on Globalization and Sustainable Development, 2006.
- Bhat, Ramesh; Maheshwari, Sunil Kumar; Rao, Kiran; and Bakshi, Rushi, *Mental Health Care Pilots in Gujarat*, Ahmedabad: Centre for Management of Health Services, Indian Institute of Management, 2007.
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- Dholakia, Ravindra H. et al., *Report of the Working Group on Compilation of State Government Liabilities*, Mumbai: Reserve Bank of India, 2006.
- Gandhi, Vasant P. and Namboodiri, N.V., *Fruit and Vegetable Marketing in India: Consolidated Study of Wholesale Markets in Ahmedabad, Chennai, and Kolkata*, Ahmedabad: Centre for Management in Agriculture, Indian Institute of Management, 2006.
- Gandhi, Vasant P. and Namboodiri, N.V., *Marketing of Fruits and Vegetables in India: A Study of the Wholesale Markets in Ahmedabad Area*, Ahmedabad: Centre for Management in Agriculture, Indian Institute of Management, 2006.
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Deodhar, Satish Y.; Krisoff, B.; and Landes, M., "What's Keeping the Apples Away? Addressing Price Integration Issues in India's Apple Market," AIES Sessions of the Allied Social Sciences Association Meeting, Chicago, January 5-7, 2007.

Desai, Tejas, "A Multiple Testing Approach to Assessing Multivariate Normality," Conference of the Eastern North American Chapter of International Biometric Society, March 11-14, 2007.

Desai, Tejas, "A Multiple Testing Approach to the Behrens-Fisher Problem," Triennial Symposium on Statistics, University of Calcutta, Kolkata, December 27-29, 2006.

Desai, Tejas, "Frequentist Approaches to Analysis of Incomplete Multivariate Data," UGC Conference on Statistics, Gujarat University, Ahmedabad, February 24-25, 2007.

Dhar, Subash; Shukla, P.R.; and Nair, R., "AIM/CGE Model: Application for Analysing Gas and Energy Security in India," AIM Workshop, NIES, Tsukuba, November 7-13, 2006.

Dutta, Goutam, "Database Structure for a Class of Mathematical Programming Models," International Conference of Decision Support Systems, Indian Institute of Management Calcutta, Kolkata, January 4, 2007.

Dutta, Goutam, "Experience of Teaching Revenue Management in India," INFORMS International Conference, Hong Kong, June 25-28, 2006.

Dutta, Goutam, "Journey of Optimization Based Modeling in Process Industry," USSTF Conference Advances in Optimization and System Analysis, Indian Institute of Technology, Kanpur, February 8, 2007.

Dutta, Goutam, "Optimization based Decision Support System for Strategic Planning in a Process Industry," EURO Conference, Reykjavik, Iceland, July 3, 2006.

Dutta, Goutam, "Revenue Management and Dynamic Pricing," National Conference of the Operational Research Society of India, Kolkata, January 5, 2007.

Dutta, Goutam, "Revenue Management in Indian Railways: Current Status and Implementation Challenges," INFORMS International Conference, Hong Kong, June 25-28, 2006.

Gandhi, Vasant P. and Namboodiri, N.V., "Cotton Revolution in Gujarat: The Impact of BT Technology," Workshop on Frontiers of Agricultural Development in Gujarat, Indian Institute of Management, Ahmedabad, February 24, 2007.

Gandhi, Vasant P. and Namboodiri, N.V., "The Adoption and Economics of BT Cotton in India," IAAE 2006 Conference Symposia on the First Decade of Adoption of Biotech Crops – A World Wide View, International Association of Agricultural Economists, Gold Coast, Australia, August 12-18, 2006.

Gandhi, Vasant P. and Namboodiri, N.V., "Water Resource Development and Institutions in India: Overview, Profile, and Challenges," Workshop on Improving Water Resource Management in India's Agriculture: Search for Effective Institutional Arrangements and Policy Frameworks, La Trobe University and ACIAR, Beechworth, Victoria, Australia, June 28-29, 2006.

Gandhi, Vasant P., "Economic Liberalization and Rural Land and Labour Markets in India: A Study," Conference of the International Association of Agricultural Economists, Gold Coast, Australia, August 12-18, 2006.

Gandhi, Vasant P., "Rapporteur's Report on Rural Infrastructure and Growth," 66th Annual Conference of the Indian Society of Agricultural Economics, Shillong, November 8-10, 2006.

Gandhi, Vasant P., "Wheat Marketing and Its Efficiency in India," IAAE 2006 Conference Symposia on Wheat Marketing Efficiency: Country Comparisons, Wheat Quality Issues and Future Trends, International Association of Agricultural Economists, Gold Coast, Australia, August 12-18, 2006.

Gandhi, Vasant P.; Lin, Crase; and Gamini, Herath, "Determinants of Institutional Success for Water in India: Results from a Study across Three States," 51st Annual Conference of the Australian Agricultural and Resource Economics Society, Queenstown, New Zealand, February 13-16, 2007.

Gandhi, Vasant P.; Lin, Crase; Gamini, Herath; and Roy, Ashutosh, "Water Resource Institutions in India: Study and Analysis of the Behaviour and Performance: Overall Profile, Findings and Results," Workshop on Improving Water Resource Management in India's Agriculture: Search for Effective Institutional Arrangements and Policy Frameworks, La Trobe University and ACIAR, Beechworth, Victoria, Australia, June 28-29, 2006.

Ghosh, Diptesh; Das, Shubhabrata; and Mandal, P.K., "Discrete Optimization Problems with Random Cost Elements," SOM Mini-Symposium on Logistics and Operations Research, University of Groningen, Netherlands, March 14, 2007.

Ghosh, Diptesh; Goldengorin, Boris; Gutin G.; and Jaeger G., "Tolerance-Based Algorithms for the Asymmetric Travelling Salesman Problem," ISMPDM 2007, Indian Statistical Institute, New Delhi, January 9-11, 2007.

Girja Sharan and Jethva, Kamlesh, "Cropping in Arid Area Greenhouse," 41st ISAE Annual Convention and Symposium, Indian Society of Agricultural Engineers, College of Agricultural Engineering and Technology, Junagadh Agricultural University, Junagadh, January 29-31, 2007.

Girja Sharan and Rawale, Kishore, "Design and Operation of Quality-Oriented Fresh Vegetable Supply Chain in Ahmedabad City," 41st ISAE Annual Convention and Symposium Indian Society of Agricultural Engineers at College of Agricultural Engineering and Technology, Junagadh Agricultural University, Junagadh, January 29-31, 2007.

Girja Sharan, "Dew Condensers: From Incidental Discovery of Possibility to a Market Product," Building In, Building Out: Fostering a Culture of Innovation on Campus and Beyond, NCIIA Conference, Tampa, March 22-24, 2007.

Girja Sharan; Beysens, D.; and Milimouk, I., "A Study of Dew Water Yields on Galvanized Iron Roofs in Kothara (North-West India)," 41st ISAE Annual Convention and Symposium of the Indian Society of Agricultural Engineers, College of Agricultural Engineering and Technology, Junagadh Agricultural University, Junagadh, January 29-31, 2007.

Girja Sharan; Madhavan, T.; and Rawale, Kishore, "Design and Operation of Quality-Oriented Fresh Vegetable Supply Chain in Ahmedabad City," Operations Research Society of India, Ahmedabad, April 3, 2006.

Goel, Abhishek; Vohra, Neharika; Zhang, Liyan; and Arora, Bhupinder, "Attitudes of Entrepreneurs among Urban Youth in India and China," 5th International Academy of International Business (AIB), India, Xavier Institute of Management, Bhubaneswar, January 29-31, 2007.

Gupta, Anil K., "Conserving, Augmenting, and Sharing Water: Towards a Green Gujarat," Conference on Contributions of Water Resources Management in Overall Development of Gujarat, Ahmedabad, January 12, 2007.

Gupta, Anil K., "Harnessing Community and Individual Knowledge in Plant Genetic Resource Management: Crop, Conservation, Creativity, and

Collaboration," National Scientific Symposium on Search for New Genes, NASC, New Delhi, September 1, 2006.

Gupta, Anil K., "Knowledge Based Empowerment of Local Bodies: Generating Entrepreneurial Approach to Development," National Colloquium on Decentralization in Rural Governance, Administrative Reforms Commission, New Delhi, March 1-2, 2007.

Surdev Singh and Asokan, S.R., "Contract Farming: Concept and Scope in India," Workshop on Contract Farming, Tenancy Laws, and Land Reforms in the Era of Globalization, Lal Bahadur Shastri National Academy of Administration, Mussoorie, March 15-16, 2007.

Surdev Singh, "Discussion Paper on Contract Farming for Agricultural Development in Gujarat: Evidence and Issues by Sukhpal Singh," Workshop on Frontiers of Agricultural Development in Gujarat, Indian Institute of Management, Ahmedabad, March 24, 2007.

Jain, A.K. and Dixit, M.R., "Design and Testing of Decision Sheet and Learning Diary: Case Method Based Learning of Marketing Management," Annual Meeting of ASBBS, Las Vegas, February 22-24, 2007.

Jain, Rekha, "Accelerating Indian Rural Telecom Services: Policy and Regulatory Approaches," 34th Research Conference on Communication, Information, and Internet Policy, Virginia, September 29 – October 1, 2006.

Jain, Rekha, "Innovations, Policy Transfers, and Governance in the Telecom and Broadcast Sector in India," Annual Conference of the Network of Asia-Pacific Schools and Institutes of Public Administration and Governance, Sydney, December 3-5, 2006.

Jaiswal, Anand K. and Venugopal, P., "Antecedents and Consequences of Customer Satisfaction with Content Site," 2nd International Conference on Research in Marketing, Indian Institute of Management, Ahmedabad, January 3-5, 2007.

Jaiswal, Anand K.; Neeraj, Rakesh; and Venugopal, P., "On the Similarities of Online Customer Satisfaction and Loyalty Models in Disparate Contexts," 2007 INFORMS Marketing Science Conference, Singapore, June 28-30, 2007.

Kaul, Asha and Patnaik, Esha, "Gender Differences in the Use of FTAs When Reporting Incidents of UI: An Indian Study," Hawaii International Conference on Business, Hawaii, May 25, 2006.

Kaul, Asha; Ansari, M.; and Rai, Himanshu, "Gender, Affect and Upward Influence," Hawaii International Conference on Business, Hawaii, May 25, 2006.

Kaul, Asha; Pathak, Santana; and Padia, Darshana, "Much Ado About Nothing: Analysis of Communication Patterns Across Genders," 6th Asia Pacific Association for Business Communication (ABC) International Conference, Indian Institute of Management, Ahmedabad, December 2006.

Laha, A.K., "Analysis of Regime Switching Behaviour of Indian Stock Markets," 12th International Conference on Computing in Economics and Finance, Limassol, Cyprus, June 2006.

Laha, A.K., "Bayesian Analysis of Rank Data," International Conference on Multivariate Statistical Methods in the 21st Century: The Legacy of S.N. Roy, Kolkata, December 2006.

Maheshwari, Sunil Kumar, "Networking and Organizational Performance: Decline and Turnaround of a Firm in India," Academy of Management Conference, Atlanta, August 11-16, 2006.

Maheshwari, Sunil Kumar; Pande, Amit; Dhiman, Amit; and Khokle, Pradyumana, "Effect of Human Resource Management Practices on Organizational Commitment," Academy of Management Conference, Atlanta, August 11-16, 2006.

Manikutty, S., "Cross-Cultural Studies and Studies on Learning Styles," 2nd International Conference on Intercultural Competence, F.H. Joanneum, Graz, Vienna, April 6-7, 2006.

Manikutty, S., "Using the Internet for Learning and Academic Collaborations by Students: A Study from India," Hawaii International Conference on Business, Hawaii, May 25-28, 2006.

Mathur, Ajeet N. and Joutsimaki, Sari, "Embeddedness and Diffusion of Evolving Supranational Metacultures in Indo-European Learning Encounters," 3rd International Conference on Intercultural Communication Competence on Learning, Teaching, and Research in a Borderless World, Indian Institute of Management, Ahmedabad, October 25-26, 2006.

Mathur, Ajeet N., "How Do Product Markets and Labour Markets Affect each Other? Policy Challenges for Policy Research in China and India," China-India Joint Seminar organized by the Chinese Academy of Science and the Indian Council for Social Science Research, New Delhi, March 28-30, 2007.

Mathur, Ajeet N., "Institutional Factors Governing Choice of GATS Modes for Services Supply," 2006 ANZIBA, University of Wellington, New Zealand, November 16-18, 2006.

Mathur, Ajeet N., "International Boundary Crossings and the Human Uses of Human Beings," International Group Relations Conference on Authority and Leadership in the Context of Managing Change and Complexity in Organizations, Bion Institute, Secunderabad, February 18-23, 2007.

Mishra, Abhishek, "Transacting Business in a Multilateral Economic Environment: The Indian Experience," IP University, New Delhi, March 24, 2007.

Monippally, M.M. and Sheth, G., "Teaching Managerial Persuasion: Reflections on an Experimental Course for MBA Students," 6th Asia Pacific Association for Business Communication Conference on Management Communication, Indian Institute of Management, Ahmedabad, December 14-16, 2006.

Morris, Sebastian, "Regulatory Issues in the Development of Markets for Infrastructure," Conference on Sustaining Fast Growth Role of Economic Regulation, NCAER, CEPR, IDEI, ESCARES, New Delhi, December 5, 2006.

Mukherjee, Saral and Chatterjee, A.K., "The Concept of Bottleneck," 10th Annual Conference of the Society of Operations Management, Indian Institute of Management, Ahmedabad, December 21-23, 2006.

Namboodiri, N.V.; Gandhi, Vasant P.; and Lin, Crase, "Surface Water Institutions in India - Study and Analysis: Profile of the Findings and Results," Workshop on Improving Water Resource Management in India's Agriculture: Search for Effective Institutional Arrangements and Policy Frameworks, La Trobe University and ACIAR, Beechworth, Victoria, Australia, June 28-29, 2006.

Noronha, Ernesto and D'Cruz, Premilla, "Agents in the ITES Sector: Prospects for Collective Action," UNITES Meeting, Mumbai, November 16-17, 2006.

Noronha, Ernesto and D'Cruz, Premilla, "Organization Control in the Knowledge Economy: Towards Hybridization," 16th International Sociological Association World Congress of Sociology, Durban, July 23-29, 2006.

Noronha, Ernesto and D'Cruz, Premilla, "Organization Control in the Knowledge Economy," International Industrial Relations Association Conference, Lima, September, 2006.

Oburai, Prathap and Baker, Michael J., "Strategic Marketing Alliances, Partnerships, and Networks: The Logic of Cooperation, Roots, Evolution, and Advantage," Proceedings of the Academy of Marketing 35th Annual Conference, Middlesex University Business School, London, July 3-6, 2006.

Oburai, Prathap; Baker, Michael J.; Basalingappa, Anita; Moorthi, Y.L.R.; and Chew, Kok-Wai, "An Empirical Investigation of Corporate Brand Image: Antecedents, Mediating Role, and Impact on Stakeholder Expectations,"

Proceedings of the 35th Annual Conference of the European Marketing Academy, Athens University of Economics and Business, Greece, May 2006.

Pangotra, Prem, "Emerging Challenges of Urban Management: Planned Development, Good Governance, and Sustainability," Seminar on Urban Governance, Indian School of Political Economy, Pune, July 30-31, 2006.

Raghuram, G. and Gangwar, Rachna, "Marketing Strategies for Freight Traffic on Indian Railways: A Systems Perspective," 2nd National Conference on Management Science and Practice, Indian Institute of Technology Madras, Chennai, March 9-11, 2007.

Raghuram, G. and Gangwar, Rachna, "Marketing Strategies for Freight Traffic on Indian Railways," 2nd International Conference on Research in Marketing, Indian Institute of Management, Ahmedabad, January 3-5, 2007.

Raghuram, G., "A Diagnostic Study of Jawaharlal Nehru Port Trust," International Conference on Infrastructure Development in the Ports and Shipping Sector and its Management, Chennai Port Trust, Chennai, January 18, 2007.

Raghuram, G., "Hinterland Connectivity for Ports," International Conference on Infrastructure Development in the Ports and Shipping Sector and its Management, Chennai Port Trust, Chennai, January 18, 2007.

Ram Mohan, T.T. and Ray, Subhash C., "Comparing Performance at Public Sector Banks in India: A Revenue Maximization Efficiency Approach," 3rd Hellenic Workshop on Productivity and Efficiency Measurement, Patras, Greece, June 16-18, 2006.

Rama Rao, T.P., "Decision Support Systems," Workshop on Introduction to OR, Management Research Foundation, Ahmedabad, February 18, 2007.

Rama Rao, T.P., "e-Governance: Challenges and Opportunities," Zonal Seminar on e-Governance of IETE, Ahmedabad, February 3, 2007.

Rama Rao, T.P., "Emerging Trends in DSS," Western Regional National Convention of CSI, Patan, February 18, 2007.

Rama Rao, T.P., "Emerging Trends in IT for Small and Medium Enterprises," CSI, Ahmedabad, June 27, 2006.

Rama Rao, T.P., "Harnessing OR with DSS: Emerging Trends," Indian Institute of Management, Ahmedabad, April 1, 2006.

Ramani, K.V. and Mavalankar, Dileep, "Assessment of Institutional Capacity for Managing Health Programmes: A Study of Reproductive and Child Health Programme in India," Conference on Health Workforce: A Call to Action, Geneva, February 22-23, 2007.

Ravichandran, N., "Bullwhip Effect: Concept, Implications, and Responses," 39th Annual Convention of ORSI, Kolkata, January 5-7, 2007.

Ravichandran, N., "Bullwhip Effect: Concept, Implications, and Responses: A Tutorial," 14th International Symposium on Inventories, Budapest, August 21-25, 2006.

Ravichandran, N., "Closed Loop Queueing Model for Material Handling Systems," INFORMS, Pittsburgh, November 5-8, 2006.

Ravichandran, N., "Election Logistics in India: A Process Based Approach," 21st European Conference on Operational Research, Iceland, July 2-5, 2006.

Ravichandran, N., "Innovations in Health Care Delivery: An Indian Case Study," 12th IFAC Symposium on Information Control Problems in Manufacturing, Saint Etienne, France, May 17-19, 2006.

Ravichandran, N., "IT Enabled Supply Chain: An Indian Case Study," INFORMS, Hong Kong, June 25-28, 2006.

Ravichandran, N., "Models in Management in Science: Issues in Implementation," ORSP 20th Anniversary and 2007 National Conference, Manila, February 16, 2007.

Ravichandran, N., "Some Comments on Perishable Inventory Systems," 2nd National Conference on Management Science and Practice, Indian Institute of Technology Madras, Chennai, March 9-11, 2007.

Ravichandran, N., "Stochastic Models in Management Science," 2nd National Conference on Management Science and Practice, Indian Institute of Technology Madras, Chennai, March 9-11, 2007.

Roy, Ashutosh, "A General Equilibrium Modelling for Indian Commodity Futures Market," International Conference on Policy Modelling: EcoMod2006, Hong Kong, June 28-30, 2006.

Roy, Ashutosh; Gandhi, Vasant P.; Lin, Crase; and Sharma, Suresh, "Ground Water Institutions in India – Study and Analysis: Profile of the Findings and Results," Workshop on Improving Water Resource Management in India's Agriculture: Search for Effective Institutional Arrangements and Policy Frameworks, La Trobe University and ACIAR, Beechworth, Victoria, Australia, June 28-29, 2006.

Sarkar, Anita and Singh, Manjari, "Enhancing the Image of HR Department in Indian Organizations to Meet the Challenges of Globalization," Yale-Great Lakes Research Conference, December 24, 2006.

Sarkar, Anita and Singh, Manjari, "Role of HR Departments in Indian Organizations in the Era of Globalization," Annual Conference of the Academy of International Business, India, Xavier Institute of Management, Bhubaneswar, January 28-31, 2007.

Sarkar, Anita, "Current Human Resource Practices and Challenges Ahead: The Case of Indian Retail Industry," ICFAI, Hyderabad, March 8-9, 2007.

Sarkar, Anita, "Explanation of EPRG Framework with Contingency Approach," 4th AIMS International Conference on Management, Indian Institute of Management, Indore, December 28-31, 2006.

Sarkar, Anita, "Human Resource Planning: Towards a Holistic Conceptualization," 4th AIMS International Conference on Management, Indian Institute of Management, Indore, December 28-31, 2006.

Sarvar, Sherry Chand V. and Vijaya Sherry Chand, P.G., "Reinventing the Self Through 'Women's Writing'," 4th International Humanities Conference, University of Carthage, Tunis, July 3-7, 2006.

Sharma, Rajeev, "Between School and Community: Making Bridges Instead of Walls," 3rd Alternative Education Resource Organization Conference, Troy, New York, June 29 – July 2, 2006.

Sharma, Suresh; Roy, Ashutosh; Gandhi, Vasant P.; and Lin, Crase, "Rain Water Harvesting Institutions in India – Study and Analysis: Profile of the Findings and Results," Workshop on Improving Water Resource Management in India's Agriculture: Search for Effective Institutional Arrangements and Policy Frameworks, La Trobe University and ACIAR, Beechworth, Victoria, Australia, June 28-29, 2006.

Sharma, Vijay Paul, "Competitiveness of the Indian Dairy Sector under Globalization: Are We Less Competitive?" 26th Triennial Conference of the International Association of Agricultural Economists, Queensland, Australia, August 12-18, 2006.

Sharma, Vijay Paul, "Managing Price Risks in Indian Agriculture: Can Futures Markets Help?" Workshop on Frontiers of Agricultural Development in Gujarat, Gujarat Economic Association, Ahmedabad, February 24, 2007.

Singh, Sukhpal, "Agribusiness and Rural Poverty in South Asia: Can Agribusiness Help the Rural Poor?" South Asian Trade and Agriculture



Workshop, Research and Advocacy Group of CENTAD/OXFAM, New Delhi, August 22, 2006.

Singh, Sukhpal, "Agribusiness and Rural Poverty: Can Agribusiness Help the Rural Poor?" Regional Stakeholders' Consultation Meet on Role of Agribusiness in Poverty Reduction, YASHADA, Pune, November 21, 2006.

Singh, Sukhpal, "Contract Farming for Agricultural Development in Gujarat: Evidence and Issues," Workshop on Frontiers of Agricultural Development in Gujarat, Dr. I.G. Patel Memorial Trust (Silver Jubilee of GEA Trust) and CMA, Indian Institute of Management, Ahmedabad, February 24, 2007.

Singh, Sukhpal, "Leveraging Contract Farming for Improving Supply Chain Efficiency in India: Some Innovative and Successful Models," 3rd International Conference on Linking Markets and Farmers: Exploring Leading Practices to Foster Economic Growth in Rural India, Hotel Taj Palace, New Delhi, March 11-15, 2007.

Singh, Sukhpal, "Leveraging ICTs for Inclusive and Sustainable Agricultural and Rural Development in India," 5th Development Convention of the Southern India ICSSR Institutes, CMD, Dharwar, April 27-28, 2006.

Singh, Sukhpal, "Market, Contracts and Agricultural Performance," National Workshop on Indian Agriculture: Crisis and Way Forward, Centre for Policy Research, New Delhi, November 6, 2006.

Singh, Sukhpal, "Organic Produce Supply Chains and Small Producers: Governance, Participation, and Strategies with Special Reference to India," 7th International Conference on Management in Agrifood Chains and Networks, Ede (Wageningen), Netherlands, June 1-2, 2006.

Singh, Sukhpal, "Organic Produce Supply Chains for Sustainable Agri-Food Systems and Livelihood: Case Studies of Organic Basmati Rice in India," International Conference on 21st Century Challenges to Sustainable Agri-Food Systems, UAS, Bangalore, and ISEC, Bangalore, in collaboration with Iowa State University, University of Purdue, USAID, and the Higher Education for Development, Washington, D.C., March 15-17, 2007.

Singh, Sukhpal, "Public-Private Partnership and Market Safety Mechanisms in South Asian Agriculture," Workshop on Building Trade Safety Nets in Agricultural Systems in South Asia, CESS, Hyderabad, CENTAD, New Delhi, and Oxfam International's Make Trade Fair Campaign, Hyderabad, March 26, 2007.

Singh, Sukhpal, "Supermarket (Food) Retail Chains and Small Producers in India: Some Issues," IFPRI-IEG Workshop on From Plate to Plough: Agricultural Diversification and its Implications for the Smallholders, New Delhi, September 20-21, 2006.

Singh, Sukhpal, "Understanding Contract Farming in India: Models and Learnings," MOA/ICC/NIAM Summit on Agriculture, New Delhi, September 28-29, 2006.

Sinha, Piyush Kumar and Kaul, Subhashini, "Impact of Expressiveness Value of Service on Satisfaction and Patronage Intentions," 2nd International Conference on Research in Marketing, Indian Institute of Management, Ahmedabad, January 3-5, 2007.

Sinha, Piyush Kumar and Uniyal, Dwarika Prasad, "Measurement of Shopping Involvement: A Scale Development Approach," 2nd International Conference on Research in Marketing, Indian Institute of Management, Ahmedabad, January 3-5, 2007.

Sinha, Piyush Kumar; Kar, Sanjay Kumar; and Mishra, B.B., "Category Management Practices in India," 2nd International Conference on Research in Marketing, Indian Institute of Management, Ahmedabad, January 3-5, 2007.

Soman, Chetan A., "Scheduling Combined Make-To-Order and Make-To-Stock Production," 10th Annual International Conference of Society of Operations

Management, Indian Institute of Management, Ahmedabad, December 21-23, 2006.

Sriram, M.S., "Productivity of Rural Credit: A Review of Issues and Some Recent Literature," National Symposium on Farm Credit for Inclusive Growth, College of Agricultural Banking, Reserve Bank of India, Pune, January 12-13, 2007.

Varkkey, Biju and Gurtoo, Anjula, "Researching Informal Sector in India," 1st World Wide Wages Conference of Wage Indicator Project, Amsterdam, June 21-23, 2006.

Varkkey, Biju, "Winning Habits of Managing People," 27th National Conference of the Institute of Chartered Accountants of Sri Lanka, Colombo, November 30 – December 2, 2006.

Vijaya Sherry Chand, P.G. and Bhardwaj, Rajiv, "Changing Behaviour: A Strategic Communication Framework for HIV/AIDS Prevention and Control," ABC Conference on Managerial Communication, Indian Institute of Management, Ahmedabad, December 12-14, 2006.

Vijaya Sherry Chand, P.G., "Managing Decentralized Teacher Development in Public Schooling," 6th International Conference on Knowledge, Culture, and Change in Organizations, Prato, Italy, July 11-14, 2006.

Vijaya Sherry Chand, P.G., "Reshaping Gandhi's Humanistic Model of Education: Towards a 'Socially Conscious' Entrepreneurship Education," 4th International Humanities Conference, University of Carthage, Tunis, July 3-7, 2006.

## APPENDIX G CASES, RESEARCH, AND CONSULTING

<b>Year</b>	<b>Cases Completed (Cumulative)</b>	<b>Research Projects Completed (Cumulative)</b>	<b>Consulting Projects Completed (Cumulative)</b>
1996-97	2773	585	1471
1997-98	2793	590	1519
1998-99	2828	595	1579
1999-00	2840	601	1639
2000-01	2856	608	1715
2001-02	2868	621	1788
2002-03	2889	636	1854
2003-04	2920	649	1957
2004-05	2933	655	2044
2005-06	2945	675	2118
2006-07	2977	709	2137

## APPENDIX H MANAGEMENT DEVELOPMENT PROGRAMMES

Distribution of Participants	No. of Programmes	No. of Participants			Participants
		Public Sector	Private Sector	Total	
General Management	6	40	312	352	40
New Programmes	11	231	93	324	16
Regular/Repeat Programmes	29	267	666	933	43
	<b>46</b>	<b>538</b>	<b>1071</b>	<b>1609</b>	<b>99</b>

  

General Management Programmes	Programme Participants	No. of Participants			Foreign
		Public Sector	Private Sector	Total	
		Small and Medium Enterprises Programme April 2-15, 2006	1	29	
3-TP Middle Management Programme July 9 - August 5, 2006	6	80	86	9	
3-TP Senior Management Programme August 6 - 26, 2006	5	68	73	6	
Management Education Programme October 29, 2006 – February 24, 2007	7	36	43	5	
3TP Top Management Programme January 22 – 27, 2007	4	28	32	6	
	<b>40</b>	<b>312</b>	<b>352</b>	<b>40</b>	

  

New Programmes	New Programmes Area/Group/Centre Participants	No. of Participants			Foreign
		Public Sector	Private Sector	Total	
		<b>Business Policy</b> Doing Business in Nordic Europe October 30 – November 1, 2006	-	9	
Contract Management January 22 – 26, 2007	22	10	32	1	
<b>Computer and Information Systems Group</b> Strategic Planning of Information Systems November 20 – 25, 2006	9	8	17	-	
<b>Marketing</b> International Marketing: Winning Customers and Building Value Networks December 18 – 22, 2006	-	22	22	1	
<b>Organizational Behaviour</b> Enhancing Leadership Capacities and Potential among Professional Women July 25 – 28, 2006	23	18	41	5	
November 7 – 10, 2006	10	10	20	-	
<b>Public Systems Group</b> Strategic Port Management May 7 – 13, 2006	20	3	23	-	
February 4 – 10, 2007	25	8	33	8	
<b>New Programmes</b>		<b>No. of Participants</b>		<b>Foreign</b>	

Area/Group/Centre Participants	Public	Private	Total	
	Sector	Sector		
Urban Management September 18 – 22, 2006	40	1	41	1
<b>Centre for Management of Health Studies and Public Systems Group</b>				
Data Analysis, Monitoring, and Evaluation of Health Programmes September 4 – 9, 2006	37	4	41	-
<b>RJMCEI</b>				
Leadership for Excellence: Programme for Delhi Government Schools December 18 – 23, 2006	45	-	45	-
	<b>231</b>	<b>93</b>	<b>324</b>	<b>16</b>

Regular/Repeat Programmes	Programme Participants	No. of Participants			Foreign
		Public Sector	Private Sector	Total	
	<b>Business Policy</b>				
	Regulations in Production and Marketing of Food Products August 21 – 25, 2006	1	17	18	-
	Organizational Leadership for the 21st Century November 27 – 30, 2006	5	35	40	-
	Knowledge Management: Strategy, Structure, and Processes December 4 – 9, 2006	8	8	16	-
	Value Creation Through Mergers and Acquisitions March 5 – 9, 2007	2	19	21	2
	<b>Centre for Management in Agriculture</b>				
	Harnessing Intellectual Property for Strategic Competitive Advantage September 26 – 28, 2006	13	4	17	-
	Agricultural Input Marketing January 15 - 20, 2007	-	21	21	-
	<b>Communication Area</b>				
	Effective Communication Strategies: Men and Women@Work April 26 – 29, 2006	1	14	15	2
	The Winning Edge: Communication Strategies for Leaders September 18 – 23, 2006	8	24	32	-
	<b>Computers and Information Systems Groups</b>				
	Network Security April 4 – 8, 2006	5	13	18	-
	November 6 – 10, 2006	6	15	21	
	ERP Systems: Technology Planning and Implementation December 11 – 13, 2006	6	27	33	4
	<b>Programmes</b>	<b>No. of Participants</b>			<b>Foreign</b>
	<b>Participants</b>	<b>Public</b>	<b>Private</b>	<b>Total</b>	
		<b>Sector</b>	<b>Sector</b>		
	<b>Marketing Area</b>				

Marketing Strategies for Competitive Environment April 11 – 14, 2006	-	14	14	2
Customer Based Business Strategies April 21 – 23, 2006	2	11	13	1
Pricing for Profits September 4 – 7, 2006	-	18	18	-
Managing Retailing November 27 – December 1, 2006	1	24	25	5
Advanced Data Analysis for Marketing Decisions December 11 – 16, 2006	-	27	27	2
Enhancing Sales Force Performance January 15 – 17, 2007	-	56	56	2
<b>Organizational Behaviour Area</b>				
Interpersonal Effectiveness and Team Building January 10 – 13, 2007	3	51	54	-
Leadership and Change Management February 4 – 8, 2007	10	30	40	1
<b>Personnel and Industrial Relations</b>				
Human Resource Management December 4 – 9, 2006	7	32	39	7
<b>Production and Quantitative Methods</b>				
Excellence in Manufacturing April 16 – May 13, 2006	3	20	23	1
Project Management August 28 – September 2, 2006	11	46	57	3
Logistics Management September 11 – 16, 2006	9	25	34	2
Revenue Management and Dynamic Pricing September 11 – 16, 2006	8	24	32	-
Supply Chain Management December 4 – 9, 2006	12	26	38	2
<b>Public Systems Group</b>				
Infrastructure Development and Financing October 9 – 14, 2006	53	14	67	-
<b>Centre for Management of Health Studies and Public Systems Group</b>				
Hospital Management August 28 – September 1, 2006	7	44	51	5
Managerial Challenges in HIV/AIDS Prevention and Control Programmes November 13 – 17, 2006	41	7	48	-
<b>RJMCEI</b>				
Strategic Leadership for Schools in a Changing Environment September 17 – 23, 2006	45	-	45	2
	<b>267</b>	<b>666</b>	<b>933</b>	<b>43</b>

## **APPENDIX J CENTRE FOR MANAGEMENT IN AGRICULTURE**

### **Towards Evolving Agricultural Policy Matrix in a Federal Structure : The Post-WTO Scenario in India**

Given the generally poor WTO-literacy at the state level on the one hand and the constitutional imperative to evolve India's agricultural policy response to WTO based on state level consultations with local stakeholders on the other,

this study has used a semi-structured questionnaire and has involved almost all Agro-Economic Research Centres to sensitize and record stakeholder responses from as many as 14 states. The responses together with the progress of India's WTO negotiations till the end of the Hong Kong Round are analysed to draw lessons as well as frame several action points.

#### **Contract Farming of Medicinal Herbs and Organic Crops in India**

Agribusiness firms most often face problems such as failure of the market to supply raw materials in right quality, adequate quantity, in time, and at reasonable price. Though they can organize production themselves, there are many legal and organizational obstacles. Contract farming, therefore, has emerged as a solution to get quality raw materials in required quantity in time, and at least cost.

This study of an extension of an earlier project on contract farming by the same authors examines contract farming arrangements for some medicinal plants and organic products. The objectives were to: examine the rationale behind contract farming of these crops; understand the relationship between farmers and the firm bound by the agreement; and suggest policy guidelines for facilitating smooth functioning of the arrangement.

#### **Returns and Economics of Bt Cotton vis-à-vis Traditional Cotton Varieties in the State of Maharashtra in India**

The adoption of Bt cotton has increased globally from 0.8 million hectares in 1996 to about 8 million hectares in 2005. The government of India allowed growing of three genetically modified Bt cotton hybrids for three years from April 2002 to March 2005. Strong views both for and against Bt technology have surfaced. In view of these diverse views and considering the importance of cotton in Indian agriculture, this study examines the returns and other significant aspects of Bt and non-Bt cotton cultivation in Maharashtra.

Level of education, experience in cultivation of cotton, and irrigation have been found to be important factors influencing adoption of Bt cotton. Cost of production and yield are higher for Bt cotton in irrigated and unirrigated conditions. Net profit of Bt cotton in irrigated and unirrigated conditions is respectively 67 and 40 per cent higher compared to non-Bt cotton. Government extension agencies did not play any role in promoting Bt cotton. Major advantages of Bt cotton, as perceived by farmers, include less use of pesticides, higher crop yield and profits, better quality, and suitability for early sowing. Important suggestions by farmers for promoting Bt technology include reduction in cost of Bt cotton seeds, demonstrations on farmers' fields, and assurance of quality seed.

## APPENDIX K RAVI J. MATTHAI CENTRE FOR EDUCATIONAL INNOVATION

### **Mainstreaming the Knowledge of the Innovative Practitioner**

This project, supported by the Sir Ratan Tata Trust, aims at identifying innovative and outstanding school teachers, documenting and validating their work, and networking such work electronically. The decentralized model of professional development developed under the project promotes an alternative culture which values peer-learning, sharing of experiences, validation of outstanding practices, and development of learning material for use by decentralized professional forums. An educational innovation bank has been the result of the project. Three national meets of identified teachers were held. Close to 200 outstanding government schools have been screened and brief case studies developed on their work. Three yearbooks of case studies, a searchable electronic database, is nearing finalization. A related study was on large scale innovations under the national Sarva Shiksha Abhiyan in 13 states.



## **APPENDIX L PERSONNEL**

### **Appendix L1 New Appointments**

Chetan Soman, Visiting Assistant Professor, Production and Quantitative Methods Area

Ankur Sarin, Assistant Professor, Public Systems Group

Navdeep Mathur, Assistant Professor, Public Systems Group

Girja Sharan, Professor, Centre for Management in Agriculture (Re-appointed)

Gurdev Singh, Professor, Centre for Management in Agriculture (Re-appointed)

T. Madhavan, Professor, Production and Quantitative Methods Area (Re-appointed)

G.S. Gupta, Professor, Economics Area (Re-appointed)

A.K. Laha, Assistant Professor, Production and Quantitative Methods Area (Visiting Faculty from July 1, 2004 to June 30, 2006)

Abhishek Mishra, Assistant Professor, Business Policy Area (Visiting Assistant Professor from February 27, 2006 to February 26, 2007).

Ishita Nilesh Solanki, Manager, MDA

Pravinkumar V. Parmar

Chandrashekhar D. Solanki

Dhruvkumar P. Chauhan

Ankur S. Sumesra\*

Harshadkumar K. Parmar\*

Suresh Mannem\*

Prashant Goswami\*

Shikha A. Jain\*

Bindu Shinoj\*

Reena Narendran\*

Jijo Joseph\*

Tehmina Munshi\*

Amit Trivedi\*

Sindhu Nambiar\*

Jagruti Sindhav\*

Simi S. Menon\*

Vishak Venugopal Pillai\*

(\* formal appointment given during this financial year)

### **Appendix L2 Resignations**

Professor Sujoy Chakravarty

Rupa Nihar Medh

Raghupathy Hari

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

### **Appendix L3 Retirements**

Professor Girja Sharan

Professor Gurdev Singh

Professor A. Tripathy

Professor J.S. Chhokar

Gita Ranchan

T. I. Paul

Ravi Acharya

Laxmanji A. Thakore

N. P. Solanki

Ramnihal Yadav

N. M. Sahadevan

H. T. Mistry

K. P. Gajjar

#### **Appendix L4 Voluntary Retirement**

Kantilal K. Chauhan

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

#### **Appendix L5 Deaths**

Kalidas A. Chowdhary  
Keshavlal T. Kotad  
Triakmlal S. Makwana  
Ashokbhai J. Chaudhary  
Brijlal S. Kumbhar

The Institute deeply regrets their untimely death.

#### **Appendix L6 Leave of Absence**

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Professor I.M. Pandey was granted extension of leave without pay for one year from November 14, 2006, to take up an assignment with AIT, Thailand.

Professor Arindam Banerjee was granted one year leave without pay from May 8, 2006, which was subsequently extended till June 30, 2007, to enable him to work with HSBC North American Operations, Bangalore.

Professor Bibek Banerjee was granted leave without pay from August 1, 2006, to April 30, 2006, which was subsequently extended till July 31, 2007, to work with Duke CE.

Professor Rakesh Basant was granted one year leave without pay from November 1, 2006, to work as Senior Fellow at Observer Research Foundation, New Delhi.

Professor A.K. Laha has been granted one year leave without pay from January 4, 2007, to work as Vice President, Genpact.

#### **Appendix L7 Rejoined**

Professor S. Manikutty rejoined on September 15, 2006, after availing sabbatical leave from 15 September 15, 2005, to September 14, 2006.

Professor S.K. Barua rejoined on January 1, 2007, after availing leave of absence from January 1, 2007, to December 31, 2007.

Professor M.S. Sriram rejoined on March 16, 2007, after availing leave of absence from June 15, 2006, to March 15, 2007.

#### **Appendix L8 Promotions**

Professor Ajay Pandey has been promoted as Professor

Professor Vijaya Sherry Chand has been promoted as Professor

Professor Diptesh Ghosh has been promoted as Associate Professor

## Appendix L9 Manpower

<b>Year Total</b>	<b>Faculty</b>	<b>Research Staff</b>	<b>Administrative</b>	<b>Staff</b>
1995-96	74	52	482	608
1996-97	75	52	473	600
1997-98	77	47	476	600
1998-99	77	57	467	601
1999-00	81	54	461	596
2000-1	83	52	441	576
2001-2	84	61	430	575
2002-3	80	58	367	505
2003-4	76	69	359	504
2004-5	79	58	329	466
2005-6	81	69	314	464
2006-7	83	63	316	462

## APPENDIX M BOARD OF GOVERNORS

### Chairman

Dr. Vijaypat Singhania  
Chairman Emeritus  
Raymond Ltd.  
Mumbai

### Members

R.P. Agrawal  
Secretary  
Department of Higher Education  
Ministry of Human Resource Development  
New Delhi

S.K. Ray  
Financial Advisor (HRD)  
Department of Higher Education  
Ministry of Human Resource Development  
New Delhi

Dr. R.A. Mashelkar, FRS  
Bhatnagar Fellow  
National Chemical Laboratory, Pune

M.B. Lal  
B-25, Mayfair Gardens  
Little Gibbs Road, Mumbai

P. Panneervel, IAS  
Secretary (Higher and Technical Education)  
Government of Gujarat  
Gandhinagar

Sudhir Mankad, IAS  
Chief Secretary  
Government of Gujarat  
Gandhinagar

R.A. Yadav  
Vice Chairman  
All India Council for Technical Education  
New Delhi

Arvind N. Lalbhai  
Chairman and Managing Director  
The Arvind Mills Limited  
Ahmedabad

Chintan N. Parikh  
Chairman and Managing Director  
Ashima Limited, Ahmedabad

A.M. Naik  
Chief Executive Officer and Managing Director  
Larsen and Toubro Limited, Mumbai

Ashank Desai  
Founder & Past-Chairman  
Mastek Limited, Mumbai

Anil D. Ambani  
Chairman and Managing Director  
Reliance Energy Limited, Mumbai

Anil R. Bakeri  
Chairman and Managing Director  
Bakeri Group, Ahmedabad

Prafull Anubhai  
Chief Executive  
Arohi Consultants Pvt. Ltd., Ahmedabad

Rama Bijapurkar  
Management Consultant  
Mumbai

Rajive Kaul  
Chairman and Managing Director  
NICCO Corporation Ltd., Kolkata

N.A. Viswanathan, I.A.S.  
Director General  
National Productivity Council, New Delhi

K.V. Ramani  
Professor  
Indian Institute of Management, Ahmedabad

P.R. Shukla  
Professor  
Indian Institute of Management, Ahmedabad

Shrenik Kasturbhai  
Managing Director  
Anil Products Limited, Ahmedabad

Elaben R. Bhatt  
Founder  
Self-Employed Women's Association (SEWA)  
Ahmedabad

M.S. Banga  
President-Foods  
Unilever NV, Netherlands

K.V. Kamath  
Managing Director and CEO  
ICICI Bank Limited, Mumbai

Bakul H. Dholakia  
Director  
Indian Institute of Management, Ahmedabad

**Secretary**

S.R.V. Anand  
Chief Administrative Officer  
Indian Institute of Management, Ahmedabad

## **APPENDIX N IIMA SOCIETY MEMBERS**

**K.R. Dave**

General Manager  
Ahmedabad Cotton Mills  
Ahmedabad

**V.B.L. Mathur**

Ahmedabad Jupiter Spg. Wvg. and  
Manufacturing Mills Ltd.  
Ahmedabad

**Nitin D. Parekh**

Executive Director  
Ahmedabad New Cotton Mills Co. Ltd.  
(Unit of Ashima Limited)  
Ahmedabad

**P.T. Munshaw**

Ahmedabad Shri Ramakrishna Mills Co.Ltd.  
Ahmedabad

**Dr. G. Rajkumar**

Senior Vice President (HR)  
Alembic Limited, Vadodara

**I.C. Shah**

Shri Amruta Mills Limited  
Ahmedabad

**Nitin J. Nanavaty**

Managing Director  
Apurva Containers Pvt. Ltd.  
Ahmedabad

**Amol Shripal Sheth**

Managing Director  
Anil Products Ltd.  
Ahmedabad

**Chief Executive**

Shri Arbuda Mills Ltd.  
Ahmedabad

**Prafull Anubhai**

Chief Executive  
Arohi Consultants Pvt. Ltd.  
Ahmedabad

**Arvind N. Lalbhai**

Arvind Mills Ltd.  
Ahmedabad

**Aruna Mills Limited**

Ahmedabad

**Arvind N. Lalbhai**

Arvind Polycot Ltd.  
Ahmedabad

**Aryodaya Ginning and Mfg. Co. Ltd.**

Ahmedabad

**R.P. Gupta**

Managing Director  
Aryodaya Spg. and Wvg. Co. Ltd.  
Ahmedabad

**Chintan Parikh**

Chairman and Managing Director

Ashima Limited, Ahmedabad

Jalaj Dani  
President - International  
Asian Paints Limited, Mumbai

Managing Director  
ABB Limited, Bangalore

Arvind N. Lalbhai  
Asoka Mills Ltd., Ahmedabad

The Associated Cement Cos. Ltd.  
Mumbai

Sunil S. Lalbhai  
Atul Limited, Atul

S.S. Chandilya  
Chief Executive  
Audco India Ltd., Chennai

Rahul Bajaj  
Chairman and Managing Director  
Bajaj Auto Ltd., Pune

V. Santhanaraman  
Executive Director  
Bank of Baroda, Mumbai

Avinash C. Suri  
Principal  
Bank of Baroda Staff College  
Ahmedabad

A.R. Kuppuswamy  
Zonal Manager  
Bank of India, Ahmedabad

Rasiklal C. Nagri  
Bansidhar Mills Co. Ltd.  
Ahmedabad

V.R.S. Natarajan  
Chairman and Managing Director  
Bharat Earth Movers Ltd., Bangalore

Ashok K. Puri  
Chairman and Managing Director  
Bharat Heavy Electricals Ltd., New Delhi

Joy Christian  
Head - Administration  
Bharat Vijay Mills  
Textile Div. of Sintex Industries Ltd., Kalol

C.L. Rathi  
Deputy Managing Director  
Birla VXL Ltd., New Delhi

H C Bijawat  
The Bombay Dyeing and Mfg. Co. Ltd.  
Mumbai

Pankaj R. Patel  
Chairman and Managing Director  
Cadila Healthcare Limited, Ahmedabad

A.K. Chakravorty

Calico Mills Ltd.  
(Ahmedabad Mfg. and Calico Ptg. Co. Ltd.)  
Ahmedabad

Managing Director  
Cellulose Products of India Ltd.  
Ahmedabad

C.T. Parekh  
Chandrakant Parekh Pvt. Ltd.  
Mumbai

S. Chaudhuri  
Chemicals and Fibres of India Ltd.  
Mumbai

M.M. Murugappan  
Chairman  
Carborundum Universal Ltd., Chennai

Chief Executive Officer  
CitiBank, N.A.  
Mumbai

Naveen Kshatriya  
CEO/MD  
Castrol India Limited, Mumbai

General Manager (Operations)  
Central Bank of India  
Mumbai

M.A. Shah  
Commercial Ahmedabad Mills Co. Ltd.  
Ahmedabad

Anang K. Shah  
Managing Director  
Crystal Quinone Pvt. Ltd., Ahmedabad

DCM Limited  
New Delhi

Upendra M. Patel  
Chairman and Managing Director  
Shree Dinesh Mills Ltd., Vadodara

K.V. Rangaswami  
Director & Head – Construction Divn.  
Engineering Construction Corpn. Ltd.  
Chennai

Chairman and Managing Director  
Engineers India Ltd.  
New Delhi

Escorts Limited  
New Delhi

Christy L. Fernandez, IAS  
Chairman & Managing Director  
Export Credit and Guarantee Corp. of India Ltd.  
Mumbai

Chairman and Chief Executive  
Ganesh Flour Mills Co. Ltd.  
Delhi

General Insurance Corporation of India



Mumbai

Hasit Joshipura  
Managing Director  
GlaxoSmithKline Pharmaceuticals Ltd.  
Mumbai

Shantilal K. Somaiya  
Chairman  
Godavari Sugar Mills Ltd., Mumbai

P.K. Taneja, IAS  
Managing Director  
Gujarat State Fertilizers and Chemicals Ltd.  
Vadodara

Gujarat State Financial Corporation  
Ahmedabad

P.O. Desai  
Chairman and Managing Director  
Gujarat Tea Processors and Packers Ltd.  
Ahmedabad

Leena Nair  
Vice President – Human Resources  
Hindustan Lever Ltd., Mumbai

Hindustan Sugar Mills Ltd.  
Mumbai

Chairman and Chief Executive  
Hindustan Vegetable Oil Corpn. Ltd.  
New Delhi

Aditya Narayan  
Managing Director  
Hindustan Zinc Ltd., Udaipur

Chairman  
ICICI Bank Limited  
Mumbai

Chief Executive (Personnel)  
Indian Oxygen Ltd.  
Oxygen House, Kolkata

Mukesh D. Ambani  
Chairman  
Indian Petrochemicals Corpn. Ltd., Vadodara

Industrial Finance Corpn. of India Ltd.  
New Delhi

Dr. O.P. Mehra  
International Data Management Pvt. Ltd.  
Mumbai

Rahul N. Amin  
Executive Director  
Jyoti Ltd., Vadodara

M.C. Gupta  
Manager (H.O.)  
Khandelwal Brothers Limited, Mumbai

Kalol Mills Limited  
(Ahmedabad Mfg. and Calico Ptg. Co. Ltd.)

Ahmedabad

Chairman and President  
Larsen and Tourbo Ltd.  
Mumbai

Chairman  
Life Insurance Corporation of India  
Mumbai

H.A. Mafatlal  
Vice Chairman and Managing Director  
Mafatlal Industries Ltd., Mumbai

R.R. Gopal  
Senior Vice-President  
Mafatlal Industries Ltd., Ahmedabad

Bharat Doshi  
Executive Director  
(Finance and Corporate Affairs)  
Mahindra and Mahindra Ltd., Mumbai

Janmejy Bhagubhai  
Managing Director  
Manish Organics Industries Ltd., Ahmedabad

M.K. Deshmukh  
Director (Engineering)  
MECOM Limited, Ranchi, Jharkhand

Ashank Desai  
Founder and Past Chairman  
Mastek Limited, Mumbai

Executive Director (P)  
The Metal Box Co. of India Ltd.  
Kolkata

Y.N. Mafatlal  
Mihir Textiles Limited  
Ahmedabad

Sanjiv Batra  
Chairman and Managing Director  
M M T C Limited, New Delhi

Viren J. Shah  
Chairman and Managing Director  
Mukand Ltd., Mumbai

N.K. Parikh  
National Machinery Manufacturers Ltd.  
Mumbai

S.R. Lohokare  
Wholetime Director  
National Peroxide Ltd., Mumbai

Chairman and Managing Director  
New India Assurance Co. Ltd.  
Mumbai

O.P. Gupta  
New Swadeshi Mills  
Ahmedabad

A.K. Luke  
Managing Director

N R C Ltd., Mumbai

Kanak P. Nanavaty  
Nutan Mills Limited  
Ahmedabad

Chairman and Managing Director  
Punjab National Bank  
New Delhi

C.K. Parikh  
Rajendra Dyeing and Printing Mills Ltd.  
Ahmedabad

Managing Director  
Ralliwoof Ltd.  
Mumbai

Rajesh R. Mehta  
Vice Chairman  
Rajesh Mills, Ahmedabad

Rohit C. Mehta  
Chairman  
Rohit Mills, Ahmedabad

S.N. Shodhan  
Sakarlal Balabhai and Co. Ltd.  
Ahmedabad

Karthikeya V. Sarabhai  
Director  
Sarabhai Holdings Pvt. Ltd., Ahmedabad

R.K. Carpenter  
Sarabhai Management Corpn. P.Ltd.  
Ahmedabad

Mrugesh Jaykrishna  
Sarangpur Cotton Manufacturing Ltd.  
Ahmedabad

Tapan H. Chokshi  
Saurabh Corporation  
Ahmedabad

A.S. Kasuwal  
Shriram Mills Charitable Trust  
Mumbai

B.V. Mehta  
Managing Director  
Sayaji Industries Ltd., Ahmedabad

P.R. Mafatlal  
Shanudeep Private Ltd.  
Mumbai

Silver Cotton Mills Co. Ltd.  
Ahmedabad

Ravi Malhotra  
Managing Director  
Sirhind Steel Ltd., Ahmedabad

Ajitkumar C. Patel  
Director  
Soft Beverages Pvt. Ltd., Chennai

Chief General Manager  
State Bank of India  
Ahmedabad

Managing Director  
State Industrial and Investment  
Corporation of Maharashtra, Mumbai

Chairman and Managing Director  
State Trading Corporation of India Ltd.  
New Delhi

Suhrid Sarabhai  
Suhrid Geigy Ltd.  
Ahmedabad

Swadeshi Mills Co. Ltd.  
Mumbai

V.P. Pahuja  
President, Chemicals Division  
Tata Chemicals Ltd., Mithapur

Managing Director  
Tata Chemicals Limited  
Mumbai

B. Muthuraman  
Managing Director  
Tata Iron and Steel Co. Ltd., Jamshedpur

Dr. Sangram Tambe  
Vice President – HR and Admn.  
Tata Motors Limited, Mumbai

Bomi J. Shroff  
Company Secretary and Senior GM (CA)  
Tata Power Co. Ltd., Mumbai

Murali Ranganathan  
Chief Executive Officer  
Torrent Power Ltd., Ahmedabad

V. Jethmalani  
Chief Executive  
Tractor Engineers Limited, Mumbai

Managing Director  
Travancore Rayons Limited  
Chennai

Secretary and Treasurer  
T.V.S. Charities  
Madurai

R. Ratnam  
T.V Sundaram Iyengar and Sons Pvt.Ltd.  
Madurai

Naushad Noorani  
Deputy G.M. - Corporate Human Resources  
Voltas Limited, Mumbai

Chairman  
Walchandnagar Industries Limited  
Mumbai

Surinder Singh  
Vice-President (Personnel)  
Warner Hindustan Ltd., Mumbai

Ashok Muthana  
Chairman  
Zues Management Consultancy Pvt. Ltd., Chennai

Sunil Aggarwal  
Mumbai

Subhash Chandra Bhatnagar  
Ahmedabad

S. Chaudhuri  
Distt. Hardwar

Mahipal Dalal  
Ahmedabad

Gokul Jaykrishna  
Ahmedabad

Dr. Biharilal Kanaiyalal  
Ahmedabad

Rajiv C. Lalbhai  
Ahmedabad

Jyotindra N. Mehta  
Ahmedabad

## **APPENDIX O ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF**

### **ADMINISTRATION**

#### **Director**

Bakul H. Dholakia  
Ph.D. (MSU)

#### **Dean**

Jayanth R. Varma  
P.G.D.M. (IIMA)  
A.I.C.W.A.  
Fellow (IIMA)

#### **Chief Administrative Officer**

S.R.V. Anand  
M.A. (Madras)  
Member of the Faculty

### **FACULTY**

#### **Business Policy**

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

Shekhar Chaudhuri\*  
Fellow (IIMA)

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

S. Manikutty  
Fellow (IIMA)

Abhishek Mishra  
Ph.D. (Cambridge)

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

Akhileshwar Pathak  
Ph.D. (Edinburgh)

N. Venkiteswaran  
A.C.A.

#### **Centre for Management in Agriculture**

V.N. Asopa  
Ph.D. (Illinois)

Samar K. Datta  
Ph.D. (Rochester)

Vasant P. Gandhi  
Ph.D. (Stanford)

Girja Sharan  
Ph.D. (Cornell)

Anil K. Gupta  
Ph.D. (Kurukshetra)  
Member, National Academy of Agricultural  
Sciences  
Member, World Academy of Art and Science  
Kasturbhai Lalbhai Chairprofessor in

Entrepreneurship

Gurdev Singh  
Ph.D. (Illinois)

Sukhpal Singh  
Ph.D. (Bangalore)

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

M.S. Sriram  
Fellow (IIMB)

**Communications**

Asha Kaul  
Ph.D. (IIT, Kanpur)

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

Shiva Kumar Srinivasan  
Ph.D. (University of Wales)

**Computer and Information Systems Group**

Rajanish Dass  
Fellow (IIMC)

Rekha Jain  
Ph.D. (IIT, Delhi)

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

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

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

Sanjay Verma  
Fellow (IIMC)

**Economics**

Vinod Ahuja  
Ph.D. (Maryland)

Rakesh Basant\*  
Ph.D. (Gujarat)

Satish Deodhar  
Ph.D. (Ohio State)

Bakul H. Dholakia  
Ph.D. (MSU)

Ravindra H. Dholakia  
Ph.D. (MSU)  
RBI Chairprofessor of Industrial Economics

Errol D'Souza  
Ph.D. (JNU)

G.S. Gupta  
Ph.D. (Johns Hopkins)

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

### **Finance and Accounting**

Ramesh Bhat  
Ph.D. (Delhi School of Economics)

Shailesh Gandhi  
Fellow (IIMA)

Ramesh Gupta  
PGDM (IIMC)  
A.I.C.W.A.  
Ph.D. (Berkeley)

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

Ajay Pandey  
Fellow (IIMA)

I.M. Pandey\*  
Ph.D. (Delhi School of Economics)

Rajendra Patel  
AICWA, ACA, PGDM (IIMA)

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

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

### **Marketing**

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

Bibek Banerjee\*  
Ph.D. (Purdue)

Abhinandan K. Jain  
PGDM (IIMA)  
Fellow (IIMA)

Anand Kumar Jaiswal  
Fellow (XLRI)

Abraham Koshy  
Fellow (IIMA)

Prathap Oburai  
Ph.D. (Strathclyde)

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

Piyush Kumar Sinha  
Ph.D. (SP University)

### **Organizational Behaviour**

Deepti Bhatnagar



Fellow (IIMA)  
Jagdeep S. Chhokar  
Ph.D. (Louisiana State)

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

Parvinder Gupta  
Ph.D. (IIT, Kanpur)

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

Ernesto Noronha  
Ph.D. (TISS, Mumbai)

Neharika Vohra  
Ph.D. (Manitoba)

### **Personnel and Industrial Relations**

Jerome Joseph  
Ph.D. (Madras)

Sunil Maheshwari  
Fellow (IIMA)

Manjari Singh  
Fellow (IIMC)

Biju Varkkey  
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