



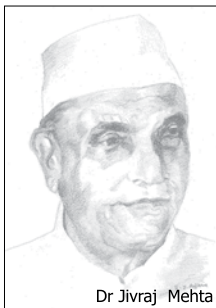
54TH

वार्षिक प्रतिवेदन
ANNUAL REPORT
2015-16

भारतीय प्रबंध संस्थान अहमदाबाद
Indian Institute of Management Ahmedabad



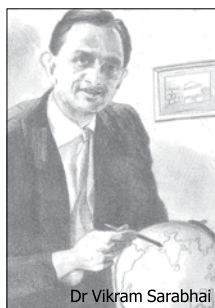
Founding Fathers



Dr Jivraj Mehta



Kasturbhai Lalbhai



Dr Vikram Sarabhai

Our Past Chairmen



Dr. Jivraj N. Mehta



Shri Prakash Tandon



Shri. S.L. Kirloskar



Shri Keshub Mahindra



Mr. V. Krishnamurthy



Mr. A.P. Venkateswaran



Prof. S.K. Khanna



Dr. I.G. Patel



Mr. N.R. Narayana Murthy



Dr. Vijaypat Singhania



Shri A. M. Naik

Our Present Chairman



Shri Pankaj Patel

Our Present Director



Prof. Ashish Nanda

Our Past Directors



Dr. Vikram A. Sarabhai



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Prof. Samir K Barua



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Vision

Educating Leaders of Enterprises

Mission

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

Objectives

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

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

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

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

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

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

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





THE YEAR IN RETROSPECT & THE PATH AHEAD

At its best, IIMA is a transformational experience. It leaves a permanent impact on those who experience it. In what way that impact is felt can be understood perhaps by observing how our alumni have conducted themselves and what they have accomplished in life. Our alumni have distinguished themselves as leaders of corporations national and international, entrepreneurs, government functionaries, academics, and leaders in the social sector. In the life paths they have trodden, our alumni have been catalysts. In ways usual and uncommon, they have led change for the better in the world around them.

That is the transcendent purpose of our Institute: *we educate leaders of enterprises.*

Towards that purpose, the Institute has focused on three sets of priorities: connect, nurture, and grow. Let me highlight activities, some accomplished and others planned, in each of these priorities.

We aim to strengthen connections with five constituencies: alumni, research, practice, policy, and community. This past year, more than 450 alumni and their families participated in the seven reunions organized at IIMA. Our Dean (Alumni & External Relations) and I visited with seven alumni chapters in India and abroad. We are establishing a Global Alumni Council to further strengthen ties between our alumni and the Institute.

To strengthen connect with research, we plan to significantly enhance research funding so as to encourage bolder and productive projects, and continue to recognize outstanding work.

We view Executive Education as an important bridge that connects the Institute with the world of practice and expect to continue to strengthen this bridge this year. Another important bridge with the world of practice, which we are committed to supporting, is case research.

With the establishment of the JSW School of Public Policy at IIMA, we hope to develop a nucleus of the Institute's efforts to relate more closely with the world of policy.

The Institute engages through student-led initiatives Prayaas, with children of the local community, and A-league, with students in local higher education institutions. This year, we hope to continue the initiative of outreach to local children and build on the success of the A-league to



further strengthen relationships with other academic institutions in the Ahmedabad/ Gandhinagar cluster.

To nurture a high-performance work environment, we encourage our students to engage in academics but also extracurricular activities. We are proud that our students have won the inter-IIM meet Sangharsh for the third year in a row. The 40-odd student clubs participate in festivals, fairs, conferences, events as they engage in not only academia but the pursuit of well-rounded lives.

A high-performing work environment leverages diversity of backgrounds and experiences to enrich the entire community's learning. We hope to continue to encourage a rich mix of students to enter our programmes by conducting holistic evaluations during admissions, and offering deferred admission to candidates who might benefit from some work experience. We continue to support our exchange programme, to which 140 of our PGP students went last year, dual degree opportunities, and international immersion programme, with the objective of enriching their learning experience.

In an academic setting, high performance is encouraged by combining autonomy with high expectations. We offer our students flexibility in choice of subjects and areas in which they wish to specialize, and we expect excellence from them in whatever field they choose to specialize. A vibrant mix of optional courses, an ability to experience internships in a wide swath of sectors, support to entrepreneurially minded students allow them to spread their wings and fly in the direction to which they feel the most committed.

In parallel, the Institute offers our faculty freedom to engage in enquiry on topics and subjects of their choice, and expects excellence in whatever field of enquiry they engage. To nurture high quality research by our faculty, besides planning to significantly enhance research funding, we are acknowledging and recruiting high quality faculty by offering them chairs.

The institute offers the same commitment to society. Afforded autonomy to operate the best way we can, we promise to strive to the best of our capacity. The Chairman and the Board have been committed to the Institute and have striven in every way possible to encourage and support us in the pursuit of excellence. The Board has performed the powerful alchemy of nurturing autonomy of operations while maintaining high expectations.

As an institution of academic excellence, we are committed to nurturing the broader academic ecosystem in society. Our doctoral programme not only maintains an exciting research environment in the Institute but also produces fellows who can contribute as faculty to other management institutions in India and abroad. For over three decades, we have contributed to the education of management scholars through our Faculty Development Programme. To contribute meaningfully to building capacity in the nation, we are actively mentoring IIM Nagpur.

We aim to grow in a strategic manner, maintaining our focus, sense of community, and commitment to the highest quality standards. Our

motto, Vidya Vinnyoga Dwikasa, progress through the application of knowledge emphasizes our focus. Learning in vacuum is not enough, nor is effort unsupported by knowledge. We educate our students to combine knowledge with practice. Even as we expand our footprint, we remain committed to focus on the intersection of knowledge and practice.

One of the binding constraints we face, as we contemplate growth, is physical infrastructure. We are initiating new projects to build faculty and student housing, and a new academic block. We are building a recreation complex with a swimming pool. We are establishing a building for the JSW School of Public Policy at IIMA. All these new constructions will constitute the first phase in a fluid, 25-year development plan to ensure growth and renewal of our beautiful campus. The new construction will help us achieve our strategic goals while keeping true to the heritage and integrity of the campus. Even as we grow, we will conserve and restore our beloved, but aging, heritage campus. This year will mark the beginning of a multi-year conservation project for our library and the heritage campus dorms.

We will also expand our programme offerings selectively to include programmes in public policy, blended learning programmes that leverage distance-learning technology, and a broad range of Executive Education offerings.

Together, we have made considerable progress this past year, and together we plan to move ahead on our priorities this coming year. Whatever we have accomplished, and whatever we are attempting to do, is only possible with the entire community working together to achieve our vision of being the premiere institution for educating leaders of enterprises.

Ashish Nanda



ACADEMIC PROGRAMMES

Currently, the Institute offers five academic programmes of varying duration: the Post-Graduate Programme in Management (PGP) (equivalent to MBA); the Post-Graduate Programme in Food and Agri-Business Management (PGP-FABM) (equivalent to MBA); the Post-Graduate Programme in Management for Executives (PGPX); the Fellow Programme in Management (FPM) (equivalent to Ph.D.); and the Faculty Development Programme (FDP) for management teachers and trainers.

1. POST-GRADUATE PROGRAMME IN MANAGEMENT (PGP)

The 52nd batch of the Post-Graduate Programme in Management (PGP) commenced on June 15, 2015, with 396 students. At the end of the year, all 396 students were promoted to the second year.

The second year of the programme commenced on June 10, 2015, with 395 students. At the end of the second year, 403 students (including Double Degree) graduated, after having satisfactorily completed the academic requirements.

Details are given in **Appendix A1**.

Category-wise break-up of students:

| | GEN | NC-OBC | SC | ST | DA | Total |
|-------------|-----|--------|----|----|----|-------|
| First Year | 188 | 107 | 58 | 28 | 15 | 396 |
| Second Year | 186 | 105 | 62 | 28 | 14 | 395 |

Preparatory Programme

The preparatory programme is meant for newly joining students who are found relatively under-prepared in communication and mathematical skills. Conducted before the start of the regular session, ninety-nine students attended this programme from June 1 to 13, 2015.

Orientation Programme

An orientation programme for new students was held from June 17 to 19, 2015. In addition to addresses by the Director, the Dean (Programmes) and the PGP Chairperson, a dialogue with the PGP Executive Committee and briefing on the computer and library facilities as well as their usage formed part of the programme. An extended session on case preparation and case method was held to familiarize new students with case method of teaching since that is the dominant pedagogical tool. A two-day induction module on "Behavioural Reflection for Understanding the Self and Team Processes" by the OB area was also offered.

Tutorials

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

Curriculum

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

This year, first year students took 30 compulsory courses (including 2 Flexi Core courses) (22 credits) spread over three terms. In the second year, students had to complete a minimum of 17 and a maximum of 20 credits of elective courses.

During the second year, a total of 136 courses were offered as electives of which 22 courses were offered for the first time. Fifteen courses were offered with two sections, three with three, and one course was offered with four sections. In addition, 129 project courses were offered.

New Courses

New elective courses offered in the second year were as follows:

- ▶ Airport Policy and PPPs
- ▶ Bayesian Methods for Data Analysis
- ▶ Big Data Analytics
- ▶ Design Thinking for Innovative Business Design
- ▶ Financial Modelling
- ▶ Forecasting Techniques for a Practitioner
- ▶ Games People Play: Psychology of HRM
- ▶ Global Leadership and Effective People Management
- ▶ Issues in International Finance for Managers
- ▶ Macroeconomics of India: An Applied Perspective
- ▶ Managing Diversified Organizations
- ▶ Massive Change: Economics and Finance
- ▶ Mobile Marketing Essentials
- ▶ Optimization Methods in Finance
- ▶ Qualitative Research for Management
- ▶ Rail Transport Planning and Management
- ▶ Strategic Communication in the Digital Era
- ▶ Strategic Management of Technology and Innovation
- ▶ Supply Chain Strategy
- ▶ Sustainability and Environment Management
- ▶ The Art and Craft of Decision Making
- ▶ Why Projects Fail? Uncertainty, Complexity, and Risk in Projects

Double Degree Exchange Programme and One term Exchange Programme

Double Degree Exchange Programme

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

- ▶ ESSEC
- ▶ University of Bocconi
- ▶ HEC School of Management
- ▶ European Business School
- ▶ University of Cologne
- ▶ ESCP-Europe Business School

Nine second-year students from the Institute participated in the Double Degree Exchange Programmes at ESSEC Business School, University of Bocconi, and HEC during the year. During the year, seven students from the University of Bocconi and HEC

participated in the second year of PGP at the Institute under the Double Degree Exchange programme.

One Term Exchange Programme

With a view to providing international exposure to students of PGP, the Institute has collaboration with various international business schools for one term student exchange programme.

Under this, 131 students went to participating universities abroad while 81 students took courses at the Institute. Details are given in **Appendixes A2 and A3**.

Scholarships

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

Industry Scholarships

Forty students were awarded several industry scholarships, based on academic performance.

Aditya Birla Scholarships

The Aditya Birla Group scholarships of Rs.1,75,000 each were given to seven students.

IIMA Special Need-Based Scholarships (SNBS)

The Institute gave need-based scholarships amounting to Rs. 4,80,14,000 during the year. Scholarship amount ranged from Rs.50,000 to Rs. 6,09,000. Maximum support of 70 per cent of total course fee was given to 76 second year students. Programme-wise break-up of students receiving these scholarships is as follows:

| | No. of Students | Amount (Rs.) |
|-------------|-----------------|--------------|
| PGP II | 56 | 1,85,31,000 |
| PGP-FABM II | 20 | 73,08,000 |
| PGP I | 134 | 1,69,05,000 |
| PGP-FABM I | 29 | 52,70,000 |
| Total | 239 | 4,80,14,000 |

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

SC – Five applications of first year students were forwarded to the Ministry of HRD along with six renewal applications. Grant for renewal of scholarships was received and disbursed during the year. Grant for the first year students is awaited.

ST – Five applications of first year students were forwarded to the Ministry of HRD along with four renewal applications. Grant for renewal of scholarships was received and disbursed during the year. Grant for the first year students is awaited.

IIMA SC/ST Scholarships

During the year, 182 students received the IIMA SC/ST scholarships amounting to Rs.1500 each.

Scholarships Instituted by Other Agencies

- The T. Thomas Scholarship, of Rs.1,00,000, was awarded to Mr. Rakshit Gupta of PGP II.
- Dunia Finance Scholarships of Rs.1,00,000 per scholarship were awarded to following five students:
 - Anurag Agrawal
 - Ayush Agarwal
 - Avni Jain
 - Anirudh Jain
 - Ujwal Kalra
- Several PGP alumni have generously contributed to the Institute to support needy students. While some funds were utilized to award need-based scholarships, some were awarded as top-up scholarship to SNBS awardees on a returnable basis.

State Government Scholarships

The Karnataka Government sponsored scholarship was disbursed to G.V. Chandan Kumar. The scholarship amount was Rs.8,16,000.

Details of scholarships given are in **Appendix A4**.

Other Awards

Shri S.K. Seth Memorial Award

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

S. Umapathy Prize

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

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

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

| Sponsor | Amount Rs. | Awardee/s | Class/Batch |
|---|------------|-------------------------|--------------------------------|
| | 2,00,000 | Karikalan D | PGP-I/2014-16 |
| Class of PGP 1969 Endowment Fund | 2,00,000 | BVS Phanindra | PGP-I/2014-16 |
| | 2,00,000 | Naidu Venkataramana Rao | PGP-I/2014-16 |
| Tega Industries (Shri Madan Mohanka) | 1,00,000 | Monish Barua | PGP-II/2014-16 |
| Shri BV Doshi | 3,00,000 | Amrita Dokania | PGP-II/2014-16 |
| Shri Dipak Gupta | 3,00,000 | Karikalan D | PGP-II/2014-16 |
| | 3,00,000 | Ryan Jude Monteiro | PGP-II/2014-16 |
| Peri Viswanath Scholarship, Class of 2001 | 4,00,000 | Gulsar Ahamed | PGP-II/2014-16 (for two years) |
| Taravati Trust (MCM) | 80,000 | Andrew John Winney | PGP-I/2015-17 |
| Scholarships merged with SNBS | | | |
| Warburg Pincus | 16,80,000 | | PGP-I/PGP-II & FABM-I/ABM-II |
| Shri Arun Nanda | 16,50,000 | | PGP-I /PGP-II & FABM-I/ABM-II |
| Shri Deep Kalra | 2,50,000 | | PGP-I /PGP-II & FABM-I/ABM-II |
| Industry NBS Fund | 10,000 | | PGP-I /PGP-II & FABM-I/ABM-II |

Desh Ratna Dr. Rajendra Prasad Gold Medal for Scholastic Performance

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

Woman All-Rounder Awards

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

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

Sajeev Sirpal Academic and Creativity Excellence Award was instituted in memory of Shri Sajeev Sirpal (PGP 1984) by Ms. Kanaka Sirpal (1984) and friends to recognize excellence in academics and creativity among the students. This year, the awards were given to Anurag Agarwal and Sailee Anant Rane.

Smt. J. Nagamma Memorial Award

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

Shri G.C. Mital Entrepreneurship Aid

The award was instituted by Mr. Ankit Mital (PGP 2005) to aid students who wish to start their own venture. This year, the aid was given to Pooja Mehra.

Outstanding Sportsperson Award

The award was instituted by Mr. Sunil Chainani (PGP 1980). It is awarded to the student who does excellent all round performance in sports during the tenure at the Institute. This year, the award was given to Ajeeta Bannerjee and Varun Yadav (FABM).

Admission

Candidates who joined the PGP 2015-2017 batch are categorized as follows:

| | Male | Female | Total |
|---------|------|--------|-------|
| General | 161 | 27 | 188 |
| NC-OBC | 93 | 14 | 107 |
| SC | 48 | 10 | 58 |
| ST | 24 | 4 | 28 |
| DA | 13 | 2 | 15 |
| Total | 339 | 57 | 396 |

CAT 2015 was conducted as a computer-based test on November 29, 2015.

The Post-Graduate Programme commencing June 2016 attracted 166596 applications including those from overseas candidates. Comparative figures are as follows:

| Category | Batch 2015-2017 | | | Batch 2016-2018 | | | Total |
|----------------------|-----------------|--------|--------|-----------------|--------|-------------|--------|
| | Male | Female | Total | Male | Female | Transgender | |
| General | 84939 | 38350 | 123322 | 86150 | 43087 | | 129237 |
| NC-OBC | 15305 | 4695 | 20000 | 16406 | 5510 | 37 | 21953 |
| SC | 7967 | 2749 | 10716 | 8497 | 3163 | | 11660 |
| ST | 2008 | 839 | 2847 | 2157 | 892 | | 3049 |
| DA | 500 | 97 | 597 | 577 | 90 | | 667 |
| GMAT/Indian Overseas | 20 | 7 | 27 | 17 | 2 | | 19 |
| SNQ | 4 | 2 | 6 | 9 | 2 | | 11 |
| Total | 110743 | 46739 | 157482 | 113813 | 52746 | 37 | 166596 |
| % | 70.32 | 29.68 | 100.00 | 68.32 | 31.66 | 0.02 | 100.00 |

Details of the number of applications received, candidates called for Academic Writing Test & Personal Interview (AWT & PI) and attended the AWT&PI for PGP 2016-2018 batch are given in **Appendix A5**.

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

The Post Graduate Programme in Food and Agri-Business Management (PGP-FABM) is designed to transform young men and women into dynamic professional managers, leaders, and entrepreneurs to take up the challenge of organizations in food, agribusiness, rural, and allied sectors. Since inception, the Institute accepted managerial issues related to agriculture, food, and other developmental sectors as part of its thrust area.

Objectives

The objective of the programme is to develop young men and women into competent professional managers for food and agri-business, rural and allied sectors. Increasing environmental concerns and challenges of working in a highly market oriented environment requires the agri-food industry to respond dynamically to changes in policies and managing those changes. Along with innovative skills, those working in this industry require a range of management skills, familiarity with the policy environment, and a strategic perspective. The programme prepares students for the arduous task of leading change and managing the process of those changes. The programme objectives are:

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

Admission

The programme has been well received by the student community. The Institute received 1,13,973 applications in 2015-16. Details are given in **Appendixes B1 and B2**. After an intensive selection process, which included the Common Admission Test, group discussion, and interview, 46 students joined the programme.

Preparatory Programme

In order to strengthen mathematical, communication and computer skills, all students were asked to attend the preparatory programme from June 1 to 13, 2015. A new module named "Introduction to Agriculture" was introduced for students who have no formal educational background in agriculture.

Orientation Programme

An orientation programme for the new batch was held during June 17-19, 2015. There was interaction and dialogue with the PGP-FABM Executive Committee and a briefing on computer and library facilities at the Institute. A session on case preparation and case discussion was held to introduce students to the case method of instruction.

The second year of the programme got off to a start on June 10, 2015, with 45 students. At the end of the first year (2015-16), 46 students were promoted from the first year to the second year.

Details are given in **Appendix B3**.

Curriculum

The first year of the programme is common with PGP. Students took 30 compulsory courses (22.50 credits) spread over six slots. One new compulsory course "Rural, Social, and Institutional Environment" was introduced exclusively for FABM students.

In the second year, four sector-specific compulsory courses and 27 elective courses covering different aspects of agribusiness were offered. Two new elective courses - Agri Warehousing and Agricultural Markets and Pricing - were offered in the second year. Second year students were required to register for a minimum of 17 credits and a maximum of 20 credits. They were also allowed to register for 3.5 credit units from other programmes.

Rural Immersion Module

The objective of the Rural Immersion Module is to give students an exposure to rural life, learning from interaction with villagers, and becoming familiar with the rural environment, society, institutions and economy. The first phase of the Module was organized from March 30 to April 9, 2015. Students were divided into nine groups. Six groups were placed with one of the best NGOs of India: BAIF, Pune. Three other groups were placed in Mehsana, Bardoli, and Amalsad. The second phase was

organized from December 12 to 22, 2015, at the same locations.

Scholarships

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

Award

Mr. R. C. Mathur (PMA 1972 batch of IIM, Ahmedabad) Award for Best All Rounder PGP-ABM Woman Student was awarded to Amrita Dokania.

Exchange Programme

Five second year students of PGP-FABM went to ESSEC MS Agribusiness School and two students went to the University of British Columbia and spent a term from September to December 2015.

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

The programme commenced on April 9, 2016, with 85 students including 16 female students. The average age of participants was 33 years and work experience of 9 years which included international work experience. The profile of the batch is given in **Appendix C1**.

Programme Structure and Courses

Spread over five academic terms, PGPX is structured around six segments: Induction, Building Blocks, Preparing for Top Management, International Immersion, Electives, and Capstone. Twenty-four core/compulsory and seventy-two elective courses including 7 new courses were offered during the academic year of which 40 courses sailed including 7 new courses.

List of new courses offered during the year is given in **Appendix C2**.

International Immersion Programme

The International Immersion Programme was held during September 6 to 18, 2015. The participants travelled in three groups to:

- Chinese University of Hong Kong China (30)
- Warwick Business School (17)
- Ecole Supérieure de Commerce Paris, Paris (38)

Doing Business in India

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

- Business in India
- Business in India: Arbitration
- Crisis Communication
- Engaging with Stakeholders
- Inclusive Innovation
- Indian Economy and the WTO
- Indian Economy: Microeconomic Perspective
- Indian Financial System
- Marketing to the Indian Customer
- Patent Protection in India
- PPPs in India
- Setting up Shop and Growing a Business in India
- Trade Secrets and Protection in India
- Understanding India and the Indian Customer

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

Module for ESCP Students

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

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

As part of the programme, participants visited Gujarat Tea Processors (Wagh Bakri Tea Company), ATIRA, and Centre for Innovation, Incubation, and Entrepreneurship in Ahmedabad.

Academic Performance and Scholarships

All 85 students graduated successfully. Following commendations were awarded:

- Gold Medal to the PGPX topper – Mr. Prasanna Venkatesan Srinivasan Iyengar
- Academic Merit Awards of Rs.30,000 each to top five students – Mr. Prasanna Venkatesan Srinivasan Iyengar, Mr. Vinod Shashikant Kulkarni, Mr. Shalin Manish Patel, Mr. Atul Kumar, and Mr. Jaipal Singh Yadav.
- All-round Excellence Award of Rs.1,00,000 sponsored by Shri Arun Duggal (Chairman, Shriram Capital Ltd., IIMA Visiting Faculty and alumnus of 1974 batch) - Mr. Vinod Shashikant Kulkarni
- Shapoorji Pallonji Rising Star Award of Academic Merit - Mr. Anshul Srivastav.

International Recognition

The PGPX continued to be ranked among the best in the world in the Financial Times' FT Global MBA Rankings 2016, PGPX was globally ranked 1st in Career Progress and 24th overall.

PGPX Student Activities

ConneXion2015

ConneXion 2015, the annual business conclave was organized on October 8-9, 2015. Around 30 business leaders attended the event to present their views on the central theme of the event: "Vision 2025: Positioning India on the Global Innovation Map." Sub-themes included Usage of IoT in Smart Cities, Role of Finance in Fostering Innovation, Innovation in Media and Entertainment Industry, Relevance of Innovation in Indian Manufacturing Industry, Building a Self-sustaining Digital India, Innovation in Grassroots Sports and its Role in Upliftment of Society. The

keynote speaker and senior executives exchanged ideas with students and faculty.

PGPX Alumni Meet

The class of 2016 organized an alumni meet on the sidelines of ConneXions 2015. Seventy-five alumni attended the event and shared their views as to how PGPX enhanced their understanding of business management. They also shared valuable tips on the expectations of industry.

PGPX Speaker Series

This Speaker Series is a PGPX student initiative where senior corporate leaders and eminent citizens are invited to share their experiences with the students. Sixteen speakers delivered talks. Details are given in **Appendix C3**.

Admission

From 923 applications received for the programme, 409 were shortlisted for interviews. Final offers were made to 100 candidates and 10 were waitlisted of which 9 were activated. Finally, 90 candidates (including 3 from previous year's deferrals) joined the programme of which 20 are women students. Four candidates have deferred their admissions to next batch starting in April 2017.

4. FELLOW PROGRAMME IN MANAGEMENT

Until this year 319 students have received the title of "Fellow of IIMA" including 12 students who graduated in 2016. There are 41 students in the thesis phase and 39 students are doing course work.

The names of graduating students of 2015-16 are given in **Appendix D**.



Awards

IFCI Thesis Awards

| | Title of Thesis | Award |
|---|--|------------|
| Prantosh J. Banerjee (Marketing) | Impact of Bundle Forms on Change in Consumers' IRP for Bundle Components | Rs. 50,000 |
| Amit K. Vatsa (Production and Quantitative Methods) | Multi-period Facility Location Problem with an Uncertain Number of Servers | Rs. 50,000 |

Prof. Tirath Gupta Memorial Awards

| | Title of Thesis | Award |
|---------------------------------------|---|-----------|
| Harsh Dadhich (Marketing) | Perception of "Foreignness" of Brands: An Investigation of Consumers' Classificatory Schema and its Impact on Brand Evaluations | Rs.33,000 |
| Kamal Sharma (Business Policy) | Impact of CEO Succession on Strategic changes in Large Indian Firms | Rs.33,000 |
| Khandeparkar Kapil Laxman (Marketing) | Let's Put a Smile on that Face: A Study on the Embeddedness of Humorous Advertisements | Rs.33,000 |

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

- Arpit Shah - Rs.10,000

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

| Conferences | |
|-----------------------------------|----|
| International Conferences | 13 |
| Domestic Conferences | 13 |
| Total Conferences | 26 |
| Total Students Participated | 21 |
| Doctoral Colloquium / Consortium | |
| International Doctoral Colloquium | 1 |
| Domestic Doctoral Colloquium | 1 |
| Total Doctoral Colloquium | 2 |
| Total Students Participated | 2 |
| Paper Publications | |
| Total Papers published | 20 |
| Total number of students involved | 10 |

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

PLACEMENT

PGP

The final placement process for PGP was successfully completed within three clusters with students being placed across 13 sectors and functions of their choice.

Placement Process

Firms were grouped into cohorts based on the profile offered, and groups of cohorts were invited to campus across different clusters. As in previous years, students were provided the flexibility of making "dream" applications to firms of their choice in a subsequent cluster even with an offer in hand. There were more than 100 dream applications this year. This gave students flexibility and choice to build careers in sectors of their preference. Students also had opportunity to work under the mentorship of the Centre for Innovation, Incubation and Entrepreneurship (CIIE) on their entrepreneurial ideas.

Sectorial overview

Firms from different sectors and geographies participated in placement. Recruiters in the management and niche consulting domain included Accenture Strategy, Alvarez & Marsal, A.T. Kearney,



Bain & Co., McKinsey & Co., Monitor Deloitte, Roland Berger, and The Boston Consulting Group, among others. Prominent recruiters in the investment banking and markets space included Bank of America, Merrill Lynch, Citibank, Deutsche Bank, Goldman Sachs, JP Morgan, Kotak IB and Standard Chartered. Among the banking, financial services and insurance recruiters, Axis Bank, Bharti Axa, and Yes Bank extended offers.

Sales and marketing roles were offered by recruiters like Airtel, Disney, HUL, Johnson and Johnson, P&G, Reckitt Benckiser, Star India, Vodafone, and Wipro, among others. The general management cohort saw participation from Aditya Birla Group, Tata Administrative Services, C.K. Birla, Mahindra & Mahindra, and Wipro. The Internet and E-commerce space had recruiters like Amazon, Flipkart, Ola Cabs, and Sprinklr. The technology cohort saw roles being offered by firms like Google and Microsoft.

Top Recruiters

More than 110 firms participated in the final placement process in 2016. Firms which made the most offers on campus included Accenture Strategy, Amazon, Bain & Co., Flipkart, McKinsey & Co. and The Boston Consulting Group. Accenture Strategy made the most offers with 18. Among global banks, Goldman Sachs was the largest recruiter, having picked 7 students. In the sales and marketing domain, Star India offered 9 roles followed by Procter & Gamble with 8. With 7 offers, the Aditya Birla Group was the largest recruiter in the General Management cohort. In the Internet & e-commerce sector, Flipkart was the largest recruiter having extended 17 offers to students for roles in marketing, operations, product marketing and product management.

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 large numbers but many new companies also recruited.

As can be seen, all the below listed companies are leading firms in their areas of operation, nationally and/or internationally:

| | |
|-------------------------|--------------------------|
| • VuClip | • ADCG |
| • Toppr | • Arga Investments |
| • Bookmyshow | • Bridgespan |
| • Murugappa | • Lucidius Tech |
| • Mytrah Energy | • CESC |
| • Sterlite Technologies | • EZDI |
| • Kumar Builders | • BMGI |
| • Raycon Infrastructure | • Steadview Capital |
| • SKAPS Industries | • Bernetta International |
| • Roposo | • Tipsons |
| • Pune City Connect | • SC Johnson |
| • 5F World | • FFC |
| • Tata Communications | • Sprinklr |

PPO Placements

Based on the performance of the students in summer internships, 108 students accepted PPO's.



Lateral Placements

With almost 50 per cent of the batch eligible for lateral placements, more than 30 firms hired from diverse sectors such as technology, consulting, pharmaceuticals and analytics. Sixty-five students were hired through lateral placements.

Entrepreneurship

In recent years growing preference is noticed among students to start their own venture. As many as 8 PGP students opted out of placement to start their own enterprise.

In response to the enthusiasm of such entrepreneurs, the Placement Committee gives them two years of placement holiday. Students who opt out of placement on the basis of taking up entrepreneurship remain eligible for availing placement assistance from the Institute during the next two years.

PGP-FABM

Final placements were successfully completed with job opportunities in food, agribusiness, and allied sectors for 45 students. Recruiters and participants alike appreciated the robust process, efficaciously matching talent with opportunities.

A total of 33 firms took part in the process like FMCG, Agri inputs, BFSI, consulting, and Retail and made 56 offers. The Godrej Group of companies and Future Group were the top recruiters, hiring six and four students respectively. The process saw participation from a number of first time recruiters like Reckitt Benckiser, HDFC, Amazon-Cloudtail, ADM, Span Divergent, and OmniActives. Regular recruiters like Yes Bank, Rabo Bank, Syngenta, Monsanto and TAFE reaffirmed their confidence in the programme by extending multiple offers. With the objective of further strengthening the reach of the programme, new firms representing diverse sectors were invited for placement. Some of the new recruiters were PwC, Flourish Foods, ADM, Amazon-Cloudtail, Span Divergent, AdElements, Reckitt Benckiser, Omni Actives, and HDFC.

PPO Placements

Based on the performance of students in summer internships, nine pre-placement offers were extended by five companies out of which eight offers were accepted.

Building New Relationships

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

New Recruiters

- PwC
- Amazon-Cloudtail
- Reckitt Benckiser
- Flourish Foods
- Span Divergent
- OmniActives
- ADM
- AdElements
- HDFC

PGPX

The PGPX placement process began from December, 2015 on a rolling basis and the participants were considered for middle to senior level positions. The focus in PGPX placements is on ensuring a good fit between the participant and potential job/role.

Firms that visited for recruitment included Bharti Airtel, Accenture, Persistent Systems, Genpact, Syntel, Enzen Global, Ericsson, and Microsoft. Bharti Airtel made the largest number of offers.

FPM

The FPM placement process has moved from fixed placement to rolling placement. Four candidates used the FPM placement process. Till date, two candidates took academic positions and the remaining are still in the placement process.

Summer Placement Debriefing

The summer internship debriefing sessions are conducted to give the first year students a brief idea of the kind of domains and roles that they are likely to be engaged-in during the summer internship programme, which is an academic requirement. Second year PGP students shared their summer internship experiences with the first year students. Students found the sessions extremely useful and enlightening.

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



CONVOCATION

The fifty-first convocation was held on March 19, 2016. At the convocation, 12 FPM students were awarded the title of Fellow of the Indian Institute of Management, Ahmedabad; 403 students were awarded the Post-Graduate Diploma in Management; 46 students were awarded the Post-Graduate Diploma in Food and Agri-Business Management; and 85 students were awarded the one-year Post-Graduate Diploma in Management for Executives.

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

PGP

- Ayush Agarwal
- Shah Ashay Subhash
- Anurag Agarwal

PGPX

Prasanna Venkatesan Srinivasan Iyengar

Gold Medalists



AYUSH AGARWAL



SHAH ASHAY SUBHASH



ANURAG AGARWAL



PRASANNA VENKATESAN SRINIVASAN IYENGAR





FACULTY DEVELOPMENT PROGRAMME IN MANAGEMENT

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



The 37th FDP was conducted from June 8 to September 26, 2015. Forty-two management teachers, including four from Nepal, attended the programme. Fourteen were women faculty members, twelve held doctorates in various disciplines related to management, and nineteen were self-sponsored. Fellowships totalling Rs.47,500 were made available to nineteen self-

sponsored participants. The Centre for Regional Management Studies research grant was extended to participants who wished to work research studies relevant to Gujarat.

The focus of FDP is on upgrading the teaching, training and research skills of management educators—especially those educators who have not had adequate opportunities to hone their teaching and research skills. Three sets of courses were offered: discipline-based courses, foundational courses, and a set of electives. The first set of courses included Strategy Formulation and Implementation, Information Technology for Management, Economic Environment and Policy, Accounting and Financial Management, Marketing, Understanding Organizational Behaviour, Qualitative Research Methods, Human Resource Management, Statistics for Data Analysis, and Operations Management.

The foundational courses were aimed at specific pedagogical and research skills and included Communication for Management Teachers, Research Methods and Design, Applications for Data Analysis, and Case Method in Management Education. Factor Analysis and Structural Equation Modelling was also conducted along with core courses.

Electives Courses

Organizational Behaviour and Human Resources:

- ▶ Advanced Organizational Behaviour
- ▶ Perspectives on Contemporary HRM Research

Finance

- ▶ Topics in Accounting Practice and Research
- ▶ Topics in Finance

Marketing

- ▶ Marketing Analytics and Consumer Response Modelling
- ▶ Business Strategies for the Bottom of the Pyramid
- ▶ Neuroscience and Consumer Behaviour
- ▶ Applications of Experimental Methods in Marketing and Marketing

Research

Participants undertook a field visit to Amul Chocolate Plant, Vidya Dairy, Amul Dairy, IRMA, and Beduva Village Milk Cooperative Society, Anand.

FDP Alumni

FDP is been recognized as one of the oldest such programmes in the country. The alumni network has 774 members, including 91 management teachers from Nepal, Bangladesh, Maldives, Sri Lanka, Bhutan, and Ethiopia. Over the years FDP alumni members have been contributing significantly towards the improvement of quality of management education in India and abroad.



RESEARCH AND PUBLICATIONS

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

During the year, 13 research projects and 12 seed money projects were completed. Sixteen research projects and 12 seed money projects were initiated. In addition, 43 summer internship projects were undertaken.

During the year, the academic community wrote 7 books and 134 articles in journals. They contributed 29 chapters in Books, presented 104 papers in conference, and wrote 126 working papers.

Details are given in **Appendix G, H, J**.

Vikalpa: The Journal for Decision Makers

Vikalpa: The Journal for Decision Makers is a quarterly publication of the Indian Institute of Management, Ahmedabad. Currently in its 41st year of publication, **Vikalpa** is recognized as a premier management journal, communicating developments in the field of management to academicians and managers. The focus of the journal is on applied research that meets

the standards of academic rigour and reflections that are relevant to practising managers.

In December 2014, **Vikalpa** entered into a publishing agreement with Sage Publishers. Since January-March 2015, both online and print versions of **Vikalpa** are being published by SAGE. With this, **Vikalpa** has gone open access, aligned with the Institute’s goal of reaching out to the international audience in terms of visibility and ranking. While the journal is available on Sage’s Open Access Platform, priced traditional version is also published. In this partnering arrangement, ownership and editorial control remains with **Vikalpa** while Sage is committed to publishing and marketing it in the national and international space and giving it a place in abstracting and indexing services. **Vikalpa** now has a branded HomePage on the Sage platform where researchers will be able to search across the journal’s content.

Vikalpa is a peer-reviewed journal. All contributions received are put through a two-stage review process; a preliminary screening and double-blind review. Accepted contributions are edited suitably to meet the publishing standards of **Vikalpa**. From the time of signing of the agreement with Sage, all manuscript submissions and review processes are routed through the Sage Track, the online submission system of Sage Publishers.



Vikalpa has consciously started seeking the help of international scholars for the peer review process. Out of 72 reviewers who agreed to review manuscripts during 2015-16, 15 were from international universities.

During 2015-16, *Vikalpa* received a total of 275 manuscripts. Out of this, 204 were rejected during preliminary screening and 15 were rejected after several rounds of blind review. Rest of the manuscripts are in different stages of the review process. Only 10 manuscripts were accepted, the acceptance rate thus being 3.64 per cent.

Vikalpa offers possibilities of publishing in the following features. **Perspectives:** Articles on emerging issues and

ideas that call for action or rethinking by managers, administrators, and policy makers in organizations.

Research: Analytical or research-based articles focusing on the resolution of managerial and academic issues.

Interfaces: Articles of practical relevance to managers.

Notes and Commentaries: Preliminary research, review of literature, and comments on published papers.

Colloquium: Discussion/debate on a contemporary topic.

Management Case: Narratives on a real-life situation, a decision or action taken by an individual manager or by an organization at the strategic, functional, or operational levels;

Diagnoses: Analyses of the Case by academicians/practitioners. *Vikalpa* also features **Book Reviews**.



EXECUTIVE EDUCATION PROGRAMMES

During the year, the Institute offered 73 open enrolment programmes (EEPs). They attracted 2,306 executives from private and public sector organizations including government departments. The OEP activity resulted in 15,566 participant-days.

During the year, Design Thinking for Nurturing Innovation, Warehouse Design and Management, and General Management for Shipping programmes were offered twice.

Of the 73 programmes offered, three were regular general management programmes. Of the remaining programmes, 13 were new programmes and 57 were repeat offerings. Of these thirteen new programmes, five were offered by Business Policy, two by Economics, three by Personal & Industrial Relations, two by Production and Quantitative Methods, and one by Public Systems.

Initially, 81 programmes were planned to be offered. Subsequently, eight programmes were cancelled.

Customized Executive Education Programmes

During this period, there were several requests for customizing and delivering programmes from various corporates, industries, and government bodies. Resulting from these enquiries, 113 programmes were offered for different sectors.

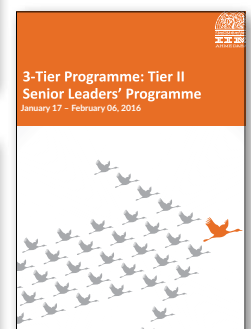
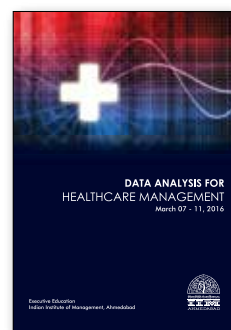
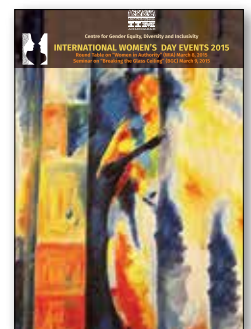
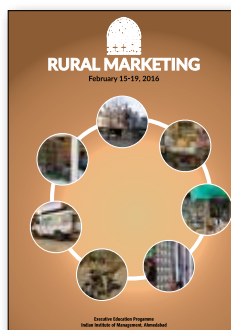
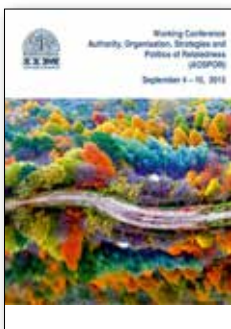
International Programmes

Open enrollment programmes were offered in Dubai as well. During the year, two general management programmes were offered.

Armed Forces Programme

This year also the Institute conducted a programme for armed forces professionals. The programme duration is six months.

Details are given in **Appendix K**.





CASE CENTRE

The IIMA Case Centre now has a collection of 3827 cases, teaching notes, technical notes, and exercises developed over past five decades. The Centre was established in April 2014 and its major activities are: case writing, case teaching, and case distribution.

During 2015-16, the Centre registered 193 articles including 81 case studies, 88 teaching notes, and 17 technical notes. During the year the Philip Thomas Memorial Case Award was given to Professor Mukund R. Dixit. The award was instituted in 2014 by Professor Rishikesh T. Krishnan, an alumnus.

Case sales through the online payment gateway fetched Rs.92,113 and offline sales were Rs.25,68,700. Online purchases are mainly by individuals and offline sales are through contracts with educational institutions. During the year, the Centre signed new

global distribution contracts with Harvard Business Publishing, the Case Centre (earlier ECCH), and Sage in addition to existing distribution agreement with Ivey Publishing.

The Centre has been collaborating with Harvard Business Publishing to offer the case method teaching seminar (CMTS) in India. Two seminars were conducted in Mumbai and Hyderabad for management educators by faculty members from Harvard Business School and the Institute. It is planned to offer 2-3 such seminars every year.

During the year the Institute received Bank of Baroda's funding of Rs.2 crore for case research in banking and finance sector.



"Case Method Teaching Seminar in association with Harvard Business Publishing"
Oct 21-22, 2016 held at IIM Ahmedabad



INTERDISCIPLINARY CENTRES AND GROUPS

1. CENTRE FOR GENDER EQUITY, DIVERSITY, AND INCLUSIVITY

Mainstreaming of Gender

The GEDI Centre's core focus in 2015-16 was on mainstreaming of gender through a series of dialogues with stakeholding constituents including policy makers, academics, leaders, managers, entrepreneurs and others. The Centre's primary task to create, support and sustain gender-sensitive processes for better understanding and addressing disharmony in the management of gender differences was pursued through capacity building workshops and a series of monthly GEDI Colloquia Evenings for the purpose of fostering policy research, capacity building through education, training and outreach; providing policy-makers, practitioners, scholars and alumni with advisory support on gender initiatives; and undertaking activities for knowledge creation and action research in Gender Equity, Diversity and Inclusivity.

The GEDI Centre's Thematic Focus

Ideally, "gender" refers to an understanding of the perspectives of both men and women. Distinguishing itself from the stream of "women's studies", the Centre focused on gender injustices that arise at different stages of life and cannot be quick-fixed in a narrow set of adult roles in work life. For this reason, the Centre adopted a life-cycle perspective from the womb to old age to address politics of disharmony in the management of gender differences through attention to pre-natal care, infant care, child rearing, education, work-life balance for couples in roles and systems, economic and social security management, and the chronic underrepresentation of women in authority in professional life. Some of the priorities identified are, under-representation of women in elected and selected roles of professional responsibility and capacity building to enhance gender diversity, equity and inclusivity at workplaces and in systems of higher

education, gendered child-rearing practices and design of educational curricula to combat systemic deficits that translate into gender stereotyping, and the special challenges for women entrepreneurs and managers.

Research and Publications

The research agenda identified and progressed based on a series of consultative dialogues and taking note of the outcomes of research and publications by faculty members associated with the GEDI Centre has pointed to certain startling revelations:

- (a) Violence against women in various forms ranging from pervasive sexual harassment of women professionals, supplemented by domestic violence across a wide range of classes and risk of rape remained on top of the agenda during the year. Accordingly, GEDI colloquia evenings had taken up rape, revenge, and violence against females from the womb (female foeticide) to female infant mortality (infanticide) to abandonment (girl orphans outnumber boys 8:1, to systemic discrimination in adult life including in civil services and professions as themes for deepening the ongoing inquiries towards a long term policy research agenda. The GEDI Centre partnered with NGOs, IAS Association representatives, invited experts, besides the Government of Gujarat and ILO.
- (b) Men and women in work places have similar but also different repertoires from which to evolve appropriate personal styles and we know very little about directions in organizational design that are likely to accompany increased participation of women in professional roles. A GEDI Colloquium addressed by an IAS Officer from Karnataka took note of the deficiencies and contradictions in service rules of the Government of India as applied to the civil service itself.

- (c) Careers of women professionals are particularly vulnerable if they are constrained to limit development of their capabilities only within a limited range of behaviour consistent with masculine paradigms. Yet, the main complaint from social workers and lawyers voiced at various GEDI Colloquia was inadequate support for diversity in organizations and lack of implementation of gender justice policies in public systems even after being notified by law. Mrs. Anju Sharma, Secretary, Women and Child Development addressed a GEDI Colloquium which could now culminate in a Joint Research Project being coordinated by Prof. Asha Kaul to assess the effectiveness of sexual harassment laws at workplaces. A major initiative implemented during the year was to provide professionals in the caring professions such as family therapy and counselling with guidelines on sexual harassment based on the enquiry report of Prof. Ajeet N. Mathur entrusted with conducting an enquiry into a case of complaint that arose in Antarnad Foundation as part of the Antarnad Foundation-IIM Study Circle collaboration.
- (d) Men as professionals also experience surprises bordering on bewilderment and considerable anxiety in the search for collaborative equilibria with greater variety in managerial styles due to increased participation of women in organizational roles. This came through in the GEDI Centre work on capacity building for gender sensitizing among Kendriya Vidyalaya Principals and Teachers.
- (e) Certain life skills that cannot be learnt from reading or listening to lectures or discussing cases and this leaves deficits for adult life in men and women unless changes are brought to child rearing practices and primary education involving both parents and teachers. This is particularly challenging for those who suffer from disabilities such as visual impairment, autism etc. New initiatives are under discussion with Blind People's Association and Antarnad Foundation to advance intensive short term therapies and counselling practices.

Progress with Case Study on SEWA

The GEDI Centre's concerns were not limited only to corporate elites. With the support of Research and Publications Committee, the case study being documented of the largest women's cooperative in the world, SEWA (with about 2 million members),

to understand the umbrella characteristics, hybrid organizational features and countervailing power dynamics of this remarkable organization was progressed further with field visits to document first hand the challenges faced by poor women.

Gender Studies

The initiative implemented in the previous year of collaboration of the GEDI Centre and the Vikram Sarabhai Library continued for implementing the new classification for reference material on gender studies bringing together all relevant resources on the subject in the IIMA Library. In addition, lead articles in national and international journals around themes identified by the Centre as constituting its long term research agenda were culled out and indexed.

International Women's Day Colloquia and Seminars

The Centre continued the work of documenting the proceedings of the Round Table on Women in Authority 2015 and the Seminar on Breaking the Glass Ceiling 2015 that attracted participation of scholars, practitioners and policy makers from all over India. The Speakers at these events included Prof. Ajeet N. Mathur, Prof. Manjari Singh, and Prof. Sharon Barnhardt (IIMA), Prof. Indira J Parikh (President, Flame University, Pune), Prof. Sari Mattila (IIM Bangalore) from the academic community besides, Mr. Prakash Kulkarni (Director, Praj Industries), Ms. Praneet Bakshi (American Express), and Dr. Kamal Nagpal (Director, Retina Foundation).

Besides sharing of experiences of participants and disseminating IIMA research, these events enabled develop a deeper understanding of capacity building initiatives for gender justice

2. CENTRE FOR INFRASTRUCTURE POLICY AND REGULATION

The Centre for Infrastructure Policy and Regulation (CIPR) promotes consultancy, education, publication, research and training in the area of infrastructure, policy and regulation. CIPR attempts to leverage the considerable experience at IIMA in policy research in the area of infrastructure policy and regulation. Specific sectors to which faculty have contributed are electricity, telecom, urban, and transportation.

Customized Training Programmes

- ▶ Five day training programme for officers of Delhi

and Andaman and Nicobar Islands Civil Service (DANICS), April 20-24, 2015.

- ▶ Two week training programme on public policy for the Department of Economic Affairs, participants including officer trainees of the 2014 batch of the Indian Economic Service (IES), June 6-17, 2015.
- ▶ Management Development Programme on "Indian Electricity Sector: Portfolio Optimization" for Power Exchange India Ltd (PXIL), July 8-10, 2015.
- ▶ Five day training programme on finance for officer trainees of the 2014 batch of the Indian Audit & Accounts Service (IA&AS) for the Comptroller and Auditor General of India (CAG), July 20-25, 2015.
- ▶ Three day Project Management and PPPs Programme for senior management officers of the Government of Chattisgarh, August 7-9, 2015.
- ▶ Two programmes of five days each on Project Management in Major Ports for port officers, July 21-25, 2015 and March 13-18, 2016.
- ▶ Executive Development Programme for the Indian Audits and Accounts Service (IA&AS) officers of the Comptroller and Auditor General (CAG) of India, February 29-March 11, 2016.
- ▶ Mid-Career Training Programme for ITS officers of the Ministry of Commerce and Industry, *Domestic Component*, at IIMA, March 7-13, 2016.
- ▶ Mid-Career Training Programme for ITS officers of the Ministry of Commerce and Industry, *International Component*, at WTI Bern, Switzerland, March 14-18, 2016.
- ▶ In-company L&T IPM programme.

Open Enrolment Programmes

- ▶ Uncertainty, Complexity and Risk in Projects, April 6-9, 2015
- ▶ Warehouse Design and Management, July 20-24, 2015
- ▶ Managing IT Projects, July 20-25, 2015
- ▶ General Management for Shipping, August 16-22, 2015
- ▶ Legal and Regulatory Issues in Infrastructure, August 24-28, 2015
- ▶ Contract Management, October 26-30, 2015
- ▶ Logistics Management, November 14-15, 2015
- ▶ Project Management, November 23-28, 2015
- ▶ Warehouse Design and Management, January 11-15, 2016
- ▶ Urban Transportation, February 15-20, 2016

- ▶ General Management for Shipping, February 28-March 5, 2016
- ▶ Getting Infrastructure and PPPs Right, March 7-11, 2016

Research/Publications/Cases

Books and cases written by the area faculty are listed in the Research and Publications Committee's annual report published separately.

3. CENTRE FOR INNOVATION INCUBATION, AND ENTREPRENEURSHIP

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

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

To date, CIIE has:

- ▶ motivated 400,000+ people about entrepreneurship
- ▶ helped 30,000+ crystallise their ideas
- ▶ mentored 4000+ entrepreneurs
- ▶ supported 250+ entrepreneurs
- ▶ seeded 100+ enterprises; which have leveraged CIIE investment at 14:1 follow-on level

Agribusiness, Healthcare, CSR Initiatives

CIIE has increased its activities in the agri and healthcare sector; promoting ventures from across the country. Multiple initiatives were created to encourage entrepreneurs and developing ecosystem to discover, invest, and incubate innovation-based healthcare and agricultural technologies. As on date, CIIE has invested in six agri and seven healthcare early stage startups. In collaboration with NAARM-ICAR, CIIE launched India's first food and agribusiness accelerator. In collaboration with Dasra, CIIE has launched its first healthcare focused accelerator through which two investments will be made at the culmination of the programme.

Activities in Renewable and Cleantech-Sector and Infuse

Cleantech sector is spreading its wings through in-house venture fund called INFUSE. This fund has made investment in 12 early stage startups operating in fields like solar, geothermal, energy efficiency, energy analytics and optimization, waste management, re-commerce, and green chemicals. Keeping with its mission of catalysing the clean technology sector, Infuse is also working on co-creating a venture with a sustainability consulting firm that will aim to bring in low cost project finance for distributed renewable projects. Infuse, partnering with the Asian Development Bank has successfully completed PowerStart, an accelerator programme in Bangalore. Infuse has also supported the new mobility accelerator (run by WRI and the Shell Foundation).

Activities in ICT sector

CIIE has widened its vision to become a global connecting hub with other entrepreneurial capitals and ICT hubs around the world. It has established an office in Pune. Startups operating in the sectors like FinTech/Payments, Internet of Things, Cloud Computing, Security, Big Data and Analytics, and e-Governance are the focus of its activities. Publication of ThinkPune Report can be counted as an initial step towards fulfillment of the objective. The report was a pioneering initiative about brand Pune for the rest of India. It was also taken at the global level by exhibiting ThinkPune! to the Bay Area. CIIE further established itself as a leader in select sectors by doing specific growth camps along with anchor corporates that are considered global technology leaders in the respective sectors. Through growth camps, CIIE reviewed over 400 startups in these niche sectors and brought out about 30 promising startups to engage with corporate partners and their customers for go-to-market strategizing and product validation. CIIE also anchored the Intel-DST Innovate for Digital India Challenge that received 1913 applications for the Digital India theme and incubated the top 20 at the Pune centre for three months and made investment in top three startups. CIIE also signed a MoU with the Maharashtra Industrial Development Corporation (MIDC) to set up an incubation centre in Pune.

Research and Case Studies

CIIE carries out research and training in the area of new trends, innovation, and entrepreneurship. Training is provided to both students at IIMA and aspiring

entrepreneurs across the country to help them develop necessary skill sets in the area of venture investment, entrepreneurship, and technology development.

Dr. V K Narayanan, Professor at Drexel University and IIMA alumnus, was on a sabbatical at CIIE for about four months. He worked on a research project on incubators. The primary outcomes of this project will be 4-5 case studies on incubators and science/technology parks in India and a comparative analysis of the cases.

CIIE has initiated case writing activity. Twenty-six students of second year wrote 13 cases under the supervision of 11 professors. These cases were on startups with focus areas such as acquisition, marketing, and commercialization challenges. The cases are being further detailed out and a few of these will be registered with the Case Unit. It has also been planned to profile all the incubatees of CIIE including IIMavericks with reference to the issues and challenges faced by them during their entrepreneurial journey.

Young Mavericks Fellowship Programme

The Young IIMavericks Fellowship had a batch of nine graduating students who decided to take the route of entrepreneurship. Two of these nine have already registered a company.

IIMavericks Internship saw an increase in the number of applicants and finally 20 opted out of summer placement to pursue IIMavericks Internship under CIIE's guidance during April-May 2016. Six out of 20 interns have decided to continue working on their business idea during the second year of studies.

Throughout the year, CIIE was associated with various entrepreneurial-related activities and events such as Confluence, Hult Prize, Amaethon, Startup Summit, and more to support students. In all, 206 students were supported during the year through various activities around entrepreneurship and courses.

Courses

CIIE has been involved in creating new courses for students. Courses such as fund management project course (FMPC), new technology applications, design and business models (NTADB), and Norwest Venture Partners (NVP) were offered. In FMPC course, students conducted industry analysis, interacted with startups for deals evaluation and performing due diligence. FMPC course was offered twice during the year.

NTADB is offered in collaboration with the National Institute of Design and IIT Gandhinagar to IIMA, NID and IITG students. This course involves teams of design and management students identifying new technology applications, creating a design for one of these applications, and exploring models to take it to the market. During the year, 29 IIMA students, 15 students from NID and 15 students from IIT Gandhinagar participated in the course.

A new project course in alliance with Norwest Venture Partners was also offered where 18 students were shortlisted from a pool of 60 applicants. The selected students were taken through a simulation activity of venture capital operation, deal sourcing, and deal evaluation.

Other New Initiatives

CIIE has expanded its engagement internationally and within India in the last year.

In September 2015, CIIE was invited to co-host Startup Konnect, an event showcasing innovative Indian startups in Silicon Valley, as part of the visit of Mr. Narendra Modi, the Prime Minister of India. Around ten of CIIE's incubatee companies participated. At this event, Bharat Innovations Fund – CIIE's latest and biggest initiative – was launched. This venture fund will help startups in three critical areas of Healthcare, Sustainability, and Digital Transformation to scale up.

As part of the engagement with the regulatory and policy environment, CIIE also engaged formally and informally to help the Government of India design the Startup India initiative, advising entities such as NITI Ayog, and the Ministry of Industry and Commerce.

Activities in Ecosystem Development

Gujarat Accelerator

Gujarat Accelerator was a startup accelerator for tech-enabled startups run by CIIE, in partnership with SAP India. It was the first Gujarat-focused accelerator of its kind that was designed to identify, accelerate, and invest in innovative early stage startups with potential to become scalable and competitive technology-enabled businesses. Gujarat Accelerator was conducted in two phases, and was very well received by the local ecosystem.

Power of Ideas

CIIE launched the third edition of ET Power of Ideas in September 2015. CIIE received over 18000

business plans for the programme from which 520 teams were shortlisted and were provided with over 2000 cumulative hours of mentoring. All the teams presented their business plans/ pitches during the elevator pitches to panels. Out of these 75 teams were selected to attend a 10 day workshop at the Institute, 20 startups were finally given an investment offer and 56 startups received grant funding.

Water Accelerator

CIIE is expanding its engagement in infrastructure sectors. The first efforts include initiating the country's first Water Accelerator, in collaboration with Startup Oasis, and sponsors such as Hindustan Unilever, LivPure, and with technical support from World Bank's Water and Sanitation Programme. The programme received more than 90 applications from individuals, teams, and companies under five themes: treatment and purification, supply, irrigation, water management, monitoring and evaluation. A cohort of 11 teams was selected for a four-month intensive engagement from August to December 2015. The programme offered 3 capacity building programmes, advisory support, network connections, and visibility with the government of Rajasthan. The Demo Day in Jaipur on December 12, 2015 saw eight teams presenting to mixed group of stakeholders representing the government of Rajasthan, investors, foundations, and other ecosystem players.

Local Ecosystem Development: A-League: Promoting Inter-Institute Student and Faculty Collaboration

CIIE realizes the immense potential that can be unleashed by breaking the walls between institutes in Ahmedabad-Gandhinagar cluster such as NID, GTU, GNLU, IIT, IIM, NIFT, PDU, MICA, CEPT, and DAICT. In order to simulate the concept of OneCampus, CIIE helped to create the A-League – a forum for students of these institutions to come together, interact and hopefully co-create ventures that build great products. The goals of A-League are:

- ▶ to increase social, extra-curricular and academic interaction between students of institutes in Ahmedabad-Gandhinagar region
- ▶ to provide a platform to promote and expand student events and activities and make them accessible to students from other institutes/ colleges
- ▶ to foster innovation and entrepreneurship through inter-college collaborations at student and faculty level.

A-League Activities

A-league is a social collaborative platform, conceived by CIIE to bring students from diverse streams and campuses of Ahmedabad and Gandhinagar together. Member institutes include IIMA, Adani Institute of Infrastructure Management, Ahmedabad University, CEPT, DA-IICT, EDII, GNLU, IIIT Vadodara, IIT Gandhinagar, MICA, NID, NIFT, Nirma University and PDPU. The consortium has been formed to build ties between member institutes at social, cultural and academic levels. It is modelled on the concept of 'One Campus' followed by universities and colleges in the Silicon Valley, the US. The purpose is not only collaboration in academics and research but also sharing of resources such as libraries, and science and technology laboratories.

During the year Entrepreneurship workshops and multiple knowledge sessions on design thinking and business development were conducted at NID, DAIICT, and CEPT.

IdeaThon 2015

Top ten teams pitched their ideas before a pre-eminent panel consisting of Professor Anish Mathuria from DAIICT, Professor Rakesh Basant from IIMA, Naresh Jadeja, Deputy Director of GTU, Mr. Vikram Parmar, CEO of NDBI, and Nitin Gupta, founder of Sickle Innovations. Winners received cash prizes worth Rs.1.2 lakh.

IoT Applications Hackathon 2016

Top five teams pitched their findings in a custom-made dashboard post during the gruelling 36-hour-long data-crunching hackathon held at DAIICT, Gandhinagar.

College Roadshows

In order to create awareness about the activities and upcoming events of the A-League, the team travelled to EDI, NID, IIT, DAIICT, LD College, and GTU.

Garba across Seven College Campuses

The A-League opened up garba celebrations across seven colleges to all participating institutes.

Socials and music nights

An informal jamming session was held at DAIICT, and NID, and a social event was held at CIIE.

Co-working space (IdeaPad)

IdeaPad is dedicated to cultivating a dynamic, creative, and collaborative environment for entrepreneurship for enthusiastic people in Ahmedabad to engage with each other in multiple ways by working together, catching up over a cup of coffee, over events, exhibitions, and more. It is an attempt to get creative people (artists, designers, innovators, entrepreneurs, freelancers, etc.) of the city to come together, engage and co-work and promote regional activity in entrepreneurship, IdeaPad supported 34 individuals / startups during the year.

Activities at Startup Oasis

Ecosystem Development

Startup Oasis conducted various events/workshops for ecosystem development. In 2015, Startup Oasis conducted three events – Ideate, Startup Weekend, and Rajasthan, Startup Fest – and two more events: Udaipur Startup Fest (USF) and Tech4Raj in 2016 (till March). Rajasthan Startup Fest was the biggest event where more than 100 startups and 25 investors participated. Startup Oasis also conducted eight workshops / bootcamps at various colleges to support early stage entrepreneurship.

Incubation

Startup Oasis has developed a more structured incubation process to support startups at different growth level and to take care of the significantly increased input. Startup Oasis received about 1,000 applications out of which it supported 250 at idea level, 15 at prototype level, and 8 at growth level.

Social Entrepreneurship

In 2015-16 Startup Oasis started its social entrepreneurship support initiative to assist social sector startups/ideas. As a next step Startup Oasis has been selected as one of the four incubators to implement the INVENT programme of DFID and the Technology Development Board (TDB).

Partnerships/ Fund Raising

Department of Science and Technology: Startup Oasis was selected for setting up a Technology Business Incubator (TBI) by the National Science and Technology Entrepreneurship Development Board of the Department of Science and Technology.

Rajasthan Startup Policy: RIICO was appointed as the nodal institution for the Rajasthan Startup Policy

2015. A separate legal entity has been set-up by RIICO for this purpose and the operations and management of the new entity will be the responsibility of CIIE / Startup Oasis.

Partnership with Department of Technical Education (DTE), Government of Rajasthan:

Startup Oasis has signed a MoU with the Department of Technical Education, Government of Rajasthan, to help government colleges in the seven divisional headquarters of Rajasthan (Jaipur, Udaipur, Jodhpur, Kota, Ajmer, Bikaner and Bharatpur) to set up and operate incubation centres.

Investment

Startup Oasis conducted three demo days at Rajasthan Startup Fest, Online Demo Day, and Udaipur Startup Fest. Seven startups from Startup Oasis raised funds through various events including these demo days out of which three transactions were those where Startup Oasis connected the startups directly with investors.

Entrepreneurship Fair

The Placement Committee, in association with the Entrepreneurship Cell and the Centre for Innovation, Incubation, and Entrepreneurship (CIIE), organized 'Entre Fair 2015' on September 18-19, 2015.

Purpose and Stakeholders

The purpose of Entre Fair is to provide students exposure to working for an entre firm. It is created as a platform:

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

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

The sixth edition of Entre Fair witnessed participation of over 27 start-ups and young ventures such as Teach For India, UpGrad, Nessa Solar, UrbanRestro, Zopper, etc. Venture capital firms – Accel Partners and Mumbai Angels – were also present to provide a flavour of an investors' perspective about startups to aspiring entrepreneurs. Bangalore-based incubator Brand

Accelerator visited the fair to talk about its fellowship programme for aspiring entrepreneurs.

4. CENTRE FOR MANAGEMENT IN AGRICULTURE

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

Research Completed

Three research projects were completed during the year. Summaries of these projects are given in **Appendix L**.

Following projects are in progress:

- ▶ Soil Health, Plant Health, and Human Health.
- ▶ Coping with Climate Change through Agro-Biodiversity: A View from Below
- ▶ Farmers' Participation in India's Futures Markets: Exploring Direct and Indirect Benefits
- ▶ Assessment of Effectiveness and Utility of Kisan Call Centre (KCC), KKMS, and SMSs through m-Kisan Portal

Teaching

PGP

CMA offered twenty-one courses for PGP-FABM, PGP, and PGPX.

FPM (Food and Agribusiness)

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

Executive Education Programmes

- ▶ Agricultural Input Marketing, January 11-16, 2016.
- ▶ Managing Contract Farming, January 25-29, 2016.

5. CENTRE FOR MANAGEMENT OF HEALTH SERVICES

The Institute's involvement in the health sector started with the establishment of the Public Systems Group in 1975. In the initial period, research focused on the management of primary healthcare services and family planning. Research activities were expanded to include the management of secondary healthcare services in the 80s and to tertiary healthcare services in the 90s. Subsequently added healthcare insurance and related topics.

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

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

IIMA-CMHS Seminar Series

CMHS started a seminar series in August 2014, roughly one seminar a month. Following seminars were organized during 2015-16:

- ▶ Ecosystem for fostering cutting-edge life science/ healthcare innovation by Dr. Taslimarif Saiyed, Director and COO at the Centre for Cellular and Molecular Platforms (C-CAMP), Department of Biotechnology, Government of India Initiative, Bengaluru, April 16, 2015.
- ▶ BabySteps: Empowering parents to monitor the growth, development, and immunization of their children by Dr. Neha Kumar, Assistant Professor, Georgia Institute of Technology, Atlanta, and Professor Rajesh Chandwani, IIMA, July 10, 2015.
- ▶ Quality in Healthcare by Dr. Nanda Kumar Jairam, Chairman and Group Medical Director, Columbia Asia Hospitals India Pvt. Ltd. Bengaluru, September 08, 2015.
- ▶ The Indian Pharmaceutical Sector by Mr. Jawed Zia, Head CPO and Country President, Novartis India, October 16, 2015.
- ▶ Medical Technology in Indian Context by Mr. Ashok K Kakkar, Senior Managing Director, Varian Medical Systems International India Pvt. Ltd., Mumbai, February 23, 2016.

- ▶ Models for Scaling Up High Quality Affordable Healthcare Delivery: The Case for Kidney Care in India by Dr. Suresh Sankar, Chief Medical officer, Davita Renal Care, Chennai, March 30, 2016.

Two-day Workshops

The objective of the two-day workshops is to reach professionals, researchers, academicians from the field of healthcare and professionals from the field of pharma industries, manufacturers of medical equipments, etc.

A workshop on "Healthcare Analytics" was held during December 5-6, 2015, at IIMA.

Summer School

A four-day summer school on "Advanced Research Methods in Healthcare Management Services" was organized on June 1-4, 2015 at IIMA. The Summer School was designed to provide a platform to research students and young faculty members from all over the country working on challenges associated with management of healthcare services. Participants from different healthcare institutes such as AIIMS, Apollo Hospital, and Amity University attended the summer school.

International Conference

The first IIMA International Conference on Advances in Healthcare Management Services was organized during June 6-7, 2015. The objective was to bring together leading academic scientists, researchers, practitioners, healthcare administrators, care providers, and policy makers to share cutting-edge research, new ideas, debate issues and address latest developments in healthcare management. Around 15 long and 28 short presentations were made by the participants.

Speakers with expertise in the field of healthcare management were invited to deliver keynote address at the conference. They included academicians, medical practitioners, policy makers, etc.

Case Study Development

A case on Muljibhai Patel Urological Hospital (MPUH) by Prof. Arnab K. Laha and Ms. Priyanka Roy was registered.

6. CENTRE FOR RETAILING

The Centre for Retailing (CFR) supports research in different areas of retail management. It has a team of faculty members with background in marketing,

supply chain management and information systems. Over the years CFR has been involved in generating and disseminating knowledge in retailing management.

Activities

CFR invited Professor Manoj K. Agarwal of School of the Management, Binghamton University, SUNY, for a research seminar on January 22, 2016, on “The Impact of Financial Leverage on Marketing: An Empirical Investigation of Manufacturers’ Pricing and Promotion Strategy in Supermarkets.” CFR also organized a meeting of Professor Agarwal with CFR faculty to explore various research collaboration possibilities.

The Institute signed a memorandum of understanding with Arvind Brands. The objective is to carry out research in various areas of retailing and disseminating knowledge. Some topics identified for research are human resource management in retailing, consumption behaviour in the context of branding and pricing, neuroscience techniques and retailing, impact of e-commerce on traditional retail, markdown management strategy, and customer relationship management.

7. PUBLIC SYSTEMS GROUP

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

Current research interests of the faculty include energy and climate change; environment and sustainability; global environmental negotiations and risk assessment; hospital and health systems covering primary, secondary, and tertiary health sectors; urban management, transport and aviation management, infrastructure development and rehabilitation; public finance, education policy, and community development; operations research in public systems, impact assessments and telecommunications.

Courses

Following courses were offered by the Group Faculty in various academic programmes:

PGP

Core

- ▶ The Socio Cultural Environment of Business

- ▶ Government Systems and Processes

Electives

- ▶ Aviation Business Strategies
- ▶ Airport Policy and PPPs
- ▶ Carbon Finance
- ▶ Good Governance and People Living in Poverty
- ▶ Investigating Corporate Social Irresponsibility
- ▶ Infrastructural Development and Financing
- ▶ Managing Energy Business
- ▶ Manipulation, Myth-Making, and Marketing
- ▶ Managing Sustainability
- ▶ Power and Politics in Organizations
- ▶ Public Finance
- ▶ Public Policy
- ▶ Participatory Theatre for Development
- ▶ Rail Transport Planning and Management
- ▶ Social Entrepreneurship: Innovating Social Change
- ▶ Strategic Transformation and Change in the Indian Economy
- ▶ Sustainability and Environment Management
- ▶ Transport Infrastructure
- ▶ Urban Economics and Business Environment
- ▶ Venturing in Health Care

PGP-FABM

- ▶ Carbon Finance (with PGP)
- ▶ Investigating Corporate Social Irresponsibility (with PGP)
- ▶ Managing Sustainability (with PGP)
- ▶ Public Finance (with PGP)
- ▶ Social Entrepreneurship: Innovating Social Change (with PGP)

FPM

First Year Core

- ▶ Public Policy I

Second Year Core

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

Second Year Electives

- ▶ Economic Development and Growth
- ▶ Energy and Environment Policy

- ▶ Financing and Delivery of Health Care
- ▶ Health Insurance
- ▶ Interpretive Research Methods
- ▶ OR Applications in Public Systems
- ▶ Seminar on Transport Policy
- ▶ Using Quantitative Methods for Causal Inference in Social Policy

PGPX

- ▶ Managing Telecom Enterprises

Executive Education Programmes

- ▶ Legal and Regulatory Issues in Infrastructure*
- ▶ Urban Transportation
- ▶ General Management for Shipping (offered twice)

*Jointly offered with Business Policy area

8. RAVI J. MATTHAI CENTRE FOR EDUCATIONAL INNOVATION

The Ravi J. Matthai Centre for Educational Innovation (RJMCEI) continued its research on innovations in government elementary schools through its project “Educational Innovations Bank: Decentralized Professional Development and Quality Enhancement in Public Schooling.” The project aims at building on the strengths of those government teachers who experiment and innovate on their own to overcome context-specific barriers to learning. The project runs in partnership with the governments of Gujarat and Maharashtra, and has mobilized 12000 innovations and screened more than 10000 of these. The best of these are being evaluated for their effectiveness. In addition, Innovation Cells have been established in all the District Institutes of Education and Training in Gujarat. A number of innovation workshops and state-level conferences in Maharashtra and Gujarat have been held.

Key activities during 2015-16 are listed below:

- ▶ Educational Innovation Fairs were conducted in all the 33 districts of Gujarat in collaboration with the state government and 1299 innovative teachers displayed their innovations; 108 were invited to a state level fair in Gandhinagar.
- ▶ Research with 350 Innovative government primary teachers and about 6400 students to study the role of non-cognitive competences in the allround development of children.
- ▶ Training material for school management committee members was prepared and an action research project to motivate committees to undertake innovations on their own implemented in 100 villages of Gujarat. In addition, an assessment of 150 school management committees was done to identify changes from the earlier village education committee model.
- ▶ Extending the Scholars for Change Campaign, under which close to 3500 videos in science and maths for Classes 6 to 8 have been made open access; 2500 science and maths projects for the same classes were developed this year. Dissemination of the material is in progress.
- ▶ A separate women teachers forum, connected by technology, with about 1500 members, has been set up to counter some of the disadvantages that women teachers face.
- ▶ The project aims to demonstrate a technology-driven peer learning and peer sharing platform for teachers and SMC members, and a mobile and social media based effort now has an outreach of 1.4 million.

RJMCEI continued to offer its week-long programmes (one per year) for principals of secondary schools. Fifty-three principals and school leaders from different parts of the country attended the programme. An elective course on “Entrepreneurship in Education” (PGP) and communication-related courses for FDP and FPM were also offered.



DISCIPLINARY AREAS

Nine disciplinary areas - Business Policy, Communication, Economics, Finance and Accounting, Information Systems, Marketing, Organizational Behaviour, Personnel and Industrial Relations, and Production and Quantitative Methods - together offer various compulsory and elective courses in PGP, PGP-FABM, FPM, and PGPX in addition to offering executive education programmes.

1. BUSINESS POLICY

The Business Policy area has 13 primary and 6 secondary members with teaching and research interests in design thinking, innovation, entrepreneurship, competitive and corporate strategies, leadership, legal aspects of business, international business, large data management, knowledge management, intellectual property rights management, experimental methods and action research.

The area members were actively involved in teaching in various short and long duration programs of the Institute, advisory services, research, publishing, and administrative activities. They continued to participate in national and international conferences. The details of their involvement in various programs of the Institute were as follows.

Courses

PGP

Core

- ▶ Strategic Management
- ▶ Legal Aspects of Business

Electives

- ▶ Business and Intellectual Property
- ▶ Business, Government, and Law
- ▶ Competence, Capability, and Corporate Strategy (re-offered)

- ▶ Design thinking for innovative business design.
- ▶ Dynamics of Framing and Execution of Strategy
- ▶ Economics of Strategy
- ▶ Entrepreneurship and New Venture Planning
- ▶ Foundations of Strategy Consulting
- ▶ International Business
- ▶ International Business Dispute Resolution
- ▶ Leadership in Professional Service Firms
- ▶ Leadership: Vision, Meaning, and Reality
- ▶ Managing Diversified Organizations
- ▶ Mysteries in Management
- ▶ Strategic Management of Technology and Innovation
- ▶ Strategy in Emerging Markets

FPM

- ▶ Advanced Seminar in Action Research Methodologies
- ▶ Advanced Strategic Management I and II for BP Area FPMs.
- ▶ Core Course on Strategic Management
- ▶ Corporate Governance
- ▶ Economics of Strategy
- ▶ Entrepreneurship
- ▶ International Strategic Management
- ▶ Strategy and Innovation

PGPX

- ▶ Business Simulation Game: Capstone
- ▶ Corporate Governance
- ▶ Introduction to Design Thinking
- ▶ Leadership in Professional Service Firms
- ▶ Leadership, Values and Ethics
- ▶ Legal Aspects of Business
- ▶ Management of New and Small Firms

- ▶ Mergers and Acquisitions
- ▶ Strategic Execution
- ▶ Strategic Management

FDP

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

Executive Education Programmes

- ▶ Contract Management
- ▶ Design Thinking for Nurturing Innovation
- ▶ Discipline of Strategy Execution
- ▶ Doing Business Abroad
- ▶ Family Businesses: Organization, Strategies, Internationalization, and Succession
- ▶ Innovation Corporate Strategy and Competitive Performance
- ▶ Knowledge Management
- ▶ Leading Professional Service Firms
- ▶ Organizational Leadership for 21st Century
- ▶ Strategies for Growth
- ▶ Transformational Leadership
- ▶ Working Conference on Authority, Organization, Strategies and Politics of Relatedness
- ▶ Young Entrepreneurs Programmes

Research and Publications

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

2. COMMUNICATION

Courses

PGP/PGP-FABM

Core

- ▶ Written Analysis and Communication I
- ▶ Workshop on Interviews and Presentations
- ▶ Written Analysis and Communication II

Electives

- ▶ Communicating Corporate Reputation

- ▶ Communication Skills for Team and Leadership Effectiveness
- ▶ Cultural Identities and Communication
- ▶ Difficult Communication
- ▶ Intercultural Communication Competence
- ▶ Managerial Communication
- ▶ Media and Society: The Economics, Politics, Ethics, and Technologies of Mass Communications
- ▶ Organizational Communication
- ▶ Persuasive Communication
- ▶ Strategic Communication in the Digital Era
- ▶ Strategic Negotiation Skills for Leaders

PGPX

- ▶ Management Communication (Core)

FDP

- ▶ Communication for Management Teachers

Executive Education Programmes

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

3. ECONOMICS

PGP I

- ▶ Microeconomics
- ▶ Macroeconomics and Policy

PGPX

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

FPM

- ▶ Econometrics
- ▶ Advanced Microeconomics
- ▶ Advanced Macroeconomics
- ▶ Microeconomics Analysis
- ▶ Advanced Data Analysis

FDP

- ▶ Economics Module

In addition, the faculty also offered the following elective courses.

PGP II

- ▶ Economics of Organization

- ▶ Game Theory & Applications
- ▶ International Trade and Investment
- ▶ Labour Markets in Developing Countries
- ▶ Monetary Theory and Policy
- ▶ Economics of Happiness
- ▶ International Trade: Theory and Policy
- ▶ Public Finance – joint course with PSG area
- ▶ Economics of Food Quality
- ▶ Issues in International Finance for Managers
- ▶ Massive Change: Economics and Finance
- ▶ Macroeconomics of India: An applied perspective
- ▶ Economics of Strategy (with BP area)

4. FINANCE AND ACCOUNTING

PGP

Core

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

Electives

- ▶ Alternative Investments and Hedge Funds
- ▶ **Asset-backed Securitization**
- ▶ Behavioural Finance
- ▶ Financing of Firms
- ▶ Fixed Income Securities-Rates
- ▶ Fraud Risk Assessment and Governance Mechanisms
- ▶ Futures, Options, and Risk Management
- ▶ Management Control and Metrics for Organization Performance
- ▶ Mergers, Acquisitions, and Corporate Restructuring
- ▶ Microfinance Management
- ▶ Modern Investment and Portfolio Management
- ▶ Optimization Methods in Finance*
- ▶ Pricing & Hedging Derivative Securities
- ▶ Securities Regulation
- ▶ Stochastic Calculus in Finance
- ▶ Strategic Perspective in Banking
- ▶ Trading Strategies
- ▶ Valuation of Firms
- ▶ Financial Modelling*

* new electives

FPM

Core

- ▶ Asset Pricing
- ▶ Empirical Asset Pricing
- ▶ Empirical Research in Auditing and Corporate Governance
- ▶ Seminar Course in Corporate Finance
- ▶ Seminar Course in Empirical Accounting Research

Electives

- ▶ Behavioural Finance and Accounting
- ▶ Derivatives Pricing
- ▶ Empirical Research in Auditing and Corporate Governance
- ▶ Mathematical Finance
- ▶ Seminar Course in Empirical Accounting Research
- ▶ Time Series Analysis

PGPX

Core

- ▶ Corporate Finance
- ▶ Financial Markets
- ▶ Financial Reporting and Analysis
- ▶ Management Control and Metrics for Organizational Performance
- ▶ Mergers and Acquisitions
- ▶ Strategic Cost Management

Electives

- ▶ Effective Management of Finance Function
- ▶ Financial Statement Analysis
- ▶ International Financial Management

FDP

Core

- ▶ Management Accounting and Financial Management

Electives

- ▶ Accounting and Auditing Research
- ▶ Topics in Finance

Executive Education Programmes

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

Area faculty were actively involved in various Executive Education Programmes organized by other areas.

5. HUMAN RESOURCE MANAGEMENT

In 2015-16, the Personnel and Industrial Relations Area was renamed as Human Resource Management Area.

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

Executive Education Programmes

- ▶ Advanced Human Resource Management
- ▶ Developing Internal Talent and Leadership
- ▶ Managerial Effectiveness
- ▶ Managerial Excellence in Healthcare Sector
- ▶ Performance Management for Competitive Advantage
- ▶ Performance Management for Competitive Advantage
- ▶ Strategic Human Resource Management

In addition, area faculty co-coordinated the following programmes from other area:

- ▶ 3 TP Emerging Leaders Program
- ▶ Program on Managerial Excellence in Healthcare Sector
- ▶ Strategic Reorientation and Organizational Transformation
- ▶ Enhancing Sales Force Effectiveness

Research

Area Faculty members contributed to case writing, teaching material development and research in their areas of interest. Members are also involved in inter disciplinary research, collaborating with researchers at IIMA and outside. Cases authored / co-authored by area faculty were registered at IIMA during the year. Papers authored (co-authored) by members were presented in national/ international conferences and published in peer-reviewed journals.

Area members secured funding for research projects / case development from IIMA and national/ international agencies.

External Impact

All members of the area are involved in extending their influence to policy making, broader academic activities, institutional governance and improving practice.

Area members took leadership in a study commissioned by the Seventh Pay Commission (Seventh CPC), titled "Recommendation on Salary Revision of Government Employees". In addition, members also contributed to providing guidance document to the Commission to fix the entry level salary of Group A officers. The contribution of the study was explicitly acknowledged by the Seventh CPC and directly referred in the report of the seventh pay commission. Area members were also part of committees set up by central/state governments and public institutions.

Members were also actively involved in professional associations at national levels, including Academy of HRD, NHRDN and NIPM. They also contributed as reviewers to reputed journals and served as editorial board members.

6. INFORMATION SYSTEMS

Course

PGP I

Core

Information Systems for Business

- ▶ Internet Technology and E-Commerce for Business

Electives

PGP II

- ▶ Big Data Analytics
- ▶ Consulting in e-Governance: From Vision to Implementation (Open to PGP ABM)
- ▶ Data Mining and Business Intelligence
- ▶ Data Visualization for Decision Making
- ▶ Digital Inclusion for Development
- ▶ Enterprise Digital Infrastructure
- ▶ ERP Systems: Technology Planning & Implementation
- ▶ Management of Software Projects & Enterprises
- ▶ Strategic Management of Information Systems
- ▶ Strategies for Internet Economy

PGPX

- ▶ Business Intelligence and Analytics
- ▶ Data Visualization for Decision Making
- ▶ Strategic Management of Information Systems
- ▶ Strategies for Internet Economy

FDP

- ▶ IT for Management

Executive Education Programmes

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

7. MARKETING

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

Courses**PGP I****Core**

- ▶ Marketing I
- ▶ Marketing II
- ▶ Marketing III

Electives

- ▶ Advertising and Sales Promotion Management
- ▶ Business to Business Marketing
- ▶ Customer Based Business Strategies
- ▶ Innovation, Live
- ▶ International Business and Foreign Market Entry in BRIC Countries
- ▶ International Trade and Investment (jointly offered with Economics area)
- ▶ Market Research and Information Systems
- ▶ Marketing Management in the World of High Technologies and Innovation
- ▶ Mobile Marketing Essentials
- ▶ Neuroscience and Consumer Behaviour
- ▶ Pricing

- ▶ Seminar on Brand Management
- ▶ Sports Marketing
- ▶ Strategic Marketing
- ▶ Strategies for Digital Marketing and e-Business

FPM

- ▶ Behavioural Science Applications in Marketing
- ▶ International Marketing Research and Training
- ▶ Marketing Strategy
- ▶ Marketing Theory and Contemporary Issues
- ▶ Mental Accounting, Pricing & Neuro Marketing
- ▶ Reading Seminar in Marketing Management
- ▶ Seminar on Quantitative Models in Marketing
- ▶ Structural Equation Modeling

PGPX

- ▶ Assessing and Creating Customer Value
- ▶ Delivering and Managing Customer Value
- ▶ Marketing Management in the World of High Technologies and Innovation
- ▶ Strategic Marketing
- ▶ Seminar on Customer Business Strategies

FDP

- ▶ Applications of Experimental Methods in Marketing and Marketing Research
- ▶ Business Strategies for the Bottom of the Pyramid
- ▶ Core Course of Marketing
- ▶ Marketing Analytics and Consumer Response Modeling
- ▶ Neuroscience and Consumer Behavior

Executive Education Programmes

- ▶ Advanced Data Analysis for Marketing Decisions
- ▶ B2B Marketing
- ▶ Customer Relationship Management
- ▶ Developing and Managing Brands
- ▶ Enhancing Sales force Performance
- ▶ Innovating for Growth
- ▶ International Business
- ▶ Pricing for Profit

Research and Seminars

Research areas included consumer behaviour, branding, advertising, sales promotion, retailing, information products and services, bottom of the pyramid, and service centric strategy.

Research Projects

- ▶ Legal and Ethical Issues in Advertising: A Review of Indian Advertisements
- ▶ Interaction Effects between Consumers' Cognitive Load and Promotion Framing for Strong and Weak Brands
- ▶ Liberating Yet Stressful: the Padoxical Implications of the Use of Mobile Communication Devices by Professionals
- ▶ Managing Emotions: Emotional Labor or Emotional Enrichment
- ▶ Use of Social Media for Promotion Related Messages by Indian Brands
- ▶ Impact of Bundle Forms on Change in Consumers' Reference Price (IRP) of Bundle Components
- ▶ The Effect of Counting Direction of Time on Hedonic / Utilitarian Preferences
- ▶ Impact of Interaction of Primes on Consumer Behaviour
- ▶ Comparison of Blind and Sighted Individuals on Parameters of Memory, Preference Prediction on Detection
- ▶ Identifying the Enablers of Reverse Innovation in Emerging Markets
- ▶ In depth study of Analytics Process Development in Indian Organizations

8. ORGANIZATIONAL BEHAVIOUR

PGP I

- ▶ Understanding People and Organizations I
- ▶ Understanding People and Organizations II

PGP II

- ▶ Co-Creating Organizational Change
- ▶ Developing Entrepreneurial Personality
- ▶ Explorations in Roles and Identity (Off Campus)
- ▶ High Performing Teams: A Journey
- ▶ Power and Politics in Organizations
- ▶ Qualitative Research for Management
- ▶ Talent Management
- ▶ The Creative Self at Work
- ▶ Understanding Indian Workplaces

FPM I and II

- ▶ Advanced Micro OB
- ▶ Advanced Topics in Quantitative Social Science Research

- ▶ Basics in Micro OB
- ▶ Classics and Perspectives in OB
- ▶ Crafting and Publishing of Research
- ▶ Leadership in Organizations: A Review of Theory and Research
- ▶ Methods of Qualitative Research: Gathering and Analyzing Data
- ▶ Organizational Diagnosis and Change I
- ▶ Organizational Diagnosis and Change II
- ▶ Organizational Structure and Processes
- ▶ Organizational Theory and its Social Context
- ▶ Principles of Psychometrics and Assessment
- ▶ Quantitative Methods and Analysis

PGPX

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

FDP

- ▶ Advanced OB
- ▶ Understanding Organizational Behaviour

Executive Education Programmes

- ▶ Creativity and Innovation as Core Competence: Developing Personal and Organizational Capability
- ▶ Enhancing Leadership Capacities and Potential Among Professional Women
- ▶ Interpersonal Effectiveness and Team Building
- ▶ Leadership and Change Management

9. PRODUCTION AND QUANTITATIVE METHODS

Courses

PGP

Core

- ▶ Decision Analysis
- ▶ Flexicore – Manufacturing Operations Management
- ▶ Flexicore – Service Operations Management
- ▶ Operations Management I and II
- ▶ Probability and Statistics I and II

Electives

- ▶ Advanced Methods of Data Analysis
- ▶ Bayesian Method of Data Analysis

- ▶ Elephants and Cheetahs: Systems, Strategy and Bottlenecks
- ▶ Forecasting Techniques for a Practitioner
- ▶ Operations Strategy
- ▶ Quantitative System Performance
- ▶ Revenue Management and Dynamic Pricing
- ▶ Statistical Methods in Data Analysis
- ▶ Supply Chain Management
- ▶ Supply Chain Strategy
- ▶ The Art and Craft of Decision Making
- ▶ Why Projects Fail? Uncertainty, Complexity and Risk in Projects

PGP-FABM

- ▶ Food Supply Chain Management

FPM

- ▶ Advanced Probability in Management
- ▶ Applied Multivariate Analysis
- ▶ Convexity and Optimization
- ▶ Discrete Optimization
- ▶ Introduction to Mathematical Programming
- ▶ Large Scale Optimization
- ▶ Queuing Models
- ▶ Real Analysis
- ▶ Revenue Management and Dynamic Pricing
- ▶ Seminar in Operations Management I
- ▶ Seminar in Operations Management II
- ▶ Systems Analysis and Simulation
- ▶ Time Series Analysis

PGPX

- ▶ Analysis of Data
- ▶ Business Analytics
- ▶ Designing Operations to Meet Demand
- ▶ Logistics Management

- ▶ Modeling for Decisions
- ▶ Perspectives on Operations Management
- ▶ Quality Management
- ▶ Revenue Management and Dynamic Pricing
- ▶ Setting and Delivering Service Levels

FDP

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

Executive Education Programmes

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

Research

Technology management, technology-based innovations, manufacturing, decision support system, logistics, supply chain management, facility location, revenue management, optimization, stochastic optimization, large scale optimization, network optimization and meta-heuristics, network reliability, game theoretic models in operations-marketing interface, statistical modeling in finance, analysis of sparse data, survey methodology and statistical inference are areas where area faculty have contributed through publications.



ALUMNI ACTIVITIES

Indian Institute of Management Ahmedabad Alumni Association

The IIMAAA's constitution provides for an Executive Committee (EC) to manage the Association's affairs – ranging from furthering the objects of the Institute to establishing and maintaining Chapters. Efforts are on for creation of a Global Alumni Council.

Alumni Subscription Fee

Every year participants of various programmes become alumni when they graduate.

IIMA Alumnus

The *Alumnus* is the chief vehicle of communication between the Institute and the alumni. The magazine is published in June, October, and February. Advertisements generate revenue to cover a part of the cost of bringing out the magazine. During 2015-16, revenue increased by about 21 per cent as compared to the last year. Revenue of Rs.0.34 lakh was generated through web ad-campaigns on the alumni website.

Silver Jubilee Reunion

The Silver Jubilee Reunion of the graduating PGP batch of 1991 was held during December 24-26, 2015. Around 90 alumni with their families took part in the gathering. It was a get-together full of fun, entertainment, and renewal of friendship. During the reunion, faculty members who taught the 1990 batch were honoured.

Apart from the Silver Jubilee Reunion, reunions of six different PGP batches were organized as follows:

| Class | Batch | Reunion | Date |
|---------------|-----------|----------|--------------------------|
| PGPX | 2005-2015 | Combined | 09.10.2015 to 10.10.2015 |
| AFP | 2007-2015 | Combined | 11.12.2015 to 13.12.2015 |
| Class of 2005 | 2003-2005 | 10 Year | 18.12.2015 to 20.12.2015 |
| Class of 1986 | 1984-1986 | 30 Year | 18.12.2015 to 20.12.2015 |
| Class of 1995 | 1993-1995 | 20 Year | 31.12.2015 to 02.01.2016 |
| Class of 1981 | 1979-1981 | 35 Year | 01.01.2016 to 03.01.2016 |





Golden Jubilee Convocation Presence of 2nd Batch (1967)

The 51st batch (2014-16) graduated on March 19, 2016. Last year, the Institute invited the first PGP batch (PGP 1966) for the Golden Jubilee convocation. The Institute invited the second PGP batch (PGP 1967) for the convocation this year. Seven alumni attended the celebration. They presented various awards for scholastic and other achievement to the students.

Alumni Academic Connect

Several elective courses /guest lectures were offered by the alumni. They are regularly informed about the importance of sharing their knowledge and experience through the intellectual contribution route. Alumni who shared their knowledge with students are as follows:

| | Batch | |
|----------------------|----------|-----------------|
| Alok Mishra | PGP 1983 | Guest Lecture |
| Rajesh Gopinathan | PGP 1996 | Guest Lecture |
| Raghu Krishnamoorthy | PGP 1983 | Guest Lecture |
| Arun Khanna | PGP 1988 | Guest Lecture |
| Saumen Chakraborty | PGP 1984 | Guest Lecture |
| Dipak Gupta | PGP 1985 | Guest Lecture |
| Gyanvardhan Gupta | PGP 2015 | EFQ course |
| Hemendra Mathur | PGP 1996 | Speaker Session |
| Akash Bansal | PGP-FABM | Speaker Session |
| Anurag Agarwal | PGP 2013 | EFQ course |

LinkedIn Initiative

In an initiative to provide career support system to its alumni, the Institute joined hands with LinkedIn to set up two groups: IIMA Alumni Group and IIMA Executive Education Alumni Group. The former includes all long-term alumni who have passed through the convocation. There are 3950 alumni in this group. IIMA's Placement Office invites recruiters to be part of the recruiter sub-group in this group. The later includes short-term programme alumni. There are 600 members in this group. Recruiter access to this group is not provided, in accordance with the Institute's policy of providing placement services only

to those alumni who pass through the convocation. The objective behind this initiative is to facilitate alumni to network with peers and to create an infrastructure which would allow recruiters to interact with alumni. For recruiters, benefits include lower information search costs for middle to senior level hiring. For alumni, benefits include not just keeping in touch with their alma mater and batch-mates, but also connecting with potential recruiters for mid-career shifts. For current students, benefits include the ability to reach out to seniors and participate in career-specific discussion boards. For the Institute, benefits include an ability to continuously track the career progression of the alumni.

Funds from Alumni

During the year, alumni of different batches in individual capacity, and also jointly donated approximately Rs.1.50 crore to the Institute. Major donors are listed below:

| Name of the Alumni | Batch | Rs. (lakh) |
|----------------------|-------|------------|
| Ajay Sharma | 2000 | 5.00 |
| Surendra Kumar Jain | 2000 | 5.00 |
| Kushal Kumar | 1993 | 9.05 |
| Saurabh Jain | 2000 | 5.00 |
| Dipak Gupta | 1985 | 6.50 |
| Sriram Krishnamurthy | 1994 | 5.00 |
| Dinesh Victor | 1994 | 5.00 |
| Mahesh K. | 1994 | 5.00 |
| Vishal Bakshi | 1994 | 5.00 |
| Ramesh Srinivasan | 1994 | 5.00 |
| Shriram Iyer | 1994 | 5.00 |
| Homiyar Vasania | 1994 | 5.00 |
| Anand Sanghi | 1994 | 5.00 |
| Kaikeya Jangbahadur | 1994 | 10.00 |
| Anupam Garg | 1994 | 10.00 |
| Narendra Murkhumbi | 1994 | 5.00 |

Scholarships and Awards

During the year following scholarships/ awards instituted by the alumni were given:

The Marti Mannariah Gurunath Outstanding Teacher Award

This award was instituted in memory of Mr. Marti Mannariah Gurunath by Professor Marti Subrahmanyam (PGP 1967-69). The award is given to a faculty member who has taught the batch of PGP graduating in the current year's convocation. Professor Saral Mukherjee received the award this year.

The IIMA Alumni VVEF Outstanding Researcher Award

This award was instituted by the Vidya Vardhini Education Foundation, a Section 25 company run by IIMA alumni. It is given to a faculty member who is recognized for his/her sustained research contribution and/or significant research of a path breaking nature. Professor Amit Garg received the award this year.

Philip Thomas Memorial Strategy-Public Systems Case Award

This award was instituted in memory of Mr. Philip Thomas (PGP-1966) by Professor Rishiksha T. Krishnan (FPM-1996). The award goes to the author(s) of a case written in the area of Strategy/Business Policy and Public Systems during each calendar year. The first award was given to Professor M.R. Dixit.

The Sajeev Sirpal Academic and Creativity Excellence Award

This award was instituted in memory of Shri Sajeev Sirpal (PGP 1984) by Kanaka Sirpal (PGP 1984) and friends. The award recognizes excellence in academics and creativity among participants of PGP. Mr. Anurag Agarwal (PGP 2016) and Ms. Sailee Rane (PGP 2016) received the award.

1969 Batch Scholarship

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

Shri G. C. Mital Entrepreneurship Aid

This was set up by Ankit Mital (PGP 2005) and is meant for those graduating students who wish to start their own venture. Pooja Mehra (PGP 2016) received the award this year.

Outstanding Sportsperson Award

This award, set up by Mr. Sunil Chainani (PGP 1980) is meant to recognize excellence in all-round performance in sports during the student's tenure. Varun Yadav (2016) and Ajeeta Banerjee (2016) received the outstanding sportsperson award.

Smt. J. Nagamma Memorial Award

This award of Rs.15000 was set up by Pramod Kunju (PGP 1999) for academic performance during the first year of PGP. Mr. Ayush Agarwal received the award.

Mrs. Sharda Bhandari and Mr. P.K. Rath Scholarships

This scholarship was set up by Mr. Samir Bhandari (PGP-1989) for five years in memory of Mrs. Sharda Bhandari and Mr. P.K. Rath, who were advocates of higher education to second year PGP students. This year Mr. Shah Ashay Subhash (PGP-2016) received the scholarship of Rs.1 lakh.

Ritu Banga Industry Scholarship

This scholarship was set up by Ms. Ritu Banga (PGP 1981) for five years. Mr. Sumit Kumar Jaiswal (PGP 2016) received the scholarship of Rs.1 lakh.

Ajay Banga Industry Scholarship

This scholarship was set up by Mr. Ajay Banga (PGP-1981) for five years. Mr. Ayush Agarwal (PGP 2016) received the scholarship of Rs.1 lakh.

SRK Award

This PGPX Faculty Award was set up by Shree Ramkrishna Exports Pvt. Ltd. Professor Arindam Banerjee (Marketing area) received the award.

Souvenir Items

Souvenirs include T-shirts, silk ties, brass wall hangings, coffee mugs, tea cup sets, LKP white metal designs, etc. During 2015-16, revenue of Rs.5.52 lakh was generated through sale of souvenirs.

Chapter Activities

Chapters located in Mumbai, Bangalore, Chennai, Hyderabad, Oman, Pune, Singapore, USA, and London etc. organized various activities during the year.

See **Appendix M** for details of chapter activities.



COMMUNITY OUTREACH

Many community outreach initiatives were carried out by the clubs at the Institute during the year.

SMILE

As a part of community outreach programme, the Institute in association with Wagh Bakri Tea Group and Ahmedabad Municipal Corporation has set up a supplementary education/resource center called SMILE (Student Mediated Initiative for Learning to Excel) under the Gyan Shakti Marg flyover for the benefit of underprivileged students in and around Vastrapur. The centre would be open 24 hours to any student who wishes to use the resources at the centre, and classes are conducted for students of 9th, 10th, 11th, and 12th standards. The centre plans to provide vocational training to students and dropouts.

Consult Club

The Consult Club launched **Pahal (Community Outreach Portal)**, (cop.consultclub-iima.com), a unique interaction platform that brings together organizations looking for volunteers to conduct social activities and volunteers who wish to contribute to these activities based on their interests.

Unique Features

Profile Build-Up: Users can create their profiles and highlight their earlier contributions/ activities.

Project Creation: Organizers can create custom projects and activities to specify exact requirements.

Automatic Intimation: Interested collaborators get automatic email updates of activities; organizers are automatically intimated of interested collaborators.

Feedback and Tracking: Both organizers and collaborators can give feedback about each other on their experiences.



Panacea Club

Panacea Club launched its outreach programme with SMILE. The programme consisted of following events:

- ▶ Free dental check-up camp
- ▶ Free kits distribution containing daily use activities an interactive session with nutritionist and pediatrician about healthy eating and living practices for children and family members
- ▶ Session on career opportunities in healthcare for students.

Agribusiness Club

AARAMBH is a community service programme to create awareness on women health, hygiene, and nutrition. Members of Agribusiness Club went to government schools in Ahmedabad with posters printed in Gujarati to create awareness about the precautions to be taken during menstruation. Girls of class seventh onwards were told about the kind of food they should/should not have and about the importance of hygiene and nutrition during the days of menstruation. The members went to 13 schools covering about 2500 girls. One session was also held in SMILE with girl students and their sisters.

Footloose Club

A cultural night 'Satrang' was organized during the Joy

of Giving Week at the Institute. This was a symbolic gesture to express gratitude and appreciation to all the house-keeping staff members. Along with their families, the staff was invited to witness one night of entertaining performances by various cultural clubs in their honour. Footloose members along with a few non-members performed on songs and dance in various styles ranging from bollywood, semi-classical, free style, to Hip Hop.

Prayaas

As a part of the community outreach programme, Prayaas has helped other institutes setup centres similar to Prayaas. It has helped IIM Calcutta set up a supplementary education centre for the benefit of poor students living around the campus. It is helping GNLU set up a supplementary education centre in a village close to its campus.

Srijan Pal Singh has started an initiative called the Kalam Library Project through it aims to set up low cost libraries in rural areas. A first such library was inaugurated in the Prayaas classroom by the district collector Shri Rajkumar Beniwal for the benefit of Prayaas kids and dorm cleaners.

General Management and Leadership Cell

Around 600 undergraduate students from across Gujarat were invited to the Institute to experience a “typical day first hand at IIMA”. Students were divided into five sections and attended three classes. They networked over snacks in between classes. After that they were divided into groups and taken around the campus with IIMA students who briefed about various aspects of campus life. The Director also interacted with the students.

Heritage Club

Satrang, a three-day annual cultural event, aims to celebrate the traditional Indian dance and music forms and encourage local handicrafts and artisans. This year, Satrang was organized in collaboration with Sattvik. Sattvik is a three-day food festival organized by Shristi, and aims to promote local delicacies and dishes from across Gujarat.

The Heritage Club promotes local artists talented in either music form or instrument. Kardam Sharma and Arif Mir mesmerized the audience through their melodious and soothing music. Also featured were pakhawaj and harmonium players in a duet.

Women Leadership Society

As part of the community outreach programme, WLS tied up with Pinkathon, Ahmedabad to promote awareness about breast cancer. Pinkathon is a marathon with the vision of empowering women. WLS actively garnered participation and promoted Pinkathon on campus. Milind Soman, well known model, interacted with those who had registered for the run of October 25.



FSI and Eloquence Club

Outreach activities were conducted by FSI and Eloquence club jointly. For this, students worked with the government primary school children in Vastrapur. On the request of the school principal, co-curricular activities were conducted for the children. A drawing activity was conducted for which coloring equipment and papers were provided. A revision class for eighth class students was conducted on basics of algebra.

Finesse

Finesse members are passionate about the fine arts. As a part of the outreach activity Finesse organized a painting competition for 200 children. Materials for the competition were provided by the club. It was amazing to see how the children paint some-out-of-box neighborhoods.

Finesse organized a Rakhi workshop just before Raksha bandhan festival. Girls were taught how to make a rakhi which they can gift to their brothers while the boys were taught how to make a card to wish their sisters.

Finesse also conducted a two-day glass painting workshop for the IIMA community. It was successful in registering 20 students from Prayaas and SMILE for this workshop.



GLOBAL PARTNERSHIPS AND CORPORATE AFFAIRS

Branding and Positioning

As an ongoing activity to enhance its brand and position in management education the Institute participated in 17 B-School surveys (national/international) for rankings during the year. The Institute continued to maintain top position in all the leading and prestigious national surveys. Its position in the recent International rankings demonstrates that the Institute's programmes and students are of high quality and among the best globally.

MHRD Surveys

The Institute ensured active and timely participation in the Ministry of Human Resource Development (MHRD) survey and ranking process. During the year, the Institute participated in the sixth edition of the All India Survey on Higher Education.

MHRD launched the National Institutional Ranking Framework (NIRF) to rank higher education institutions across the country. The ranking process, which began in January 2016, was fully supported by the Institute. IIMA was ranked second in management (Research and Teaching institutes) category.

Executive Education Rankings (Customized Programmes)

After the restructuring of short duration Executive Education Programmes (EEP), it became important to consider third party review of offerings. Towards this pursuit, the Institute participated in the Financial Times Executive Education Rankings. The Institute was ranked at eighty-third in the Financial Times Executive Education Rankings 2016 (Custom Programmes).

FT Masters in Management Ranking 2015

The Post-Graduate Programme was ranked fifteenth, in the Financial Times Masters in Management (MiM) 2015 Ranking from among 80 programmes globally reviewed for ranking. PGP was ranked first

on four criteria 'Salary today (US\$)', 'Weighed Salary (US\$)', 'Employed at three months' and 'Faculty with doctorates' while it was placed second in 'Placement Success'; and third in 'Careers'.

FT Global MBA Rankings 2016

PGPX was ranked twenty-fourth in the Financial Times Global MBA Rankings 2016 among its top 100 list of B-schools. In addition, PGPX was at number one position in FT's 'career progress rank' and 'Faculty with doctorates' while it was placed at third position in 'Salary today (US\$)' and 'Weighted salary (US\$)'.

PGP

This is the only Indian MBA level programme to be consistently in top 100 in The Economist Ranking.

The Institute is the only Indian B-school to get ranked in the The Economist full-time MBA ranking 2015, consistently as a top rated programme for over six years now.

The Institute attained the first position in the 'Open New Career Opportunities', 'Diversity of recruiters', 'Percentage who received a job offer within three months of graduation', and was at number two position in 'Percentage who found jobs through the careers service'. It was at third place in 'Percentage increase on pre-MBA salary' criteria for ranking.

The Institute made it to the sixth position in the Asia and Australasia 2015 regional Rankings and was ranked 60th globally in The Economist full-time MBA programmes Ranking 2015.

PGP-FABM

This was ranked first in the Eduniversal Best Master Ranking 2015 in Agribusiness / Food Industry Management among the 50 top programmes ranked for this sector globally. Eduniversal is a French rating agency specialized in higher education.

Details are given in **Appendix N**.

International Accreditation

During the year, the Institute continued its efforts to maintain EQUIS accreditation for the five years period, subsequent to being re-accredited in early 2015.

It was the first business school in India to get EQUIS accreditation in 2008 and has maintained it since then. It has also distinguished itself as the only Indian B-school to obtain accreditation for five years.

AACSB Accreditation

During the year the process for eligibility for AACSB (The Association to Advance Collegiate Schools of Business) International was initiated. An initial application document has been prepared for review.

Global Partnerships

Dialogues were held with reputed foreign B-schools, institutions, and missions to strengthen academic cooperation. This was undertaken with the larger objective to provide further impetus to the internationalization of the Institute's programmes and activities.

Conscious efforts to engage with top level representatives of foreign B-schools has enabled increase in student mobility through the international student exchange programme and new partnerships for double degree programmes during 2015.

To enable international student mobility for PGP-FABM, nearly 10 reputed universities/ institutions offering established agribusiness programmes were approached during 2015. The Institute also participated in the Indo-Global Education Summit

in November 2015 to connect and network with international B-schools in the agribusiness sector. In March 2016, a student exchange agreement was signed between Antai College of Economics and Management, Shanghai Jiao Tong University. With this, nine seats are now available for student exchange.

Research and New Areas of Cooperation

To provide a boost to the research culture and encourage joint research with foreign faculty and scholars, the Institute signed agreements with foreign universities during the year. These include partnerships with:

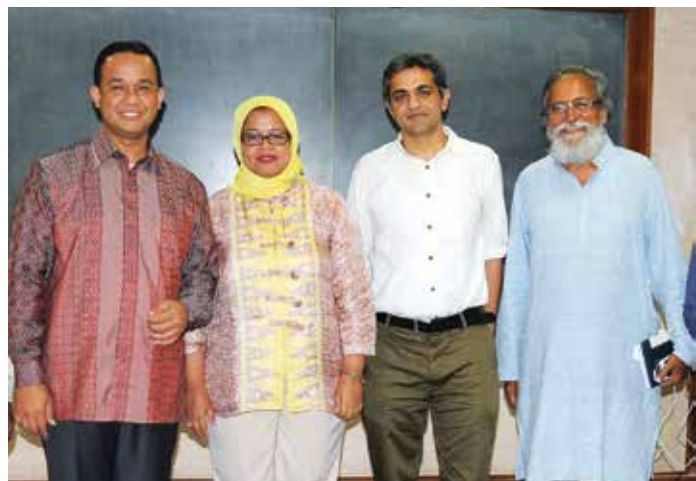
- ▶ National Graduate Institute for Policy Studies (GRIPS)
- ▶ Karlsruhe Institute of Technology (KIT)
- ▶ Newcastle University Business School, University of Newcastle upon Tyne

The larger objective to engage with the International community is not merely to extend its global footprint but also to welcome efforts that can serve, enrich, and include new geographies, new beneficiaries, better outreach, and emerging areas.

External Engagements

The Institute engaged in meaningful dialogues with several high level delegations from foreign institutes/ international agencies during the year.

- ▶ Dr. Anies Rasyid Baswedan, Minister of Culture and Primary and Secondary Education, Government of Indonesia, Jakarta, September 9, 2015.
- ▶ Ms. Ritika Nandkeolyar, Consul – Political/ Economic and Public Affairs, Consulate General of Canada, Mumbai.



Dr. Anies Rasyid Baswedan, The Minister of Culture and Primary & Secondary Education, Government of Indonesia, Jakarta at IIMA with faculty



Mr. David Akov, The Consul General of Israel in Mumbai, meeting with Prof Errol D'Souza, Dean (Faculty) at IIMA.

- ▶ Ms. Kilmeny Beckering Vinckers, Deputy Consul-General, Australian Consulate General Mumbai, along with Mr. Tom Switzer, Editor, *American Review*.
- ▶ Professor Dr. Iwan Pranoto, Education and Culture Attache from the Embassy of The Republic of Indonesia.
- ▶ Mr. David Akov, The Consul General of Israel, Mumbai.
- ▶ Dr. Linus von Castelmur, Ambassador, the Embassy of Switzerland in India along with Dr. Balkrishna Vithaldas Doshi, Architect.
- ▶ Dr. Guillermo Rodriguez Martin, Director, Casa de la India, Spain, and Mr. Juan Manuel Guimerans Rubio, Director for Culture Commerce and Tourism of Valladolid City Council, University of Valladolid.
- ▶ Professor Chris Carr, Professor of Corporate Strategy, University of Edinburgh Business School.
- ▶ Mr. Vinay Hebbar, Managing Director, Asia Pacific, and Mr. Vivek Chachra, Country Manager, Harvard Business School Publishing.
- ▶ Professor Kathryn Haynes, Deputy Director and Ms. Helen Atkinson, International Relations Officer, Newcastle University Business School.



Prof. Shmuel Wolf, Dean of Faculty of Agriculture, Hebrew University, Jerusalem interacting with faculty members at IIMA



Prof. Shailesh Gandhi, Dean (Programmes) presenting a memento to Dr. Linus von Castelmur, Ambassador, Embassy of Switzerland in India

- ▶ Professor Luis Cesar Herrero Prieto, Director, University of Valladolid and Professor Juan Luis de las Rivas Sanz, Professor, Universidad de Valladolid.
- ▶ Professor Shmuel Wolf, Dean of Faculty of Agriculture, Hebrew University, Jerusalem, and Mr. Nimrod Assouline, Deputy Chief of Mission at the Consulate General of Israel, Mumbai.
- ▶ Mr. Edwin Tjiramba, Executive Director, Namibia Institute of Public Administration and Management (NIPAM) along with Ms. Tuyakula Haiping, Member Training and Development Board, Mr. Brian.N. Chaka, Company Secretary, Mr. Dennis Shindume, Director, Information Centre, and Mr. Vishwas Saxena, Advisor from NIPAM.
- ▶ Ms. Beatriz Guzman, International Office Director, IPADE Business School, Mexico, and Ms. Rosa Garciduenas, International Office Manager.
- ▶ Professor Leon Laulusha, Dean of International Relations, ESCP Europe and Mr. Alexandre Lederman, Special Advisor to Dean ESCP Europe and Professor Jyoti Gupta, Emeritus Professor.
- ▶ Professor John Wilson, Director, Newcastle University Business School along with Professor Savvas Papagiannidis, David Goldman Professor



Mr. Edwin Tjiramba, Executive Director, NIPAM, Government of the Republic of Namibia (3rd from Left) in a meeting with Director and Deans, IIMA



Prof. John Wilson, Director, Newcastle University Business School and Prof. Ashish Nanda, Director, IIMA during the MoU signing event at IIMA

for Innovation and Entrepreneurship, Ms. Sharon Memis, Director West India, British Council, and Mrs. Sharmishta Chatterjee-Banerjee, Head of External Relations.

- ▶ Mr. José Ramón Gonzalez García Vice-Rector/ Vice-Chancellor for International and Institutional Affairs, University of Valladolid along with Mr. Daniel Miguel San José, Rector, Alejandra Garda Fuertes, Counselor - Cultural and Press Affairs, Embassy of Spain accompanied by Mr. Makarand Shukla, Regional Officer, Indian Council for Cultural Relations.

Overseas Outreach

Steps were taken as a pilot approach to expand the reach of the Institute's MBA level programmes overseas.

The Institute engaged with foreign students by participating in promotional tours in Lagos, Nairobi, Johannesburg, Dubai, Singapore, Kuala Lumpur, Jakarta, Ho Chi Minh City, and Dhaka. This outreach generated nearly 200 leads and more than 10,000 potential connections.

Protocol Visits and Public Engagements

The Institute welcomed several distinguished visitors during the year:

- ▶ Mr. Filipe Jacinto Nyusi, Hon'ble President of the Republic of Mozambique and alumnus (MEP 2003), on August 6, 2015.
- ▶ Dr. Raman Singh, Hon'ble Chief Minister, Chhattisgarh, inaugurated IIMA's programme on Project Management and PPPs for senior officials of the government of Chhattisgarh on August 7, 2015.



H. E. Mr. Filipe Jacinto Nyusi, Hon'ble President of the Republic of Mozambique captured during his visit to IIMA



Dr. Raman Singh, Hon'ble Chief Minister, Chhattisgarh being received by Prof. Ajay Pandey, Dean (Programmes) at IIMA



Prof Ashish Nanda, Director IIMA with Dr Raghuram Rajan, Governor, RBI at IIMA

- ▶ Dr. Raghuram Rajan, Governor, Reserve Bank of India, interacted with the Institute faculty and students on October 19, 2015.
- ▶ Shri Pranab Mukherjee, Hon'ble President of India, visited on November 30, 2015. In his address to the students and faculty the Hon'ble President of India said, "The Institute has had an illustrious history. It has excelled in academics and given the best of management talent to India and to the whole world." He urged the faculty, students, and alumni to continue to engage with creative minds from industry, business, entrepreneurs, society leaders, and those who work at the grassroots.

On the occasion, Professor Ashish Nanda, Director, presented the Hon'ble President a booklet containing suggestions from IIMA faculty and students on how to promote excellence in academic institutions of higher learning in India, and what academic institutions such as IIMA can do to nurture an ecosystem that promotes innovation in the nation.

- ▶ Shri O.P. Kohli, Hon'ble Governor of Gujarat and Smt. Anandiben Patel, Hon'ble Chief Minister of Gujarat, also graced the function.



Shri Pranab Mukherjee, Hon'ble President of India, being felicitated by Prof Ashish Nanda during his visit to IIMA

- ▶ Shri Radha Mohan Singh, Hon'ble Union Minister for Agriculture, inaugurated Amaethon 2016 on January 15, 2016 and addressed the gathering.

Public Engagement

- ▶ Honorable Chief Minister of Gujarat announced celebration of the Women-Empowerment Fortnight during the period August 1 to 14, 2015. The Government of Gujarat, as part of the celebrations earmarked August 7, 2015, as Women Education Day to provide exposure to women students.
- ▶ The Institute hosted about 200 women students from Government Engineering College and Polytechnics of Gujarat. The programme was well appreciated and a report of the celebration was sent to Shri A.M. Mankad, Commissioner, Technical Education, Government of Gujarat.
- ▶ The Institute organized the second open day for undergraduate college students on August 22, 2015, with the larger objective of engaging with the local community.
- ▶ Students at the jam packed event got a peep into the life at IIMA, while they were exposed to the case-study methodology and took part in discussions



Women in rapt attention during the Women Education Day celebration at the Institute



600 plus student at the Open Day at IIMA for Undergraduate College students

relating to careers in management. More than 600 college students benefited from the event and got a rare opportunity to spend time at the Institute.

Study Visits

Each year the Institute enables visitors to undertake campus tours and study visits. This provides them a broad understanding of the Institute's activities besides also appreciate its' architectural splendor. Some of the study groups/institution that visited the Institute included:

- ▶ Lal Bahadur Shastri National Academy of Administration (Gol), Mussoorie
- ▶ Chinese Delegation through the Ministry of Youth Affairs and Sports, Government of India
- ▶ National Institute of Technology, Trichy
- ▶ Anna University, Chennai
- ▶ Karpagam University, Coimbatore
- ▶ Guru Gobind Singh Indraprastha University, New Delhi
- ▶ Lovely Professional University, Phagwara
- ▶ Central University of Karnataka, Kalaburagi
- ▶ North-Eastern Hill University, Tura, Meghalaya
- ▶ The University of Hong Kong, Hong Kong
- ▶ University of Pdua, Italy
- ▶ Umeå School of Architecture, Sweden
- ▶ University of Moratuwa, Sri Lanka
- ▶ Myungji University, Korea
- ▶ Shahjalal University of Science and Technology, Sylhet, Bangladesh

GRANT-IN-AID

During 2015-16, the Institute did not receive any grant-in-aid under Non-Plan (Regular) and Plan (Regular) from the Ministry of Human Resource Development, Government of India.



INDIA GOLD POLICY CENTRE

India Gold Policy Centre (IGPC), sponsored by the World Gold Council, is a centre of excellence, conducting cutting-edge applied research on the gold industry in India and providing insights to suggest ways at both policy as well as execution levels. It was set up in November 2014.

With estimated gold stocks of \$ 1 trillion, gold is a major national asset with sizable value that can be unlocked to support India's economic growth. The objective of the 'India Gold Policy Centre' is to develop insights into how the significant stocks of gold that India owns can be used to advance growth, employment, social inclusion, and economic wealth. The Centre aims to conduct multidisciplinary research that the industry and stakeholders can use, leading to the development of an effective gold ecosystem in the country.

IGPC's Signature Workshop on Monetization of Gold

IGPC organized its signature workshop on Monetization of Gold in Mumbai on October 27, 2015. The workshop had wide participation from the gold industry and policy makers.

There were two panel discussions during the workshop. The first panel discussion was on integrating the gold value chain into the monetization of gold, while the second panel was on the role of banks in the monetization of gold. A white paper was submitted to the Ministry of Finance on the way forward to making gold monetization scheme a success. The whitepaper is available at http://www.iimahd.ernet.in/users/webrequest/files/IGPC/Whitepaper_GMS_to_GOI.pdf

Research Projects

- ▶ Gold Monetization Scheme for India by Professor Errol D'Souza (March 2015) http://www.iimahd.ernet.in/users/webrequest/files/IGPC/Gold_Monetisation_Scheme_for_India.pdf
- ▶ Viability of a Gold Exchange in India by Professor

Joshy Jacob and Professor Jayanth R. Varma (February 2016) <http://www.iimahd.ernet.in/users/webrequest/files/IGPC/Viability-of-gold-exchange-report-final-edited.pdf>

- ▶ Influence of Reference Prices on Purchase Intentions and Hedonic Valuation of Gold in India by Professor Arvind Sahay and Dr. Sumitava Mukherjee (March 2016) <http://www.iimahd.ernet.in/users/webrequest/files/IGPC/2016/gold%20report%20AS%20SM%202016%20%281%29.pdf>

External Engagements

IGPC's engagement with industry stakeholders and policy makers throughout the year has established it as a unique entity in the gold ecosystem of India. The Gold Centre has positioned itself as a research and policy recommendation institution that will grow in the interest of the gold sector.

Participation at India Gold Forum

Bullion Bulletin from Foretell Solutions in partnership with the World Gold Council (WGC) and MMTC-PAMP India organized "India Gold Forum" in Chennai on January 23, 2016. Professor Arvind Sahay, Dean Alumni and External Relations and Member IGPC (Designate Head) was the keynote speaker.

Participation at various Gold Industry Events

IGPC was represented at various gold industry events.

Engagement with Policy Makers

- ▶ Professor Arvind Sahay, Designate Head of IGPC and Dean External Relations, attended the meeting with Secretary, Economic Affairs, Shri Shaktikanta Das on December 22, 2015, to discuss progress in the gold exchange programme and how more consumers and holders of gold could be persuaded to bring their gold into the system.



INFRASTRUCTURE DEVELOPMENT

Strengthening infrastructure is one of the top most priorities of the Institute, and the Institute is pursuing it. After appointing the Master Architect for overall future planning of the campus, and appointment of Conservation Architect for the restoration of Louis Kahn buildings, the Institute decided to empanel architects for designing upcoming buildings. The purpose of empanelment was to select architects most suited for respective project and avoid repeated selection processes. In response to the EOI for empanelment of architects, 67 architectural firms of national and international repute applied. After a detailed scrutiny, 12 firms were called for presentations.

Considering suitability of these firms for institute's purpose, following five firms were empanelled:

- ▶ HCP Design Planning and Management Pvt. Ltd., Ahmedabad
- ▶ ARCOP (P) Ltd, New Delhi
- ▶ RMA Architects, Mumbai
- ▶ Vastushilp Consultants, Ahmedabad
- ▶ Karan Grover and Associates, Vadodara

Currently the Institute is taking up following projects:

- ▶ Academic block in new campus : HCP Design Planning and Management
- ▶ Sports complex in new campus : HCP Design Planning and Management
- ▶ Faculty housing in main campus : ARCOP
- ▶ Students dormitory in new campus : ARCOP
- ▶ JSW School of Public Policy in new campus : RMA Architects

For conservation of Louis Kahn Buildings, it was decided to take up D-15 and Library in the first phase. The Conservation Architect Somaya and Kalappa has prepared the tender and contractors will be appointed following due process.

In the process of upgrading existing infrastructure, the Institute has decided following:

- ▶ Convert two flat floored seminar rooms into theatre styled class rooms (with advanced IT infrastructure)
- ▶ Upgrade P.P. Gupta Auditorium in IMDC (with advanced IT infrastructure)
- ▶ Develop Ravi J Matthai Plaza in front of Ravi J Matthai Auditorium
- ▶ Create a walkway in nursery

Work orders for the above mentioned works have been issued.

Improving soft and hard landscape is being planned under guidance of the Master Architect. The Institute is also gradually switching to LED lights and efficient inverter type ACs as part of green initiatives.



VIEW – SPORTS COMPLEX (1 of 3)



OFFICIAL LANGUAGE IMPLEMENTATION



The Institute is fully committed to the implementation of the official language policy of the Government of India. This year also the Institute celebrated Hindi Fortnight for the promotion of official language from September 14 to 28, 2015. Competitions such as Hindi Essay, Hindi Poem Recitation, Hindi Word Knowledge, Hindi Singing, Hindi Slogan, and Hindi Hand writing were organised. More than 110 Hindi and non-Hindi speaking staff members and students participated in these competitions. On the concluding day, cash prizes and certificates were distributed by Professor Ajay Pandey, Dean (Programmes). On this occasion, Commander Manoj Bhatt, Chief Administrative Officer, encouraged all the members of the Institute to enhance the use of Hindi in their day to day work. An exhibition of Hindi books was organized at Vikram Sarabhai Library on September 16, 2015. Copy of messages received from the Hon'ble Minister of Human Resource Development and Hon'ble Home Minister were displayed on all notice boards.

Hindi Magazine

The Fifth edition of the Hindi magazine *Pratibimb* was published in January 2016 and forwarded to all IIMs, IITs, Central Universities, concerned Ministries, Board of Governors and all the 140 members of town official language implementation committee(TOLIC).



Official Language Implementation Committee Meeting

The Institute organized the 66th Town Official Language Implementation Committee meeting on July 21, 2015. Along with organization heads, maximum members of TOLIC were present in this meeting. The Institute was awarded the first prize for better implementation of the official language at the Institute during the year 2014-15. The Institute was awarded Rajbhasha Shield and Certificate of Appreciation by Shri Sushil Chandra, Chairman of TOLIC and Principal Chief Commissioner of Income Tax, Ahmedabad. The Institute's Hindi Officer Dr. Mukesh Sharma, was awarded a certificate of appreciation and memento by the chairman of this committee for his special contribution in Implementation of the official language at the Institute.

Four meetings of the Official Language Implementation Committee were held during the year in which stress was laid on achieving the targets for implementation as stipulated in the Annual Programme for Region B by the government. Four Hindi workshops were organized during the year for better implementation of the official language at the Institute.

Hindi Training Programme

A Hindi training programme was conducted with the help of the Hindi Training Institute, Ahmedabad, which is controlled by the Ministry of Home Affairs, Government of India. For this training programme, 34 staff members were nominated and 31 members appeared in examination which was held on May 21, 2015. All of them cleared this examination with high scores.

Hindi prompt speech competition was held at the Institute on April 16, 2015, for all the member offices of the Town Official Language Implementation Committee, Ahmedabad. About 40 members participated in this competition and prizes were distributed to the winners in the 66th TOLIC meeting.



PERSONNEL

During 2015-16, eight faculty members joined the Institute. One faculty member resigned and two faculty members' term got over. Two staff members resigned and one staff member's term got over. One faculty member and seventeen staff members retired after attaining the age of superannuation.

Leave of absence was granted to four faculty members and they have rejoined on expiry of leave of absence.

Officers and Staff Development Activity

During the year, 109 employees, including both officers and staff members, were sponsored for training programmes conducted by the Ahmedabad Management Association and other training institutes. The Institute continued to sponsor several staff members to pursue various courses. The institute conducted in-house training programme for the retiring employees on managing retirement life. Another in-house training programme on English communication was conducted through SCOPE which was attended by 26 employees. Training on MS-Access and MS-Office were also given to the employees to enhance their knowledge in computer skills.

The Institute continued to sponsor several staff members to pursue various courses.

Staff Awards/Honours

During the year, Revathi Srinivasan, Govindbhai Mangal Solanki, Daniel Y Makwan, Jayantilal S Chhaniara, Sitaram P. Singh, C H S Prasad, Kanjibhai G Vaghela, Barathi Ramachandran, Mohan M Patel, Govindbhai D Vaghela, Narayan A Damor, Lumbaji D J Marwadi, Ayodhyaprasad B Tiwari, Bachubhai R Rana, Kamallesh S Joshi, Ranjitsinh B Chavda and Rasik U Patadia were given the Institute's Long Service Award for retiring employees.

Right to Information Act, 2005

Under the Right to Information Act, 2005, 136 RTI applications and 6 First Appeals were received during the year and were responded to.

Details are given in **Appendix O**.

Appendix O8 provides data on manpower.



STUDENT ACTIVITIES

Abacus

The year 2015-16 saw new initiatives targeting the gap between mathematics and its real-life applications. Kickstarting with the Joos Analysis, Abacus started the article series “RealMath.” The concepts learnt in the courses were applied to everyday life, and some interesting hypotheses got tested. It was found that the assignment dates correlated with higher number of Joos. The first of its kind, this article received appreciation from the student community.

The year began with Nutcracker, annual puzzle competition, for an hour of solving interesting and mind-crunching puzzles. Tesseract, the puzzles database for placement preparation, was updated with new puzzles and the Puzzle Board initiative was taken up. New puzzles were introduced at the CRs everyday on boards, which made problem-solving a daily pastime in breaks, or during sleep inducing sessions.

The bidding workshop conducted during Amaethon 2016 saw participation of more than 100 students from in and outside the campus. The event was organized using poker chips to explain the bidding process in IPL and other auctions. The event was successful in generating curiosity about auctions.

Abacus conducted remedial sessions and doubt clarification sessions for PS courses. Content development for the upcoming batches was taken up, not just for math courses but math encompassing courses such as operations, economics, and finance.

Agri Business Club

The activities of Agri Business Club (ABC) are intended to create awareness and inculcate interest in the agri-business domain. It organized a few speaker sessions, workshops, and industrial visits during the year. The NCDEX commodity training workshop was welcomed well by the students. The national level quizzing event,

“Quizzophile”, conducted by ABC in connection with Amaethon was a big hit. ABC also organized a couple of mock GD sessions and a session on agricultural finance to help PGP-FABMs prepare for their summers. Apart from these technical events, Aarambh, the community outreach programme aimed at creating awareness about women health, hygiene, and nutrition received excellent feedback.

ABC has plans to include the food processing industry into the purview of the club for the coming year. It will help the club widen its activities into areas like food processing, food safety, and food security.

Academic Council

The Academic Council is the focal point of all academic activities at the Institute. The Council acts as the interface between students and faculty, presents student concerns to the administration and participates in academic policy making. The Council has played an active role in the PGP curriculum review process which takes place every five years.

One of the major initiatives implemented by the Academic Council was the introduction of a new software to facilitate the bidding process. Changes were made to the clash sheet to fix bugs. The Council launched a new website with all the available courses neatly sorted into appropriate categories. This portal was a one-stop solution for clarifying all academic queries. It contained links to all major portals. Another tech-savvy initiative was changing the course and instructor feedback collection process from a monotonous paper and pen based format to better structured online format.

The Council assisted the first year PGP students by organizing remedial sessions where they could get their conceptual doubts cleared by friends. The remedial sessions helped the batch tackle exams and quizzes successfully. The Council helped the first year

batch by liaising with the professors to conduct online sessions on Microsoft Excel.

The Academic Council has started work on a lot of initiatives which will bear fruit in the near future. The entire post-bidding process is planned to be taken online. Work is in progress on setting up a portal where students can submit cribs of quizzes and exams, the resolution of which will also be done online. Grades will also be made available online. Talks are in progress with Harvard Business School to facilitate the availability of cases online via the all-new revamped Moodle system.

Alumni Cell

Both in terms of taking up new initiatives and promoting student-alumni interactions further, it was an eventful year for the Alumni Cell. It all began with Synchrony in April – May 2015, held across 15 cities, including 6 international locations. Synchrony not only provides a platform for interaction among alumni across batches, but also enables the incoming batch to get a glimpse of the IIMA culture.

The Young Alumni Achievers Award was initiated in 2015 to acknowledge the achievements of esteemed alumni in several fields, ranging from academia to entrepreneurship. The recipients of the award this year were Mrs. Aparna Labroo of Kellogg School of Management, Northwestern University; Mr. Rajesh Gopinath, CFO, Tata Consultancy Services; and Mr. Raghunandan G and Aprameya Radhakrishna, co-founders of TaxiForSure. The Wimwian Alumni Quiz, a.k.a. WAQ, presented a unique opportunity to the students to know more about several renowned alumni and win goodies.

The cell also captured the major events happening across and outside the campus in its monthly newsletter, Tidings. “Alumni of the month” articles covered the journey of some of the coveted alumni. The IIMA Alumni Mobile App was launched as an initiative to foster networking among alumni. The mentorship programme conducted by the Alumni Cell was a huge success where more than 100 alumni from various sectors mentored more than 200 PGP1s and PGP2s. This gave the students an opportunity to gain insights about the industries of their choice. Speaker series were also conducted from time to time for enhanced interaction between the alumni and students.

The reunions of six batches – 2005, 1995, 1991, 1986, 1981, and AFP – were organized between December

2015 and January 2016. The alumni relived their memories and shared their campus stories with the current batches. The students also gained from the industry related and career-wise talks conducted during this period.

Amaethon

Amaethon is Asia’s largest food and agribusiness summit which saw a footfall of more than 30000 in its 2016 edition held from January 13 to 15, 2016. It is a platform for budding agribusiness managers to interact with industry leaders, successful entrepreneurs, renowned academic, and government officials to discuss and deliberate upon issues and opportunities in the agribusiness sector. The Chief Guest was Hon. Union Minister for Agriculture, Shri Radha Mohan Singh. Events and displays such as the Start-Up Street, Agri-future Exhibition, and Drone Display attracted participants from across the country. Amaethon played host to the Prime Minister’s speech on “Startup India, Stand Up India” by arranging a special screening at the auditorium.

Beta

Beta, the finance club, started the new academic year with Finomena 2015, through a series of exciting events which tingled the financial taste buds on campus. The comprehensive quizzes especially the ones on commodities and markets portrayed the in-depth research put in by the Tucchas. Beta held remedial sessions on a timely basis for accounts, financial markets, costing and corporate finance subjects.

The two signature activities which both students and beta alumni look forward to are started three months prior to placement – The Word of The Day and Beta Daily. The team undertook these activities on a daily basis to prepare the batch with a basic understanding of financial concepts and significant news events.

Beta played a crucial role during summer placements by holding regular and advanced sessions for roles like investment banking, corporate banking, corporate finance, private equity, venture capital, and financial markets. Beta also conducted mock interview sessions for those with finance shortlists.

Beta encourages the team members to write blogs on various interesting and off-beat topics to inculcate interest in the sector. Workshops were conducted for valuation in Excel and Bloomberg to prepare students for internships and jobs in finance.



Chaos

The annual cultural festival had 86 hours of fun and frolic. The annual cultural festival in any college is close to everyone's heart and Chaos couldn't be any different: 4 days, 50+ events, daily footfall of over 9000+, wide media coverage, and audience from all walks of life.

The day had engaging competitions such as Street Play, Choreography, Fashion Show and workshops on Spray Painting, Macrame, Kung-Fu, Hip Hop, Charkha, and Jive, entertaining and benefiting thousands of students. The crowds were entertained by the stalls for photographs, food joints, and games like Paint Ball and Archery.

Keeping in mind the popular culture of stand-up comedy we had a show of Rohan Joshi and Kaneez Surka. Kumar Vishwas with his poetry and unique observations and critique about India and life as a whole had the audience spell bound. DJ Aceaxe performed on the opening night while Raghu Dixit with his soulful music engaged the crowd. Papon mesmerized the audience with his traditional folk blended with contemporary Bollywood music and the Israeli band Ouzo Bazuka gave a flavour of International music. On the last night, Mohit Chauhan performed with his soulful melodies bringing a sort of end to the event.

Computer Centre Committee

The Computer Center Committee was one of the few clubs which interacted with the newly joining batch

prior to their arrival on campus. It provided them and the Placement Committee a platform to communicate effectively regarding the documents to be carried on arrival and various other protocols. The Committee also was instrumental in organizing bulk deals for Mac laptops, MS Office, and Windows. Being able to own a Mac at a discounted price was icing on the cake for several Fachhas and augmented their joy of joining IIMA.

The Committee strove towards improvising net connectivity on the campus and installed new access points in the dorms with low connectivity. It also provided in-room routers to 120+ students who had issues with connectivity.

To further help the students in placement preparation, the Committee published weekly tech newsletters keeping the student community abreast of the latest developments in the sector. It took up a number of initiatives like aiding the FSI with its own website adding to the visibility of the club and its initiatives. One major gripe of the students was their inability to connect to WiFi from the mess. CCC resolved this conundrum by implementing WiFi connectivity in the mess too. It also played a seminal role in executing the election process for SAC and ensured the seamless implementation of the entire process. The initiation of the live streaming of soapbox for the coveted positions of SAC members was also unprecedented and provided an opportunity for the entire fraternity to view the process from the luxury of their dorms. Last but not the least, it also provided a dedicated place for the entire batch data which could be accessed by the student fraternity.

Confluence

Confluence, the annual management symposium, aims to provide a global platform to debate, discuss, and rethink business philosophy. It facilitates the exchange of ideas in diverse fields such as finance, marketing, entrepreneurship, media, and sports among industry stalwarts, budding entrepreneurs, and students. Confluence 2015 provided students with the opportunity to experience business-like situations through a vast array of workshops, competitions, and panel discussions.

Confluence 2015 played host to a multitude of management events ranging from Masterplan to StockManiac, an unorthodox trade simulation game. Confluence played host to few of the most incredible speakers in the country from sectors as diverse as arts and sports to the Central Vigilance Commissioner. The

flagship workshop series witnessed participation of over 300 students in the domains of BFSI, Marketing, and Entrepreneurship where esteemed guests and faculty played mentors to the participants.

Consult Club

The Consult Club was active throughout the year. It started with building the enthusiasm for consulting in the batch. A workshop on 'Introduction to Consulting' was conducted to expose the incoming PGP batch to the nitty-gritty of consulting. The Club also organized a speaker session, with representation from the four majors of strategy consulting – McKinsey, Bain, BCG and ATK – to provide a perspective of consulting from a professional lens.

The internally oriented events were dominated by placement preparation activities. For starters, the entire Casebook was revamped. It was given more structure, and depth, and it was ensured that it covered a wide array of sectors and industries. The mentorship programme witnessed extensive participation and provided students with an invaluable resource – the wisdom of the tuchchas – at their disposal. Company profiles, Panorama (fancy term for sector reports), and Consult 360 (Interview and internship experiences of consultant interns) were other activities geared towards placement preparation. Consult Hotline was launched wherein events were conducted for shortlisted students to various consulting firms to aid them in the preparation process.

Externally-oriented activities included an agreement with NYU Stern to share casebooks. McCombs was also brought in as a partner. The Club also conducted a nation-wide competition, Armageddon, with the theme of World War 3. In a bid to contribute towards society, the Consult Club developed a community outreach portal, Pahal, which acts as a bridge between the volunteers and the opportunities for social activities.

Cultural and Social Affairs Committee

CultComm for short is responsible for keeping the campus alive and fun filled. Be it Welcome Week, T-Nite, Garba, Holi, Diwali, Christmas, Pongal, Lohri, or Ganesh Chaturthi, CultComm has successfully maintained the IIMA culture. Garba Raas, New Year Party, and Bike Trip allowed students to take a break from their busy schedule, and enjoy with their friends. Apart from this, the major festivals, Independence Day, Republic Day and Institute Day were celebrated with

the help of the Welfare Committee. Cultcomm also conducted many events in collaboration with other clubs like Music Club and Footloose. This year, the Club took the initiative of increased collaboration between colleges in Ahmedabad, thus, A-League was born.

Eloquence

The year started on a great note when we had Professor Asha Kaul with us on our joint session with Women Leadership Society. The topic “Can Women Have It All?” found resonance with many people. For this 70th session, Professor Dheeraj Sharma joined for the topic “Little Things”. As expected, marketing gyaan inadvertently found its way to the session and made it all the more fun. As if all this wasn’t enough. For the 72nd session, the topic was playing ‘The Devil’s Advocate’. Controversial statements like ‘corruption is a boon’; and ‘co-ed should be banned’ found support from speakers and gave perspectives that aren’t normally heard. An unexpected result was reached when Justin Bieber was chosen as the winner of a balloon debate on the occasion of the silver jubilee session making it even more humorous and memorable.

Entre Club

The year kicked off with a Laboratory in Entrepreneurship and Motivation by Professor Sunil Handa. Through his unique style and inspiring stories he touched the lives of students present in the jam-packed classroom.

Entre Fair started with a guest lecture by Mr. Ronnie Screwvala, who motivated the attendees to dream with eyes open. It was a very successful event which provided not only the IIMA community but also students from other colleges to interact with the start-ups. Masterplan was held during Confluence 2015. The event saw 500+ teams registering to win the coveted title. The final round of the event was preceded by a speaker session and a panel discussion.

The club started a community outreach event “Management Clinic” whose objective is to understand the business of small vendors, suppliers, manufacturers, and other local entrepreneurs, and help them scale their business. This initiative was highly acclaimed and can be arguably stated as the “event to watch out for” in the coming years. The club also facilitated discussion related to niche entrepreneurial topics through Breakout sessions. The Hey founder series helped students to reach out to founders and VC

and understand their working in a better way.

Equipoise

Equipoise is a club with a bunch of Eco grads, and Eco enthusiasts. It encouraged great interaction between the two PGP batches. The first interaction started with our love for the chocolate cake but with a condition of sharing it equally with everyone. The experiment taking inspiration from the Public Policy course was well received.

Remedials conducted a night before the exams always have a sense of excitement which is always evident, both from the number of students attending and REM takers. Over the year, the team wrote various blogs on topics such as the Chinese Stock market bubble, the Greece crisis, the Oil Scenario and many more interesting topics which received great reader feedback. The event ‘Clash of the Imperialists’ was designed and hosted by Equipoise as an economic strategy game. It received an overwhelming response making the club host a modified version of the game in collaboration with Confluence for even colleges outside the campus.

Exchange Council

The Exchange Council had its fair share of activities throughout the year. We started off with sending our students to various universities and arranging for their visa, passport, foreign exchange, etc. The Council welcomed the incoming exchange students with Namaste India Campaign with sessions on travel, local places, campus rounds, etc.

In the exchange fair, students spoke about their internship experiences. Feedback of the batch was taken with regards to the exchange criteria and certain changes were made into it. The fine structure was also revamped to deter students from leaving exchange seats. Exchange experiences of the tuchchas were incorporated into the travel bible, which will serve as one-stop destination of information for years to come.

Faculty Student Interaction Cell

It was an exciting year for FSI and faculty-student interaction at the Institute. Many new initiatives were launched to promote more interaction between the faculty and students. The year started with mentorship programme which saw 175 students gaining a lot from the advice of 38 faculty members. A faculty information portal was launched that integrates both research and informal interests of the faculty.

Teacher's day saw an interesting take on the life within red bricks from the faculty members' perspective. Professor Rakesh Basant, Professor Asha Kaul, Professor Sachin Jayaswal, Professor Debjit Roy, Jatin Nagori, and Victor Pereira along with IIMACTS enthralled the audience with their acting performance. Footloose and Music Club made the night enjoyable with their amazing performances. Potpourri saw an interesting game between Professor Satish Deodhar, Professor Viswanath Pingali, Professor Sobhesh Agarwalla, and Professor Anish Sugathan with their student teams.

The cricket match became much more informal and enjoyable event this year with the format shifted to the gully version of the game. The result was an engaging students and faculty match. The game saw even Professors interacting in friendly sledging and hooting.

Forum for Industry Interaction

The year 2015-16 was a remarkable for FII. Not only did the projects launched almost double from 42 in 2014-15 to 85 in 2015-16, there was also significant investment in extending FII's footprint in the industry and associated organizations. FII worked much more closely with the government than ever before, lending expertise to public sector initiatives. FII worked with the Rural Development Department of Gujarat in key projects such as the setting up of e-Haats for rural areas, undertaking surveys for sanitation work in villages, and projects on the building of toilets in tribal areas. FII also lent several start-ups a hand, doing projects on market research, feasibility studies, strategy formulation, and market entry potential.

FII entered into a partnership with JADE – European Confederation of Junior Enterprises, an international, non-profit umbrella organization of enterprises across Europe managed solely by students. Two other international partners are Business Club France India, and Brasil Junior – Brazilian Confederation of Junior Companies. These partnerships will be leveraged to increase the international visibility and industry exposure of FII as well as increase participation in international business conferences.

On the domestic front, FII has tied up with TiE – The Indus Entrepreneurs, SINE – Society for Innovation and Entrepreneurship (IIT Bombay), India Innovation Initiative, and the Confederation of Indian Industry (CII). All these gave great boost to both visibility and project diversity.

Finesse

Finesse, the fine arts club, is a community of art lovers and learners whose objective is to develop and promote art culture on campus. It provides a platform for the creative minds of the IIMA community to come forward, showcase, and learn various art forms.

The club organized several workshops and competitions throughout the year. Quilling and Glass Painting workshops were attended in large numbers. The club also organized a workshop for the uniquely talented Prayaas kids during Rakshabandhan, where they made beautiful rakhis using quilling. Finesse's attempt to present the fast and furious, vagarious yet joyous life at the Institute through cartoon strips – IIMA Chronicles – was loved by one and all. The club also organized competitions during the Joy of Giving Week and Chaos.

Footloose

Dance has always been something which engages people from within, it is an act of unadulterated happiness, the adrenalin rush, the sheer joy of feeling confident in one's skin, the resonance of music with one's heartbeat, this is all what Footloose thrives for.

The academic year began with the biggest and grandest dance show of the year – Big Bang. Hip-hop, Indian classical, Salsa, Bollywood - you name it and we did it: from Impromptu Ganpati Visarjan dance to locking and popping and from Latin American to Kathak. Bang was also one of the few events which welcomed the entire student community and not just members to showcase their dancing skills in front of an enthusiastic audience. Footloose imbibed the spirit of patriotism with its ethnic dance performances on Independence Day. Folk dances from all four corners of the country were performed for the to celebrate the diversity of our country.

On Teacher's Day, Footloose, IIMACTs and Music Club collaborated with FSI to pay a tribute to the faculty. Salsa and Bhangra performances by the new Fachha Footloose members entertained the faculty and students alike. Footloose's performance during the Joy of Giving Week was thoroughly enjoyed and appreciated by the audience. Dance forms varying from Kathak to international ballroom dance forms like Salsa were performed both the Clubs. Just like every year, this time around too, Footloose performed in the celebrations organized to mark the Founder's Day of the Institute. Hip-hop, salsa and bhangra were

performed for a auditorium jam-packed with faculty, staff, students and their family members.

A new initiative – Flash Mob –enthralled students across the for IIMs participating in Sangharsh – the annual inter-IIM sports meet held this year. After many years, Footloose participated in the dnce competition held during Chaos 2016.

Footloose we closed the year with Dance Nite – a fitting farewell dedicated to our beloved Tuchhas, who had in-fact welcomed us Fachhas during Big Bang with their enthusiasm and energy. Footloose also provided a platform to all Tuchhas to tick-off their bucket list item of dancing on the IIMA stage. The club created buzz around the event by organizing a surprise teaser performance during Cultcomm’s farewell awards ceremony.

Genesys

The year 2015-16 has been very exciting for the Product Management and Technology Club (we have come out of our origins, read as Genesis). Like many other clubs on campus Genesys started new initiatives. Pan-IIM connect, a platform for connecting the tech clubs of top B-schools in India, was set up. The first mega event of the year, inter-IIM convergence was conducted completely online. The event was well received across IIM A, B, and C campuses.

Another major initiative is the creation of a separate product management cell. The cell has been instrumental in designing a mini-course for all the PM enthufachha(i)s on campus. The Club then moved on to guiding the fachha(i) further through mock GDs and mock interviews along with firm specific preparatory material. The ‘recreation’ slots of PGP1 were made livelier by conducting some exciting speaker series and a gaming event for the online-sports enthu people on campus in collaboration with Chaos.

General Management and Leadership Cell

The year began on a great note with Treasure Hunt which saw over 200 participations. A session on “Careers in General Management” by the Director Professor Ashish Nanda and the industrial visit to Havmor were well received. This encouraged another visit later on to GIFT City, which is supposed to serve as a model for the upcoming smart cities in India.

GMLC conducted Open Day which saw over 500 participants from tens of colleges in Gujarat. This not only helped the participating students to have

a glimpse of life at the Institute but also provided the organizing team an understanding of how the students outside view us. Before placement, GMLC conducted chairman GDs and mock interviews to help the aspiring students. Additionally, profiles of the general management companies were made available to them to help them save time.

Heritage Club

Heritage Club has persevered to bring the student community closer to the culture and diversity of Ahmedabad and Gujarat.

A lot of heritage walks were conducted across the year, which received tremendous response. Siddi Saiyyed Mosque from where the Institute takes its logo has been the most admired and sought after spot. Jama Masjid, Gandhi Ashram, and Rani Sipri Mosque were other revered venues on these walks. The iftiaar walk, rathyatra photo walk and Night bazar walk gave a taste of the diverse, rich, and one of its kind amalgamation of Rajasthani and Gujarati culture.

The year also saw folk music performances by some of the most renowned Gujarati artists like Warsi brothers and Osman Mir during Insight and local sensations like Kardam Sharma and Arif Mir during Sattvik food festival. Artists mesmerized the crowd with their melodious Pakhawaj, table, and harmonium performances during the food fest was celebrated on a grand scale.

IIMACTS

The drama and theatre clubs’ journey started with a thriller, “A Slip in Time”. Next up was “Middle of Nowhere”, a situational comedy. “Ilhaam”, the next play posed questions and tried to answer the most frequently visible dilemma in the campus - that of an existential crisis.

Next up, in the exchange term, IIMACTS staged “Dara”, the magnitude of which hasn’t been matched to date. It was about how families turned against each other. The Faculty Play, involved the faculty members and IIMACTS coordinated with them to write a script and then enact it, with teachers playing the role of students and students doing the opposite. Both sides got to know how hard everyone’s life actually is. A skit for the “Joy of Giving” week was a great success.

We also launched a video “Honest SoapBoxes” – which was basically a comical satire on the way soapboxes are conducted. Another play highlighted the problems

faced by trans-genders in India. IIMACTS won the second prize during Chaos which was like a cherry on the top. "The Final Act", as the name also suggests, was the last play of the team. A play within a play within a play within a play.....

Insight

Insight, the management symposium, for the first time was conducted over the span of three days from September 25 to 27, 2016. Insight again provided the platform for IIM A students to put their learning to practice through various disguised market research projects on industries ranging from media to banking.

The marketing competitions saw participation of more than 10,000 participants from across the country. The flagship competition, Kotler's conundrum, was a one of its kind where the finalists were selected from the campus rounds conducted in the top 10 business schools of the country. The event had speaker sessions and workshops; the high point being the workshop on advertising by Prahlad Kakad. The conclave concluded with a rib tickling stand-up comedy performance by Sourabh Pant and a mesmerizing ghazal performance by Osman Mir.

Literary Symposium Desk

The Literary Symposium Desk organized a plethora of activities during the year. LSD's activities for the year were flagged off with the FacchaLitweek, which gave the new comers a taste of the high quality literary expectations. To build a debating culture within campus, LSD organized regular parliamentary debates, many of which turned into heated dinner table discussions post the session. The event that took the cake, however, was the Faculty-Student debate conducted on Independence Day. The debate saw Director, Professor Ashish Nanda, and Professor Ajay Pandey take on a student team on the issue "The vision of IIM Ahmedabad is aligned with the personal vision of students". The event stirred an interesting discussion, where many took the opportunity to voice out their opinion. Post a stellar debate, the club was also given the privilege to host the book launch of *Advantage India*, jointly written by Sri Abdul Kalam (his last book) and our alumnus Srijan Pal Singh.

LSD hosted lit-e-rally, the annual inter-section competition. Several interesting topics were discussed in the JAM and block and tackle events, while there were nail biting finishes in some of the quizzes. As is tradition, IIMA sent 17 participants to Nihilanth this

year as well. The not-so-small contingent maintained the reputation within the quizzing community by ensuring stage attendance for six out of seven events.

LSD organized a host of events during Chaos this year as well. With six events across three days, LSD had something to offer for all and sundry. On the last day, popular Gen Quiz brought down the curtain on a splendid cultural fest.

Mad Club

Mad the movie club, collaborated with Professor Rakesh Basant for creating relevant content for his course "Celebrating the Spirit of Entrepreneurship". MAD worked with Confluence to launch the Confluence Director Series – Meet the Manjhi Team. This event explored the art and business of movie making and helped understand how the creative spirit deals with the consideration of commercial viability. The hugely popular actors Nawaziduin Siddiqui and Radhika Apte were greeted with thunderous applause.

MAD launched a new series "Remembering the Classics" to allow the IIMA community to appreciate the pearls of an older era. Films like *Casablanca* and *Citizen Kane* were screened to the pleasure of cinema aficionados. The exchange students got a taste of India through screening our beloved adaptations of the Shakespearean Hamlet: *Haider* and *Queen*.

Cinema quizzes were conducted to allow the film enthusiasts to share their passion and knowledge of cinema. In collaboration with the Niche club, MAD screened the documentary of Steve Jobs *The Man in the Machine*. One of the major milestones was increasing the profile of DC++ by increasing the shared content and making it available on WiFi.

Media Cell

A largely external facing body till last year, Media Cell went internal this year and managed to go in new directions. The year started early with the on-boarding process of first year students. The internal blog began functioning in the earnest, sparking off debates and conversations. Institute level activities like soapboxes and elections were covered at length, contributing to the overall strength of internal discourse. Media coverage was increased extensively for all events with events like Sangharsh and the budget sessions garnering unprecedented national coverage. "Brick in the 'wall'" has been launched as the official newsletter with each new issue piquing students' interests. Social

media platforms were kept abuzz with activities like live score updates.

Media cell over the year has evolved to have an identity of its own and leaves behind a team of tuchas who look to take it further ahead in the next year.

Mentorship Cell

Mentorship Cell had a great year. Mentors formed a support system for the incoming batch. From giving out advice on what to bring, meeting mentees on the grass lawns of LKP, and helping students with placement preparation, the mentors made sure that the new batch was better prepared for academics and summer placement.

Apart from the mentor program, Mentorship Cell also organized various workshops and sessions related to placement and internships. This year, twenty-one mentors were allocated for the Prayaas kids as part of the elder sister/brother programme. The Young Achievers' Meet was organized to felicitate IIMA young achievers who have excelled in life irrespective of their physical conditions. The Healthy Campus Initiative sessions were also organised. A majority of the first years who applied were motivated to become mentors because of the fantastic experience they had with their mentor and it was their time to give back to their fuchchas.

Mess Committee

Starting off with the teacher's day dinner where 600 people had turned up, Messcomm organized and made dinners a big success. The funds raised from students helped in organizing the Joy of Giving Dinner for the IIMA support staff. The "New Year Eve Dinner", which was attended by more than 750 students, received appreciation from the student community.

A zero food wastage drive' has also been initiated for sensitizing people about the importance of not wasting food and for inculcating a sense of responsibility. Basic cooking classes were conducted with help from the mess staff.

The quality at various food stalls on the campus has been given utmost importance and the standards are being maintained by regular quality checks.

Music Club

The club where you're as likely to find the Highway to Hell as you are to come across the Stairway to Heaven.

The club where you can sing about Free Fallin for your Devil Woman or for the ol'Somebody that I used to know.

The jam at Dorm5 Basement begins post-midnight when the beautiful red brick campus gets into its groove. A talented few amongst the batch gather to spend the most productive time on campus making sweet music.

Over the years, this club has made people who can move like Jagger, set the ramp on fire, rock the guitar, drop the bass and ace the quiz at the same time.

Niche

Niche, the marketing club initiated this year's journey with Prarambh, the brand quiz for first year students. Prarambh witnessed immense participation from the freshers who outdid themselves in answering obscure trivia on brands. Niche conducted the ever-competitive and fun inter-section marketing competition – Chakravayuh – where events like brand-charades and ad-mad gave an opportunity to freshers to bring out the wackiness in them.

Niche followed up on the enthusiasm by conducting a talk by Professor Arvind Sahay on "Careers in Marketing". Top managers and leaders in marketing from hugely successful firms shared their experiences. Niche also launched the Marketing Fanatics – mentorship programme for PGP1s to help them prepare better for summer placement. Marketing Demystified, a thread of emails on explaining marketing jargon, was a new activity which helped students get a gist of the marketing mumbo-jumbo.

Niche organized a number of competitions across the year. It's partnership with Panasonic for a case competition was very successful and more than 100 colleges from across India participated. Niche partnered with Insight to hold "Ad-Mania", an ad-making and advertisement strategy event, which drew large participation from colleges across the country. It partnered with Confluence to organize 'Beyond the Case'. The last competition of the year was an online brand quiz – Markowhizz. The energy witnessed in all events stood testimony to the dynamism and strength of the club.

Optima

Optima, the Operations Club, besides the usual academic and placement preparation activities, organized many other activities.

In industrial visit to Amul participants got an opportunity to understand the operations at one of India's most celebrated companies. The other highlight was the speaker session with Mr. Ganesamurthy and Mr. Ram Kuppaswamy, alumni and respected names in e-commerce and supply chain domains respectively. The speakers talked about a typical day in the lives of operations professionals, roles offered in the field, interesting opportunities available in India, growth path of operations professionals, and their experience so far of working with Indian Railways, HP, Axa, Nokia, ATK and Airtel. The campus has seen an increased number of people opting for operations related roles during summer and final placement.

Panacea

Panacea, the healthcare club, has dual objectives of promoting a healthy living among the IIMA community and providing a platform to help students connect with the healthcare industry. The club organized speaker sessions with industry leaders in the pharma industry. To promote healthy living on the campus, the club organized a blood donation camp and three medical check-ups.

Perspectives

Perspectives, the photography club, is a platform for photography enthusiasts. Perspectives also organized various workshops and photo walks for all the hobbyists willing to improve their photography skills and techniques. Conducting live photography competitions like the Photrace in Chaos, and conducting photo-shoots of all the student bodies present on campus were other initiatives which the club took up.

Placement Committee

It was an exciting year for the Placement Committee as several long-standing ideas about improving the placement process finally bore fruit. The end-to-end placement process for summer placement ran for about four months. The laterals process for PGP2 students kick-started at the beginning of 2016 and ran for about a month. The emphasis throughout the year was not just to ensure 100 per cent placement but to ensure 100 per cent student fit in a career.

Prakriti

The club was founded with the objective of enabling the community to appreciate the flora and fauna of campus and to sensitize the community on the

need for energy conservation. The Club conducted WIMWlan Green Quiz, Know Thy Campus, two cloth collection drives, and created awareness through poster campaigns, nature photography competition, bird walk series and the most talked about "Energy Wars". Energy Wars was a unique event where in each dorm was pitted against the others and the dorm with least energy consumption was declared winner. Each winner, one from the heritage campus and one from the new campus, bagged a Hercules bicycle as the prize, which was in line with the club's objectives.

Prayaas

The social initiative increased the number of kids from 72 to 112. Prayaas started with the Joy of Giving Week celebration and a session by Dr. Arvind Gupta. The kids were made to write wishes and these were collected and consolidated and shared with the IIMA community.

The exchange students from Italy arranged for an Italian themed dinner to raise funds for Prayaas. Priced at 350 per plate, the community members were encouraged to taste some authentic Italian dishes. In association with the Fine Arts Club, Prayaas arranged for a drawing competition for the kids. The theme was "What would you like to see when you leave your house".

A special rakhi making workshop was held in association with Finesse. Held in the month of August, the girls made paper rakhis for their brothers while the boys made greeting cards for their sisters. About 50 kids performed as part of the Independence Day celebration. This was indeed a memorable year for the Prayaas kids.

Public Policy

The Public Policy Club aims to promote careers in policy domain among students and to facilitate debates on policy.

The Club organized a number of sessions on ongoing policy issues which were kept open to the IIMA community. The format of the sessions involved a presentation by two Club members on a pre-selected topic followed by an open discussion. The Club successfully organized sessions on the proposed IIM Bill, the need for a Uniform Civil Code, the GST Bill, and land acquisition legislation. The sessions were followed by an essay writing competition on the topic. The Club assisted with student preparation for

placement through a session on consumer protection law in association with Niche.

The Club also facilitated guest speaker sessions by Dr. Raghuram Rajan (Governor, Reserve Bank of India), Mr. Harshvardhan Modi (Head Officer, RTO Ahmedabad), Professor T.T. Ram Mohan (on monetary policy), Professor Harsh Mander (on communal violence), and Professors Sebastian Morris and Anurag Agarwal (on the Indian Constitution).

RTERC

The Right to Education Resource Centre (RTERC) is an attempt at correcting some of the educational inequalities existing today. Pioneered by Professor Ankur Sarin and Ashish Ranjan (PGP 2012-2014) who decided to work full time for this cause, the core team today comprises research associates, interns, and volunteers. The student team works closely with the core team and volunteers from other campuses across the country. The team has actively contributed to activities like campaigning for implementation of Section 12(1)(c) of the RTE Act and the working of school management committees in government schools. The team also organized a winter school on policy implementation, which witnessed participation of eminent speakers from academia, educationists, social activists, media personnel, and around 80 students from across the country. Ignite; an event held during Confluence by the Center on Educational Initiatives saw healthy participation from campuses across the country. The RTE Resource Centre is to be seen as an opportunity to create a lasting impact on the education space.

Smile

As a part of community outreach programme, the Institute in association with Wagh Bakri Tea Group and Ahmedabad Municipal Corporation, has set up a supplementary education/resource centre called SMILE (Student Mediated Initiative for Learning to Excel) under the Gyan Shakti Marg flyover for the benefit of underprivileged students living in and around Vastrapur. Classes are conducted for students belonging to standards 9, 10, 11, and 12 (Science, Arts, and Commerce). The centre provides the following facilities: air-conditioned classrooms, a fully functional library, activity room, games, water coolers, toilets, etc. The centre plans to introduce would induce vocational training to students and dropouts.

All the activities at SMILE are managed by student volunteers. With its growing popularity, external volunteers have also started teaching at the centre.

The students share a cordial relationship with the volunteers. There is a sense of belonging to the community which is the spirit of SMILE. Apart from regular teaching sessions, one can see the volunteers chatting with students after the classes, having tea or snacks together, paying visits to their communities, and sometimes, paying surprise visit to their homes.

Sports Committee

The Sports Committee is responsible for giving the IIMA community regular doses of sports. The year started with Yalgaar, which saw newly admitted students giving a tough fight to their seniors across all sports. This was followed by Shaurya in October, where institutes from as far as Delhi and Indore participated in a sporting extravaganza spread over three days. The Institute emerged as the overall winner by a healthy margin.

The final cherry on the cake was Sangharsh. IIMs A, B, C, and L fought it out to claim the trophy for the flagship inter-IIM tournament. The Institute saw a very festive and jubilant mood throughout the event. Finally, close to two months of preparation paid off in January when IIM, Ahmedabad, managed to retain the trophy, winning the tournament the third year in a row. A sponsorship by Star Sports was an added bonus, with our Kabaddi players as well as faculty being featured on air. After clinching the trophy, the contingent also made it a point to take out a very boisterous winning procession around the campus.

Stargazers

Stargazers is a special interest group to promote amateur astronomy and organize innovative and exciting events themed on cosmology, science fiction, space tech, physics, and philosophy. Mentioned below are key events conducted by the group in the past year.

- ▶ **Night Sky Watching Session:** A stargazing session with added information on stars, nebulae, planets, and other celestial objects visible from campus. The session was taken by Mr. D Srinivasan from the Armed Forces Programme, who has been an avid astronomy enthusiast pursuing the hobby since last 20 years.

- ▶ **Moon Gazing Session:** A hands-on session with telescope to mark the eve of Supermoon Lunar Eclipse and observe the moon in all its glory.
- ▶ **Movie Screening - Apollo 13:** Screening of a classic movie based on the true events that transpired. The movie introduced many to the uncertainties and difficulties involved in space travel by depicting the ordeal the crew of Apollo 13 faced on their way to the moon.
- ▶ **The Star Conundrum:** The Annual Astronomy Quiz Competition organized by Stargazers to test interesting theoretical and practical aspects of Astronomy.

Women's Leadership Society

The Women's Leadership Society is a group of individuals who strive to support women in taking up leadership roles in the corporate sector. A string of speaker sessions, panel discussions, and competitions were held during the year. Eminent people from various spheres came and educate the students in this regard.

The year began with a panel discussion on "Women in Politics" on March 8, Women's Day. In partnership with Eloquence, an engaging discussion was conducted on the topic "Can Women Have It All?" It saw participation

from the student community and was exceptionally received.

Aditi Gupta, the founder of Menstrupedia, an initiative to educate girls about menstruation, was invited to speak about her entrepreneurship experience, the difficulties she faced while starting up and marketing her venture, and the drive which led her to face each of the obstacles in a firm manner. As part of the outreach programme, a publicity drive for Pinkathon was conducted. As part of the Gujarat government's initiative "Women Empowerment Fortnight", a tour of the campus was organized for 200 girls to inspire them to work hard and join the prestigious institute.

The flagship event of WLS, the Women Leadership Summit, with "Changing Times" as its theme, was held during Confluence on November 27. It witnessed inspiring talks from leaders like Ms. Laxmi Char who was the senior director at Yahoo's Global Business Solutions team, Dr. Nimita Limaye who serves as VP at Tata Consultancy Services, Mr. Nitin Parek who is the Chief Financial Officer with Cadilla Healthcare, and Dr. Kalpana Gopalan, a serving member of the Indian Administrative Services who has worked extensively in land administration, urban management, rural development, and education.



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.iima.ac.in/library/> is linked to various online databases that are available from any networked computing device within the library and the institute. VSL has recently launched an android app for accessing its resources. The library spares no efforts to fulfill its mission by selecting, acquiring, organizing, reserving, maintaining and providing access to a collection of materials (both print and non-print) and electronic resources that address the interest and needs of the members.

Resources

| Particulars | No. of items added during the year 2015-16 | Items as on 31.03.2016 |
|----------------------------------|--|------------------------|
| Books | 2,755 | 1,91,875 |
| Bound Volumes of Periodicals | 991 | 45,389 |
| Working Papers | 91 | 2,541 |
| Thesis | 14 | 315 |
| Project Reports | 88 | 2,058 |
| Educational Video Cassettes | --- | 128 |
| CDs / DVDs | 130 | 2,446 |
| Current Subscription to Journals | 264 | 2,363 |
| Newspapers | --- | 30 |
| Books Withdrawn | --- | 2000 |

E-Resources

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

Company and Country Databases

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

E-Journals Databases

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

E-Books Databases

Ebrary, Business Expert Press E- books, OECD iLibrary (Education), OECD (Agriculture & Food), Taylor & Francis E-books, and World Bank e-Library.

Research Support Tools/Databases

Grammarly, Web of Science (Citation Index from 1999 to 2006 & 2015), Papers Invited, ProQuest Dissertations & Theses Full Text: The Humanities and

Social Sciences Collection, Sage Research Methods Online, Scival Funding and Scopus

News Papers and Magazines Databases

The Economist (1997 onwards), FT.com, FT Archive (1888-2010), India Business Insight and Press Display, New York Times, Wall Street Journals, and Proquest Times of India Archive (from 1888 - 2010)

Legal Databases

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

Other Databases

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

Data Sets

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

Specialized Search Tools

EBSCO Discovery, EBSCO A-Z, and Remote Login for internal users

Services

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

Publications

The library has been publishing two quarterly information bulletins since 1998

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

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





WELFARE ACTIVITIES

Employees Annual Health Check-Up

A general health check-up for permanent staff (both male and female employees above 35 years) was organized by the Welfare Committee during April – July 2015 at Columbia Asia Hospital, Ahmedabad. A total of 316 employees and their spouses benefited from this activity.



Summer Class for IIMA Community Children

The Welfare Committee organized summer classes for IIMA community children during May 1-30, 2015, wherein different activities such as Bollywood dance, art point, and art and stone work were conducted. The committee encouraged community children to join summer classes held at AMA and VASCSC and reimbursed Rs.500 per child participating in these classes.



Higher Education Loan for IIMA Community Children

The Welfare Committee has been providing interest free education loans recoverable in 10 monthly installments. The Committee increased the amount from Rs.50,000 to Rs.75,000 recently. This year, four community children availed this benefit.

Gujarati New Year celebrations

Every year, the Welfare Committee organizes a get-together to celebrate the Gujarati New Year. On November 20, Gujarati New Year was celebrated by lighting lamps, flower decoration, fireworks, and distribution of sweet packets. Senior functionaries of the Institute greeted the staff and their families on the occasion.





Institute Day Celebrations

To commemorate the Institute's foundation day, the Institute Day is celebrated on December 11 every year. During the celebrations, awards are presented by the Director to meritorious children and staff members to promote their talent. This year the cash awards were enhanced and 47 awards were distributed. A cultural programme was also organized by the children of IIMA community, staff, and students of the Institute.

Professor B.H. Jajoo Welfare Committee Medical Scheme

An amount of Rs.2,50,000 was distributed to retired staff members of the Institute under the Professor B.H. Jajoo Welfare Committee Medical Scheme for Retired Staff Members of the Institute during the year.

International Women's Day Celebrations

The Committee celebrated the International Women's Day on March 8, 2016. Sweet packets and roses were distributed to all the 178 women employees. The Committee hosted special lunch to all permanent women employees with the Director, Deans and CAO. A half-day programme was organized for women employees which had a guest lecture on "Story Telling" by Ms. Vijayalakshmi Chari and a session on "Emotional Intelligence" by Professor Neharika Vohra.





Ex-employee Meet

The Committee organized an ex-employee meet on December 9, 2015, in which 86 retired employees participated and interacted with the Director and other senior officials of the Institute.

General Check-up Activities

Dental

The Committee organized a free dental check-up with the help of the Department of Public Health Dentistry, AMC Collage, Ahmedabad, on August 24, 2015. Around 100 community members availed this facility.

Eye

Welfare Committee also organized a free eye check-up with the help of Vasan Eye Care on September 7 and 8, 2015. More than 100 community members participated in this camp.

ENT

The Committee organized a free ENT check-up with the help of Shalby Hospital on October 29, 2015. Around 90 community members availed this benefit.

ECG, ECO, Random Blood Sugar, PFT and Blood Pressure

The Committee organized a free general check-up for the IIMA Community on January 22, 2016. It included ECG, ECO, Random Blood Sugar, PFT, and blood pressure through CIMS Hospital, Ahmedabad. Around 135 community members availed this benefit.

Welfare Activities for IIMA Community Children

The Committee and students organized football events for the children on February 12, 2016. The focus was learning the simple aspects of the game such as passing, and dribbling but more than anything enjoy playing football.

The Committee with the help of Mrs. Jayanthi Giri organized an Origami workshop for all community children in the age group 10 to 15 years on February 21, 2016. Children enjoyed playing with different colors and shapes. They learned to make birds fly and make boats sail. Around 28 children participated in this workshop.



APPENDICES

POST-GRADUATE PROGRAMME IN MANAGEMENT

A1 STUDENTS IN PGP

| | PGP I | PGP II |
|--|------------|------------|
| Joined the Programme | 396 | 393 |
| (-) Discontinued | 2 | - |
| (-) Permitted/asked to rejoin in 2016 | 1 | - |
| (+) Repeaters | 3 | 1 |
| (+) Permitted to rejoin in 2015 | 0 | - |
| (+) Permitted to join PGP second year based on FABM first year performance | 0 | 1 |
| No. in the First/Second Year | 396 | 395 |
| (-) Asked to withdraw | 0 | - |
| (-) Asked to Repeat | 0 | - |
| (-) Not Graduated due to non-completion of academic requirements (Double Degree and General) | | 9 |
| (-) Not graduated due to non-completion of academic requirements | | 1 |
| (+) Graduating from earlier year | | 0 |
| (+) Students graduated under Double Degree programme | | 18 |
| Total promoted/graduated | 396 | 403 |

A2 IIMA STUDENTS ON EXCHANGE PROGRAMME

| One-term Exchange Programme | |
|---|----|
| ASIA | |
| Keio Business School of Management, Japan | 1 |
| Guanghua School of Management, Beijing | 2 |
| EUROPE | |
| Copenhagen Business School | 4 |
| EDHEC | 5 |
| ESCP-EAP | 12 |
| ESC-Toulouse | 4 |
| ESSEC | 7 |
| ESSEC - MS, MIA (for PGP-ABM) | 5 |
| European Business School (EBS) | 2 |
| HEC School of Management | 6 |
| Aalto School of Economics and Business Administration | 1 |
| Jonkoping International Business School | 3 |
| HHL-Leipzig Graduate School of Management | 2 |
| Manchester Business School | 2 |

| One-term Exchange Programme | |
|--|---|
| Norwegian School of Economics and Business Administration | 1 |
| Pforzheim University of Applied Sciences | 5 |
| Solvay Business School | 4 |
| Stockholm School of Economics | 3 |
| University of Bocconi | 5 |
| University of Cologne | 8 |
| University of Maastricht | 5 |
| University of Mannheim | 1 |
| University of St. Gallen | 3 |
| Vienna University of Economics and Business Administration | 2 |
| Munster School of Business and Economics | 5 |
| Louvain School of Management | 3 |
| Catolica Lisbon | 2 |
| ESC Clermont | 5 |
| ESC Rennes School of Business | 2 |

Contd. Appendix

| One-term Exchange Programme | |
|---|---|
| Warsaw School of Economics | 2 |
| Emlyon Business School | 5 |
| IESEG School of Management | 3 |
| CEU Business School | 3 |
| NORTH AMERICA | |
| The Anderson School at UCLA | |
| The Kenan Flagler Business School | 1 |
| University of Texas (McCombs School of Business) | 1 |
| Washington University (John M. Olin School of Business) | 1 |

| One-term Exchange Programme | |
|---|------------|
| The Fuqua School of Business, Duke University | 3 |
| CANADA | |
| University of British Columbia (for PGPABM) | 2 |
| Total | 131 |
| Double Degree Programme | |
| ESSEC | 1 |
| University of Bocconi | 5 |
| HEC School of Management | 3 |
| Total | 9 |

A3: FOREIGN STUDENTS ON EXCHANGE PROGRAMME

| Name of the exchange partner | |
|--|----|
| ASIA | |
| Asian Institute of Management | 1 |
| Asian Institute of Technology | 2 |
| International University of Japan | 1 |
| Keio Business School of Management, Keio University | 1 |
| Graduate School of Management, University of Kyoto | 2 |
| Graduate School of Management, St. Petersburg University | 1 |
| AUSTRALIA | |
| Australian Graduate School of Management | 1 |
| EUROPE | |
| Copenhagen Business School | 5 |
| EDHEC | 4 |
| ESCP-EAP | 10 |
| ESC-Toulouse Cedex | 4 |
| ESSEC | 5 |
| HEC School of Management | 5 |
| Jonkoping International Business School | 1 |
| HHL-Leipzig Graduate School of Management | 2 |

| Name of the exchange partner | |
|--|-----------|
| Manchester Business School | 1 |
| Solvay Business School | 4 |
| Stockholm School of Economics | 3 |
| University of Bocconi | 5 |
| University of Cologne | 4 |
| University of Maastricht | 2 |
| University of Mannheim | 2 |
| Vienna University of Economics and Business Administration | 1 |
| Munster School of Business and Economics | 4 |
| Catolica Lisbon | 2 |
| Emlyon Business School | 5 |
| IESEG School of Management | 2 |
| South Africa | |
| University of Cape Town | 1 |
| Total | 81 |
| Double Degree Exchange Programme | |
| University of Bocconi | 4 |
| HEC School of Management | 2 |
| Total | 6 |

A4: SCHOLARSHIPS

Industry Scholarships Batch 2014-16 (First Year)

| Name | Scholarship |
|------------------------|-------------------------|
| Mr. Ayush Agarwal | Jet Age Finance Pvt Ltd |
| Mr. Anurag Agrawal | Infosys |
| Mr. Rakshit Gupta | ICICI |
| Mr. Shah Ashay Subhash | SBI Mutual Fund |

| Name | Scholarship |
|-----------------------|---|
| Mr. Pritpal Singh | S.M. Shah |
| Ms. Sailee Anant Rane | IIMA Silver Jubilee/PGP 87 Batch/Faculty Memorial, Audco and IIMA |

Contd. Appendix

| Name | Scholarship |
|-------------------------|-------------|
| Mr. Vineet Gupta | IIMA |
| Mr. Narottam Garg | IIMA |
| Mr. Sumit Kumar Jaiswal | IIMA |
| Mr. Devam Sardana | IIMA |
| Mr. Sagi Prithvi Raj | IIMA |
| Mr. Jalaj Jain | IIMA |
| Mr. Saumeet Nanda | IIMA |

| Name | Scholarship |
|----------------------|-------------|
| Mr. Miteshwar Singh | IIMA |
| Ms. Gunraj Seth | IIMA |
| Mr. Parv Aggarwal | IIMA |
| Mr. Roushan Bharti | IIMA |
| Mr. Aviral Bhatnagar | IIMA |
| Ms. Ankita Moosaddee | IIMA |
| Mr. Aarsh Vir Gupta | IIMA |

Industry Scholarships Batch 2014-16 (Second Year)

| Name | Scholarship |
|-------------------------|--|
| Mr. Shah Ashay Subhash | Mrs. Sharda Bhandari and Mr. P.K. Rath |
| Mr. Ayush Agarwal | Ajay Banga Industry Scholarship |
| Mr. Sumit Kumar Jaiswal | Ritu Banga Industry Scholarship |
| Ms. Sailee Anant Rane | Alok Mishra Scholarship |
| Ms. Astha Manaktala | Jet Age Securities Pvt Ltd |
| Mr. Saumeet Nanda | IFCI Ltd |
| Ms. Avnee Dhamija | IFCI Ltd |
| Mr. Roushan Bharti | S.M. Shah |
| Mr. Anurag Agrawal | Monsanto and IIMA |
| Mr. Tauseef Warsi | Surendra Paul and IIMA |

| Name | Scholarship |
|--------------------------|--|
| Mr. Sumit Priyam | Sun and Bradstreet Information Services India Pvt Ltd and IIMA |
| Mr. Ratnendu Ray | D.S. Raj Shinde |
| Ms. Soumya Kapoor | D.S. Raj Shinde |
| Mr. Jens Joseph Mannanal | IIMA |
| Ms. Gunjan Seth | IIMA |
| Mr. Pritpal Singh | IIMA |
| Mr. Parv Aggrwal | IIMA |
| Mr. Rakshit Gupta | IIMA |
| Mr. Haaris Mateen | IIMA |
| Mr. Akhil Sai Valluri | IIMA |

Aditya Birla Scholarships

- Avni Jain
- Devdatta S. Patankar
- Akshita Ganesh
- Arundhati Hazra
- Nitisha Sethia
- Aditya Kumar
- Jalaj Jain

A5: APPLICATIONS RECEIVED FOR PGP

| Stages | Gender/ Total | General Category | Reserved Category | | | | GMAT | | Total |
|---|------------------|---------------------|-------------------|--------------|-------------|------------|--------------------|-----------|---------------|
| | | | NC-OBC | SC | ST | DA | Indian Overseas | SNQ | |
| Applicants to IIMA | Male | 86150 | 16406 | 8497 | 2157 | 577 | 17 | 9 | 113813 |
| | Female | 43087 | 5510 | 3163 | 892 | 90 | 2 | 2 | 52746 |
| | Trans. | | 37 | | | | | | 37 |
| | Total | 129237 | 21953 | 11660 | 3049 | 667 | 19 | 11 | 166596 |
| Candidates called for interview | Male | 429 | 278 | 149 | 73 | 33 | 17 | 9 | 988 |
| | Female | 123 | 35 | 29 | 14 | 3 | 2 | 2 | 208 |
| | Trans. | | 0 | | | | | | 0 |
| | Total | 552 | 313 | 178 | 87 | 36 | 19 | 11 | 1196 |
| Candidates attended the interview | Male | 408 | 258 | 136 | 53 | 29 | 15 | 7 | 906 |
| | Female | 122 | 34 | 28 | 12 | 3 | 2 | 2 | 203 |
| | Total | 530 | 292 | 164 | 65 | 32 | 17 | 9 | 1109 |

POST GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT

B1: APPLICATIONS RECEIVED FOR PGP-FABM

| Category | Batch 2015-17 | | | Batch 2016-18 | | | |
|-------------------|---------------|--------------|---------------|---------------|--------------|-------------|---------------|
| | Male | Female | Total | Male | Female | Trans | Total |
| General | 62365 | 25946 | 88311 | 62136 | 28696 | 0 | 90832 |
| NC-OBC | 11966 | 3417 | 15383 | 12496 | 3908 | 27 | 16431 |
| SC | 5908 | 1894 | 7802 | 6135 | 2083 | 0 | 8218 |
| ST | 1456 | 573 | 2029 | 1568 | 576 | 0 | 2144 |
| DA | 384 | 64 | 448 | 437 | 47 | 0 | 484 |
| Total | 82079 | 31894 | 113973 | 82772 | 35310 | 27 | 118109 |
| Percentage | 72.01 | 27.99 | 100 | 70.08 | 29.90 | 0.02 | 100 |

B2: PGP-FABM ADMISSION: 2016-2018

| | Gender | General Category | Reserved Category | | | | | Total |
|-----------------------------------|--------------|------------------|-------------------|--------------|-------------|------------|------------|---------------|
| | | GEN | NCOBC | SC | ST | DA | GMAT | |
| No. of CAT Takers | Male | 91513 | 17671 | 9123 | 2373 | 611 | Nil | 121291 |
| | Female | 47142 | 6392 | 3557 | 1076 | 103 | Nil | 58270 |
| | Trans. | 0 | 41 | 0 | 0 | 0 | Nil | 41 |
| | Total | 138655 | 24104 | 12680 | 3449 | 714 | Nil | 179602 |
| No. of Applicants | Male | 62136 | 12496 | 6135 | 1568 | 437 | Nil | 82772 |
| | Female | 28696 | 3908 | 2083 | 576 | 47 | Nil | 35310 |
| | Trans. | 0 | 27 | 0 | 0 | 0 | Nil | 27 |
| | Total | 90832 | 16431 | 8218 | 2144 | 484 | Nil | 118109 |
| Candidates called for interview | Male | 411 | 63 | 76 | 40 | 1 | Nil | 591 |
| | Female | 134 | 09 | 15 | 5 | 0 | Nil | 163 |
| | Trans. | 0 | 0 | 0 | 0 | 0 | Nil | 0 |
| | Total | 545 | 72 | 91 | 45 | 1 | Nil | 754 |
| Candidates who attended interview | Male | 185 | 48 | 33 | 10 | 8 | Nil | 284 |
| | Female | 65 | 11 | 7 | 1 | 0 | Nil | 84 |
| | Total | 250 | 59 | 40 | 11 | 8 | Nil | 368 |

Contd. Appendix

B3: PGP-ABM 2014-15

| | PGP-FABM I (2015-16) | PGP-ABM II (2015-16) |
|--|----------------------|----------------------|
| Joined the Programme | 46 | 45 |
| (-) Discontinued | -- | -- |
| (-) Permitted/asked to rejoin in 2016 | -- | -- |
| (+) Repeaters | -- | -- |
| Permitted to rejoin in 2016 | -- | -- |
| No. of the First/Second Year | 46 | 45 |
| (-) Asked to withdraw | Nil | Nil |
| (-) Asked to repeat | Nil | Nil |
| Not Graduated due to non-completion of academic requirements (Double Degree and General) | Nil | 01 |
| Not Graduated due to academic indiscipline | Nil | Nil |
| Graduating from earlier year | Nil | 02 |
| Students Graduated under Double Degree programme | Nil | Nil |
| Total promoted/graduated | 46 | 46 |



POST-GRADUATE PROGRAMME IN MANAGEMENT FOR EXECUTIVES

C1: PROFILE OF STUDENTS

| | Average |
|---|-------------------|
| GMAT | 706 |
| Total work experience as on August 10, 2014 | 9 years 6 months |
| International work experience as on August 10, 2014 | 2 years 3 months |
| Age as on March 31, 2015 | 33 years 8 months |

- **International exposure**
 - 3 (3.53%) are international students.
 - 14 (16.47%) are residing outside India, spread across ten countries.
 - 43 (50.58%) have international exposure.
- **Academic background**
 - 6 (7.05%) have obtained their degree(s) from outside their home country.
 - 31 (36.47%) have a higher qualification (professional, masters).
 - 70 (82.35%) are engineers.
 - 15 (17.64%) have graduated from IIT/NITs.
- The industry mix includes, Defense, Education, Energy/Power, Financial Services, Government Engineering, Healthcare, Infrastructure, IT and IT Services, Management Consultancy, Manufacturing Engineering, Manufacturing Process, Retail, Shipping, Telecom and Others.
- 16 (18.82%) are women students

| Industry Break-up | Functional Break-up |
|---------------------------|------------------------------------|
| Defence | Business Analyst |
| Energy/Power | Consulting |
| Financial Services | Finance and A/c |
| Government Engineering | General Management |
| Healthcare | Manufacturing |
| Infrastructure | Marketing |
| IT and IT Services | Operations |
| Management Consultancy | Personal and Administration |
| Manufacturing Engineering | Programming |
| Manufacturing Process | Project Management |
| Retail | Quality Assurance |
| Shipping | Research and Development/Designing |
| Telecom | Systems Designing |
| Others | Others |
| Total | Total |

Contd. Appendix

C2: NEW ELECTIVE COURSES

| | Name of Course | Sessions |
|-------------------------------------|---|----------|
| Business Policy | Business Taxation | 10 |
| Business Policy | Introduction to Design Thinking | 10 |
| Human Resource Management | HR Practices in India: A Practitioners' Perspective | 10 |
| Marketing | Seminar on Marketing Data Analytic Practices | 20 |
| Production and Quantitative Methods | Perspectives on Operations Management: Part 1 and 2 | 30 |
| Production and Quantitative Methods | Revenue Management and Dynamic Pricing | 20 |
| PGPX | Private Equity Finance | 20 |

C3: SPEAKER SERIES

| Date | Name | Designation | Organization | Topic |
|-------------------|----------------------------|-------------------------|--|---|
| April 29, 2015 | Alok Mishra | President | Johnson & Johnson | Johnson & Johnson and the Med-Tech Industry |
| May 24, 2015 | Adaire Fox Martin | President | SAP | SAP, Its Role And Perspective on Hyper-connected Economy, Hyper-connected Asia, and IOT |
| June 19, 2015 | Rajesh Gopinath | CFO | TCS | An Overview of the Technology Services Industry |
| June 27, 2015 | Manoj Gupta | CEO | Craftsvilla | Craftsvilla and Its Entrepreneurial Journey |
| July 6, 2015 | Meenakshi Lekhi | Member of Parliament | | Perspective on Indian Economic Development and Policy Making |
| August 10, 2015 | Raghu Krishnamoorthy | Vice President | GE | Reframing the Talent Equation...What your Professors Will Not Tell You! |
| August 13, 2015 | Hari Buggana | CEO | Inv Ascent Equity | Indian Healthcare: Opportunities, Emerging Business Models and an Investors Perspective |
| August 17, 2015 | S.Y. Siddiqui | Chief Mentor | Maruti Suzuki | Maruti Suzuki's Way of HR - Sustained Efforts to Retain Leadership. |
| August 20, 2015 | Harmeen Mehta | CIO | Bharti Airtel | How to be a Leader in the Digital World |
| October 1, 2015 | Arun Khanna | President | Dun and Bradstreet | Background of Dun and Bradstreet followed by Open Discussion Around China Economy, Living Outside of India, Careers in East |
| November 5, 2015 | Saumen Chakraborty | CFO | Dr. Reddy's | Indian Pharmaceutical Sector: Challenges and Opportunities |
| November 21, 2015 | Dipak Gupta | Joint Managing Director | Kotak Bank | Merger and Acquisition - Kotak's acquisition of ING Vysya |
| November 27, 2015 | Vijayanand Vadrevu | Global IT Head | Novartis | Role of Enterprise IT in a Consumerized World |
| January 20, 2016 | Professor Kees Dorst | Professor | Associate Dean (Research) of Design at UTS | How Design Thinking can help Businesses Reframe Problems in Order To Solve Them |
| January 23, 2016 | Manmeet Vohra | CMO | Starbucks | Luxury Branding - Tata Starbucks Brand Building Journey in India |
| February 22, 2016 | Dr. Srinivasan Dwarakanath | Managing Director | Airbus India | Aviation Trends and Airbus Strategy in India |



FELLOW PROGRAMME IN MANAGEMENT

GRADUATING FPM STUDENTS

| Name | Area | Thesis Title | Thesis Advisory Committee |
|---|-------------------------------------|---|--|
| Abrar Ali Mohammad Usmanali Saiyed | Business Policy | Patterns and Determinants of Internationalization by New Ventures in India: A study of entrepreneurial, firm and industry factors | Prof. Rakesh Basant (Chair) Prof. Chitra Singla Prof. D Karthik |
| Amit Kumar Vatsa | Production and Quantitative Methods | Multi-period Facility Location Problem with an Uncertain Number of Servers | Prof. Diptesh Ghosh (Co-Chair) Prof. Sachin Jayaswal(Co-Chair) Prof. T. Bandyopadhyay |
| Anand Sharma | Economics | Industrial Productivity Growth and Agglomeration Economies | Prof. Ravindra H. Dholakia (Chair) Prof. Prem Pangotra Prof. Viswanath Pingali |
| Harsh Dadhich | Marketing | Perception of "Foreignness" of Brands: An Investigation of Consumers' Classificatory Schema and its Impact on Brand Evaluations | Prof. Abraham Koshy(Chair) Prof. Arnab K. Laha Prof. Neharika Vohra |
| Jani Vishalkumar Jayantkumar | Economics | International Trade: Elixir or Venom for Health? | Prof. Ravindra H. Dholakia (Chair) Prof. Ramesh Bhat Prof. Viswanath Pingali |
| Kamal Sharma | Business Policy | Impact of CEO Succession on Strategic changes in Large Indian Firms | Prof. M R Dixit (Chair) Prof. Rakesh Basant Prof. D Karthik |
| Kanish Debnath | Food and Agribusiness | The Role of Community Health Insurance in Perfecting Financial Inclusion | Prof. Ravindra H. Dholakia (Chair) Prof. Samar K. Datta Prof. Vaibhav Bhamoriya Prof. Arnab K. Laha |
| Khandeparkar Kapil Laxman | Marketing | Let's Put a Smile on that Face: A Study on the Embeddedness of Humorous Advertisements | Prof. Piyush Kumar Sinha (Chair) Prof. Neharika Vohra Prof. Abhishek |
| Prantosh Jnanranjan Banerjee | Marketing | Impact of Bundle Forms on Change in Consumers' IRP for Bundle Components | Prof. Arvind Sahay (Chair) Prof. Sanjeev Tripathi Prof. Kirti Sharda |
| Samar Singh | Business Policy | Community Influences on Strategy-as-Practice in Family Businesses | Prof. Ajeet N Mathur (Chair) Prof. Dwijendra Tripathi Prof. Navdeep Mathur Prof. Sunil Sharma |
| Saravana Jaikumar L | Marketing | Impact of Overlapping Price Ranges on Psychological Price Perception: Revisiting the Range Theory of Pricing | Prof. Arvind Sahay(Chair) Prof. Sanjeev Tripathi Prof. Kirti Sharda Prof. Rajiv Vaidyanathan |
| Vijay Lakshmi Singh | Human Resource Management | Drivers, Facilitators and Consequences: Exploring and Examining Job Crafting among Management Consultants | Prof. Manjari Singh (Chair) Prof. Biju Varkkey Prof. Sunil Sharma |

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

| | Post-Graduate Programme in Management | Post-Graduate Programme in Agri-Business Management | Post-Graduate Programme in Management for Executives | Fellow Programme in Management | Total |
|----------------|---------------------------------------|---|--|--------------------------------|-------------|
| 2006-7 | 488 | 55 | 60 | 66 | 669 |
| 2007-8 | 518 | 54 | 72 | 75 | 719 |
| 2008-9 | 560 | 44 | 77 | 84 | 765 |
| 2009-10 | 602 | 54 | 80 | 79 | 815 |
| 2010-11 | 688 | 77 | 86 | 69 | 920 |
| 2011-12 | 747 | 78 | 101 | 73 | 999 |
| 2012-13 | 753 | 78 | 85 | 84 | 1000 |
| 2013-14 | 756 | 87 | 85 | 80 | 1008 |
| 2014-15 | 773 | 82 | 85 | 75 | 1015 |
| 2015-16 | 790 | 92 | 85 | 80 | 1047 |



PLACEMENT

F1: BATCH PROFILE

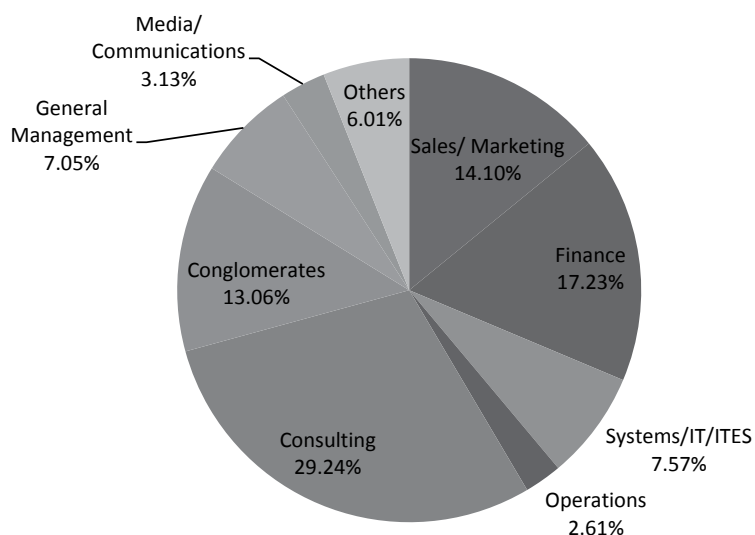
| Educational Background | |
|------------------------------------|---------------|
| Function | % of students |
| Engineering | 87 |
| Arts, Science & others | 5 |
| Commerce & Business Administration | 8 |
| Work Experience | |
| Duration | % of students |
| Fresher | 37 |
| 0 - 1 year | 16 |
| 1 - 2 years | 25 |
| 2 - 3 years | 16 |
| 3 - 4 years | 6 |

F2: OFFER ACCEPTANCE

| Cluster | Acceptance |
|-----------|------------|
| Cluster 1 | 60 |
| Cluster 2 | 102 |
| Cluster 3 | 48 |
| PPO | 108 |
| Laterals | 65 |
| Total | 383 |

F3: SECTOR/FUNCTION-WISE PLACEMENTS

| | 2014 | | 2015 | | 2016 | |
|--|------------|------------|------------|------------|------------|------------|
| | Number | % of Total | Number | % of Total | Number | % of Total |
| Sales/ Marketing (FMCG) | 32 | 8.84 | 36 | 9.97 | 54 | 14.10 |
| Finance (Investment Banking, Markets, Banking and Financial Services, PE, VC, Investment Management and Hedge Funds) | 65 | 17.96 | 57 | 15.79 | 66 | 17.23 |
| Systems/ IT/ ITES | 53 | 14.64 | 76 | 21.05 | 29 | 7.57 |
| Operations (Consumer Electronics, Telecom, Online services, Pharma, Medical and Healthcare) | 24 | 6.63 | 23 | 6.37 | 10 | 2.61 |
| Consulting | 114 | 31.49 | 95 | 26.32 | 112 | 29.24 |
| Conglomerates | 26 | 7.18 | 29 | 8.03 | 50 | 13.06 |
| General Management (Manufacturing, Engineering and Technology etc.) | 23 | 6.35 | 35 | 9.70 | 27 | 7.05 |
| Media/Communications | 10 | 2.76 | 6 | 1.66 | 12 | 3.13 |
| Others (Tourism, Logistics, Real Estate, Education Management, Environment and Energy, Oil and Gas, International Trade) | 15 | 4.15 | 4 | 1.11 | 23 | 6.01 |
| Total | 362 | 100 | 361 | 100 | 383 | 100 |

F4: SECTOR-WISE PLACEMENT**F5: SECTOR-WISE TOP RECRUITERS**

| Sector | Recruiter | Numbers Recruited | % to total acceptance (383) |
|------------------------------|-----------------------------|-------------------|-----------------------------|
| Consulting | Accenture | 18 | 4.70 |
| | Bain and Company | 16 | 4.18 |
| | The Boston Consulting Group | 15 | 3.92 |
| | McKinsey and Co. | 11 | 2.87 |
| | A.T. Kearney | 9 | 2.35 |
| Banking and Finance Services | Yes Bank | 9 | 2.35 |
| | Goldman Sachs | 6 | 1.57 |
| | Aventus Capital | 6 | 1.57 |
| | MasterCard | 4 | 1.04 |
| Conglomerates | Aditya Birla Group | 7 | 1.83 |
| | Bharti Airtel | 6 | 1.57 |
| | TAS | 5 | 1.31 |
| IT& Systems | Flipkart | 17 | 4.44 |
| | Amazon | 10 | 2.61 |
| | Tech Mahindra | 7 | 1.83 |
| Consumer Goods | Procter and Gamble | 8 | 2.09 |
| | Vodafone | 5 | 1.31 |
| | Hindustan Unilever | 4 | 1.04 |
| Media/Communications | Star India | 8 | 2.09 |
| Engineering/Tech | Ola | 6 | 1.57 |
| | Sprinklr Ltd. | 6 | 1.57 |

Contd. Appendix

F6: ENTREPRENEURSHIP

| Name of Students | Entrepreneurial Details |
|---|--|
| Abhiram Thejus S. Debashis Rout Ribhu Ranjan Saha | They are building a financial product that asks the tenant to pay a small monthly premium instead of the security deposit. |
| Deepan Kumar E.L. | Providing hassle free, quick and good quality renovation and refurbishing services for old buildings. |
| Pooja Mehra | Provide designs and quality in clothing line that is within the cultural realm but trendy and fashionable, giving them a way to express their identity |
| Rahil Sheikh | Chain of reasonably priced high-quality schools by taking over management of struggling schools |
| Rakesh R. | Unique printing technology, better materials, a creative team and an e-commerce portal for easy customization for sport jerseys |
| Varun Srivastava | Build a staffing company based out of India to serve the US market and operate at scale due to the cost advantage. |

F7: SECTOR WISE DISTRIBUTION OF SUMMER PLACEMENT

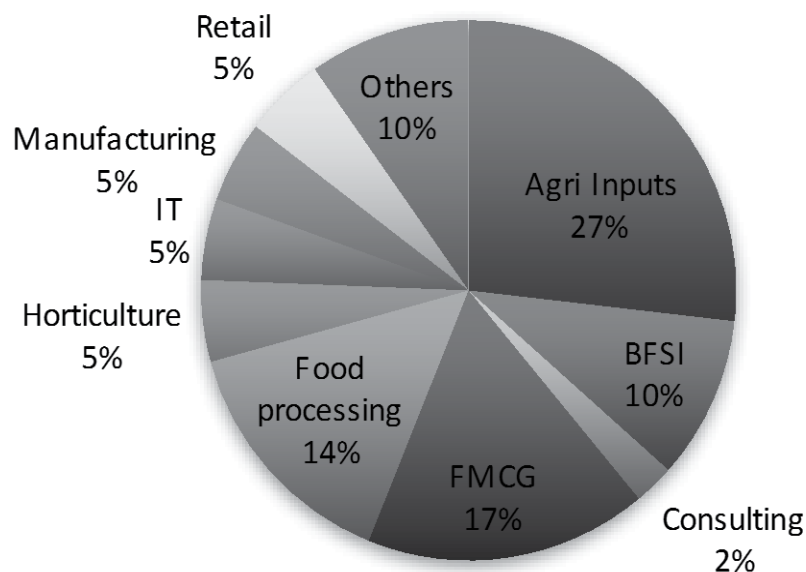
| Sector | No. of Placement | Sector | No. of Placement |
|--|------------------|---------------------------|------------------|
| Banking, Financial Services and Insurance (BFSI) | 83 | Media/Entertainment | 11 |
| Conglomerates | 25 | Online Services | 50 |
| Consulting | 103 | Pharmaceutical/Healthcare | 13 |
| Consumer Goods (FMCG) | 42 | Telecom | 12 |
| Consumer Services | 7 | Others | 5 |
| Information Technology | 24 | Total | 375 |

F8: CLASSIFICATION OF PLACEMENT POOL

| Categories | Number |
|---|--------|
| Students in batch | 45 |
| Students returning from placement holiday | 1 |
| Students eligible for placement | 46 |
| Students who opted out of placement | 5 |
| Students seeking placements through Institute | 41 |

F9: OFFERS ACROSS SECTORS

| Sector | No. of Students | Percentage | Sector | No. of Students | Percentage |
|-----------------|-----------------|------------|---------------|-----------------|------------|
| Agri Inputs | 11 | 27 | Horticulture | 2 | 5 |
| BFSI | 4 | 10 | IT | 2 | 5 |
| Consulting | 1 | 2 | Manufacturing | 2 | 5 |
| FMCG | 7 | 17 | Retail | 2 | 5 |
| Food processing | 6 | 14 | Others | 4 | 10 |

F10: SECTOR-WISE PLACEMENTS**Sector-wise Placements****F11: CLASSIFICATION OF PGPX PLACEMENT POOL**

| | |
|--|----|
| Total No. of Students | 85 |
| Student opting for placement holiday to start own venture | 01 |
| Student seeking placement on their own (outside placement process) | 02 |
| Sabbatical | 06 |
| Students secured final offers through placement process | 61 |
| Students in-process | 15 |

F12: CLASSIFICATION OF FPM PLACEMENT POOL

| | |
|---|---|
| Total No. of Students | 4 |
| Student opting for placement holiday to start own venture | 0 |
| Students secured final offers | 0 |
| Students with offers under consideration | 0 |
| Students yet to be placed | 2 |

F13: COHORTS COVERED IN 2015

| Debriefing sessions | Cohorts |
|---------------------|--|
| July 12, 2015 | Finance, Technology |
| July 13, 2015 | Marketing, General Management, Pharmaceuticals, and Healthcare |
| July 14, 2015 | Consulting, Systems, Operations |



RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

ONGOING PROJECTS

| Type of Project | Projects Ongoing | Projects Initiated | Projects Completed |
|-------------------------------|------------------|--------------------|--------------------|
| Research Projects | 16 | 16 | 13 |
| Seed Money Projects | 2 | 12 | 12 |
| Internship Projects Completed | | 43 | |
| Seminar Organized by R & P | | 37 | |
| Working Papers | | 111 | |

RESEARCH PROJECTS INITIATED

- Finland-India Economic Relationship (Professor Ajeet N. Mathur)
- Use of Social Media for Promotion-related Messages by Indian Brands (Professor Abhishek and Professor Saral Mukherjee)
- Implications of Sovereign Credit Ratings for Capital Flows to Developing Countries (Professor Sanket Mohapatra)
- Teacher Innovative Behaviour and Non-cognitive Skill Development among Children in the Public System (Professor Vijaya Sherry Chand)
- Antecedents of Teacher-driven Innovation at the Workplace (Professor Vijaya Sherry Chand)
- Workplace Cyberbullying: Targets' Interface with Various Online and Digital Media (Professor Ernesto Noronha and Professor Premilla D'Cruz)
- Estimating Stack Crane Interference Delays (Professor Debjit Roy)
- Impact of Bundle Forms on Change in Consumers' Reference Price (IRP) of Bundle Components (Professor Arvind Sahay)
- The Effect of Counting Direction of Time on Hedonic / Utilitarian Preferences (Professor Sanjeev Tripathi)
- Impact of Interaction of Primes on Consumer Behaviour (Professor Arvind Sahay)
- Cross-Dock Door Assignment Problem with Congestion (Professor Sachin Jayaswal)
- Algorithm Development for Solving Multi-objective Hierarchical Optimization Problems (Professor Ankur Sinha)
- Comparison of Blind and Sighted Individuals on Parameters of Memory, Preference Prediction, and Lie Detection (Professor Arvind Sahay)
- Whistleblowing at Work in India (Professor Premilla D'Cruz)
- Online Labour Market: An Exploratory Study (Professor Ernesto Noronha and Professor Premilla D'Cruz)
- Electronic Medical Records in Indian Hospitals: An Organizational Goals Perspective (Professor Rajesh Chandwani)

SEED MONEY PROJECTS INITIATED

- Decoupling Security Expenditures from Per Capital GDP as a Proxy of State Capacity in Studies of Civil Wars (Professor Karthik Sriram)
- An Exploratory Analysis of the Relative Importance of Fraud Risk Factors Related to Pressures and Opportunities: Evidence from Big 4 and Non-big 4 Auditors' Across Different Countries (Professor Naman Desai)
- Studying the Impact of Just Noticeable Differences in Stake Sizes in Ultimatum Games (Professor Sanjeev Tripathi)
- Preventing Banking Crises: Where Do We Stand Now (Professor T.T. Ram Mohan)
- Asymptotic Theory for Maximum Pseudo Likelihood Estimates in Binary Logistic Regression (Professor Tathagata Bandyopadhyay)
- In Depth Study of Analytic Process Development in Indian Organizations: A Few Cases (Professor Arindam Banerjee)

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- Farmer's Perception and Adoption of Sustainable Ground Water Management Practices: An Analysis of Selected States of India. (Professor Poornima Varma)
- Transformation of NACP from Donor Supported Programme to Domestic Ownership (Professor Ramesh Bhat)
- Evidence on the Trade-off between Cash Flow Manipulation through Real Activities Manipulation and Misclassification or Timing (Professor Neerav Nagar)
- High Performance Work Systems (HPWS) and Creativity (Professor Promila Agarwal)
- Visual Mediums for Law Teaching (Professor Akhileshwar Pathak)
- Wavelength Round Survivable Network Design (Professor Prahalad Venkateshan)

COMPLETED RESEARCH PROJECTS

- Epidemiology of TB and Related Drug Sales : Drug Sales as an Indicator of Tuberculosis Epidemiology in India – Secular Trends in Tuberculosis Prevalence: Assumptions from Drug Market (Professor Viswanath Pingali and Professor K.V. Ramani)
- Examining the Influence of Service Quality on Customer Satisfaction and Patronage Intentions in Convenience Store Industry (Professor Dheeraj Sharma)
- An Analysis of Expected Value Method in Project Risk Management in Two Different Construction Projects (Professor Goutam Dutta)
- How MNCs Compete with the Local Companies in the Low Income Markets (Professor Anand K. Jaiswal)
- The Trajectory of Collectivization in India's ITES-BPO Sector (Professor Premilla D'Cruz and Professor Ernesto Noronha)
- Location-Allocation Problems with Stochastic Demand and Congestion: Langrangian Relaxations with Benders Decomposition (Professor Sachin Jayaswal)
- An Outer-Approximation Algorithm for Multi-Commodity Network Design Problem with Congestion (Professor Sachin Jayaswal)
- Predictability of Asset Returns and Long-Term Portfolio Choice (Professor Vineet Virmani)
- Stochastic Modeling of Restaurant Operations (Professor Debjit Roy)
- Social Mobility via Management Education: Paths Taken by Women (Professor Ankur Sarin)
- Knowledge Work in the Context of Offshoring (Professor Ernesto Noronha and (Professor Premilla D'Cruz)
- An Investigation into the Impact of Round-Non-Round Stake Sizes in Distribution Experiments (Professor Sanjeev Tripathi)
- Talent Management: Challenges and Best Practices in Pharmaceutical Firms (Professor Kirti Sharda)

COMPLETED SEED MONEY PROJECTS

- Finland-India Economic Relationship (Professor Ajeet N. Mathur)
- Application of Sensor based Communication in Mobile Marketing (Professor Abhishek)
- ROC Curve Estimation in a population Based Model (Professor Tathagata Bandyopadhyay)
- Antecedents and Consequences of Internationalization (Professor Chitra Singla)
- Hybrid Vehicle Routing Problem Modelling (Professor Prahalad Venkateshan)
- Evaluating the Purchase Process of Household Appliances Accounting for Consumers' Attitudes towards Eco-Friendly and Sustainable Consumption Behavior (Professor Arindam Banerjee)
- Meta-Analyzing the Diversification Performance Analysis (Professor Amit Karna)
- Antecedents of Sustainability-based Brand Equity (Professor Abhishek)
- The Effects of Volunteerism on Self Deception and Locus of Control and their Potential to Limit Corruption (Professor Naman Desai)
- Sensemaking and Institutionalization in Armed Conflict: Applying Concepts to Practice (Professor Kirti Sharda)
- Studying the Impact of Event-based Discounts on Consumer Perceptions (Professor Sanjeev Tripathi)
- Instruments of Social Welfare (Professor Ankur Sarin)

COMPLETED INTERNSHIP PROJECTS

| | Faculty Guide |
|---|-------------------------|
| Higher Education Growth in India: A Study of Trends and Patterns | Sebastian Morris |
| Online Survey for Interpretation of Visual Data Constructs | Kavitha Ranganathan |
| Pricing of Pharma Molecules in India | Arvind Sahay |
| Pricing Advertising Airtime on TV | Arvind Sahay |
| Education Innovation Bank: Decentralized Professional Development and Quality Enhancement in Public Schooling | Vijaya Sherry Chand |
| To Develop and Extend Online Web Based Supply Chain Management Game | Sanjay Verma |
| Evolving Policy For Spectrum Management through Impact Assessment of Wireless Technology and Broadband Connectivity in Rural India. | Rekha Jain |
| Unions and Ethnicity: The Case of Brick Kilns | Ernesto Noronha |
| Managing Organizational Stress and Increasing Work Productivity Using Different Approaches such as Practicing Meditation | Anand Kumar Jaiswal |
| Identification of Green Advertisements Appearing in Indian Magazines | Abhishek |
| AT&T's Acquisition of T-Mobile | Rekha Jain |
| Modeling Stack Crane Interference | Debjit Roy |
| Estimate of Sacrifice Ratio in India | R.H. Dholakia |
| Information Extraction using Text Analytic Methods | Srikumar Krishnamoorthy |
| Exploring the Nature and Reach of Non-Government Organizations (NGOs) in Education | Rajeev Sharma |
| Understanding the Structure of various Sports Leagues | Sanjeev Tripathi |
| Market Microstructure Issues in the Indian Capital Market | Sobhesh Kumar Agarwalla |
| Revenue Management in Media and Broadcasting: Development of Scheduling Model | Goutam Dutta |
| Revenue Management in Electricity Sector | Goutam Dutta |
| Stock Screening and Dynamic Portfolio Construction | Ankur Sinha |
| Evolutionary Bi-level Optimization | Ankur Sinha |
| Investigation of Practices related to Energy Consumption in Ahmedabad | Ashis Jalote Parmar |
| Literature Review on Gender and Competition | Sharon Barnhardt |
| Innovation for Delivering Low Cost Healthcare | Anand Kumar Jaiswal |
| From De Jure To De Facto: How Stereotyping Contributes to Ethnic Occupational Persistence | Pavan Mamidi |
| Innovation by Leveraging Asymmetric Network Resources | Sunil Sharma |
| Techno-Economic Assessment of CO2 Capture and Storage Potential in India | Amit Garg |
| Emotional Labour and Emotional Enrichment in Nursing | Rajesh Chandwani |
| Assessing Likability of Online Resumes | Rajesh Chandwani |
| Ethics and Deviant Behaviour in Organizational Context | Dheeraj Sharma |
| Study of Consumer Behavior in E-Commerce Online Purchase | Dheeraj Sharma |
| E-commerce Wars in India | Amit Karna |
| Child Tracking | Ankur Sarin |
| Research Support for Finalization of Cases | G. Raghuram |
| Applying Prospect Theory to Reactions to Negative Marking in Exams | Arvind Sahay |
| The Extent to which People in India Value Social Norms in Comparison to Market For Monetary Norms | Arvind Sahay |
| Graph Comprehension and Misleading Graphs | Kavitha Ranganathan |
| Understanding the Role of Energy Labels in Consumer Decision Making | Rama Mohana Turaga |

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| Social Media Monitoring for Detection of Crisis Situations | Ankur Sinha |
| Exploring Semantic Text Analysis | Ankur Sinha |
| Evaluation of Resource Recovery Protocol in Ad-Hoc-Sharing Networks | Kavitha Ranganathan |
| Impact of Trade Liberalization on Skill Composition and Employment Sector | India's Manufacturing Shruti Sharma |
| Project Risk Management in Road Sectors | Goutam Dutta |

WORKING PAPERS DURING THE PERIOD APRIL 2015 – MARCH 2016

| WP Number | Title | Author(s) | Area |
|------------|---|---|-----------|
| 2015-04-01 | Intellectual Property Protection in India and Implications for Health Innovation: Emerging Perspectives | Basant, Rakesh; Srinivasan, Shuchi | Economics |
| 2015-04-02 | A study of technological capability among product based telecom start-ups in India: Role of knowledge, learning and bricolage | Aeron, Prageet; Jain, Rekha | IS |
| 2015-04-03 | Network Structure, Capacity Growth and Route Hierarchies: The case of China's Air Traffic System (ATS) revisited | Huber, Hans | PSG |
| 2015-05-01 | India's Mandatory CSR, Process of Compliance and Channels of Spending | Deodhar, Satish Y. | Economics |
| 2015-05-02 | Predicted Increases in Heat related Mortality under Climate Change in Urban India | Dholakia, Hem H; Mishra, Vimal; Garg, Amit | PSG |
| 2015-06-01 | Evaluating the Purchase Process of Household Appliances Accounting for Consumers' Attitudes towards Eco-Friendly and Sustainable Consumption Behavior | Banerjee, Tanushri; Banerjee, Arindam | Mktg. |
| 2015-06-02 | Dynamics of Land Use Competition in India: Perceptions and Realities | Sharma, Vijay Paul | CMA |
| 2015-07-01 | Economic Globalization: Boon or Bane for African Health? | Vishalkumar Jani; Dholakia, Ravindra H. | Economics |
| 2015-07-02 | ROC Curve Analysis for Randomly Selected Patients | Bandyopadhyay, Tathagata; Sumanta Adhya; Guha, Apratim | P&QM |
| 2015-07-03 | Right to Fair Compensation and Transparency in Land Acquisition, Rehabilitation and Resettlement Ordinance 2014: A Process Perspective | Raghuram, G.;; Simy Sunny | PSG |
| 2015-07-04 | Specialist Services in the Indian Rural Public Health System for Maternal and Child Healthcare – A study of four states | Iyenger, Shreekant; Dholakia, Ravindra H. | PSG |
| 2015-08-01 | How Costly is the Deliberate Disinflation in India? Estimating the Sacrifice Ratio | Dholakia, Ravindra H.;; Kadiyala Sri Virinchi | Economics |
| 2015-08-02 | A Note on Estimating Variance of Finite Population Distribution Function | Sumanta Adhya; Banerjee, Tathagata; Chattopadhyay, Gouranga | P&QM |
| 2015-08-03 | Dynamic Pricing of Electricity: A Survey of Related Research | Dutta, Goutam; Mitra, Krishnendranath | P&QM |
| 2015-08-04 | Consumer Rights in the New Economy: Amending the Consumer Protection Act, 1986 | Pathak, Akhileshwar | BP |
| 2015-08-05 | Stochastic Lotka-Volterra equations: A model of lagged diffusion of technology in an interconnected world | Chakrabarti, Anindya S. | Economics |
| 2015-08-06 | Economic incentives versus institutional frictions: migration dynamics within Europe | Chakrabarti, Anindya S.;; Dutta, Aparna | Economics |

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| WP Number | Title | Author(s) | Area |
|------------|---|--|-----------|
| 2015-08-07 | Inflationary effects of monetary policies in newly industrialized economies with cross-sectoral labor and capital immobility | Chakrabarti, Anindya S. | Economics |
| 2015-08-08 | Dispersion in macroeconomic volatility between the core and periphery of the international trade network | Chakrabarti, Anindya S. | Economics |
| 2015-09-01 | The Consumer Protection Bill, 2015: (Lack of) Rights of the Consumer to Terminate Sale Contract | Pathak, Akhileshwar | BP |
| 2015-09-02 | When culture governs business practice... A look at Indian Diamond Cutting and Polishing Industry | Rao, Indu K. | OB |
| 2015-10-01 | Design thinking a Fad or Reality | Parmar, Ashis-Jalote | BP |
| 2015-10-02 | E-retailing and the consumer protection bill, 2015: Drawing from the European Union Consumer Directives | Pathak, Akhileshwar | BP |
| 2015-10-03 | Effect of legal issues in infrastructure development: The case of container terminal bids in Jawaharlal Nehru Trust | Raghuram, G.; Udaykumar, Prashanth D.; Prajapathi, Richa | PSG |
| 2015-10-04 | Breaking Free From the Bell Curve: An Alternate Proposition for Performance Management | Shrihari S. Sohani; Varkkey, Biju | P&IR |
| 2015-10-05 | A Quadratic Programming Formulation of the Equidistant Bi-directional Loop Layout Problem | Ghosh, Diptesh | P&QM |
| 2015-10-06 | Damages in a Consumer Sale Contract: Reviewing the Consumer Protection Bill, 2015 | Pathak, Akhileshwar | BP |
| 2015-10-07 | India's Air Traffic System: Network Topologies, Hierarchies and Evolution | Huber, Hans | PSG |
| 2015-10-08 | Does Trade Make Asian Children Healthier? | Jani, Vishalkumar; Dholakia, Ravindra H. | Economics |
| 2015-11-01 | Climate Change and India: Adaptation GAP (2015) | Garg, Amit; Mishra, Vimal; Dholakia, Hem H. | PSG |
| 2015-11-02 | Competition Law and the Pharmaceutical Sector in India | Mondal, Shamim S.; Pingali, Viswanath | Economics |
| 2015-12-01 | Firm Life Cycle and Real-Activity based Earnings Management | Nagar, Neerav; Radhakrishnan, Suresh | F&A |
| 2015-12-02 | An Overview of the Trucking Sector in India: Significance and Structure | Raghuram, G. | PSG |
| 2015-12-03 | Investor Protection and Cash Flow Misclassification | Nagar, Neerav; Sen, Kaustav | F&A |
| 2015-12-04 | Effect of Tariff Regulation in Major Port Container Terminals: The Case of Jawaharlal Nehru Port Trust | Raghuram, G.; Prashanth D. Udayakumar | PSG |
| 2016-01-01 | The Surrogacy Law Conundrum | Pathak, Akhileshwar | BP |
| 2016-02-01 | Does Pharmaceutical Price Regulation Result in Greater Access to Essential Medicines? Study of the impact of drug price control order on sales volume of drugs in India | Sahay, Arvind; Jaikumar, Saravana | Mktg |
| 2016-02-02 | Effect of Overlapping Price Ranges on Price Perception: Revisiting the Range Theory of Price Perception | Jaikumar, Saravana; Sahay, Arvind | Mktg |
| 2016-02-03 | Earnings Management Strategies during Financial Distress | Nagar, Neerav; Sen, Kaustav | F&A |
| 2016-02-04 | Fitting Talent Management Strategy into National Culture | Agarwal, Promila | HRM |

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| WP Number | Title | Author(s) | Area |
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| 2016-02-05 | Contrasting model of incubation for enterprise creation: Exploring lessons for efficacy and sustainability from higher education institutions in India and the United Kingdom | Basant, Rakesh; Cooper, Sarah | Economics |
| 2016-02-06 | Allocating tools to index positions in tool magazines using tabu search | Ghosh, Diptesh | P&QM |
| 2016-02-07 | Uncertainty modeling with information and probabilistic information granules | Aggarwal, Manish | IS |
| 2016-02-08 | Attitudinal choquet integrals for strategic decision making | Aggarwal, Manish | IS |
| 2016-02-09 | Discriminative aggregation operators for multi criteria decision making | Aggarwal, Manish | IS |
| 2016-02-10 | Rough Information Sets | Aggarwal, Manish | IS |
| 2016-02-11 | Review of Marketing/Business Analytics Infrastructure in SELECT India-based Organizations | Banerjee, Arindam | Mktg |
| 2016-02-12 | Learning of Utilitarian Decision Model through Preferences | Aggarwal, Manish | IS |
| 2016-02-13 | Exploring Lin Kernigtan Neighborhoods for the Indexing Problem | Ghosh, Diptesh | P&QM |
| 2016-03-01 | Web Content Analysis of Online Grocery Shopping Website in India | Banerjee, Arindam; Banerjee, Tanushri | Mktg |
| 2016-03-02 | A game Theoretic Approach to Community based Data Sharing in Mobile Adhoc Networks | Premm Raj H.; Ranganathan, Kavitha | IS |
| 2016-03-03 | Soft Information Set and Its Application in Multi Criteria Decision Making | Aggarwal, Manish | IS |
| 2016-03-04 | Information Utility based Decision Support Framnetwork | Aggarwal, Manish | IS |
| 2016-03-05 | Learning Decision Models with MNL through Pair-wise Preferences | Aggarwal, Manish | IS |
| 2016-03-06 | Classification Shifting: Impact of Firm Life Cycle | Nagar, Neerav; Sen, Kaustav | F&A |
| 2016-03-07 | On the Class of Attitudinal Discrete Choice Models | Aggarwal, Manish | IS |
| 2016-03-08 | Interactive Discrete Choice Models | Aggarwal, Manish | IS |
| 2016-03-09 | Learning Attitudinal Decision Model through Pair-wise Preferences | Aggarwal, Manish | IS |
| 2016-03-10 | Nonlinear 0-1 Knapsack Problem with Capacity Selection | Jayaswal, Sachin | P&QM |
| 2016-03-11 | FRIW: Free Radicle Inspired Walk Capturing Social Bonds for a Realistic Human Mobility Model | Ranganathan, Kavitha | IS |
| 2016-03-12 | Intention to Participate in Cause Related Marketing: Influence of Cause | Kureshi, Sonal; Thomas, Sujo | Mktg |
| 2016-03-13 | Intuitionistic Fuzzy Model of Discrete Choice | Aggarwal, Manish | IS |
| 2016-03-14 | Simulation of Expected Value Method in Project Risk Management in Two Different Construction Projects | Dutta, Goutam | P&QM |
| 2016-03-15 | Does odd or even make a difference | Tripathi, Sanjeev | Economics |
| 2016-03-16 | Why should I care - its Others Money | Tripathi, Sanjeev | Economics |
| 2016-03-17 | A new genetic algorithm for the tool indexing problem | Ghosh, Diptesh | P&QM |
| 2016-03-18 | Sensemaking and Institutionalization in Armed Conflict: Applying Concepts to Practice | Sharda, Kirti | OB |
| 2016-03-19 | Auditors' Consideration of Material Income-increasing versus Material Income-decreasing Items: Are Conservatism and Risk affected by Company Level Information? | Desai, Naman | HRM |

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|------------|---|--|-----------|
| 2016-03-20 | Does Working for a Not-For-Profit Organization Affect the Psychology of Corruption? Evidence from India | Desai, Naman | F&A |
| 2016-03-21 | Impact of Continuous Auditing on Earnings Quality and Audit Fees | Desai, Naman; Jacob, Joshy; Tripathy, Arindam | F&A |
| 2016-03-22 | Are auditors unable to detect classification shifting or merely not willing to report it? Evidence from India | Desai, Naman; Nagar, Neerav | F&A |
| 2016-03-23 | Does good corporate governance constrain cash flow manipulation? Evidence from India | Nagar, Neerav; Raithatha, Mehul | F&A |
| 2016-03-24 | Earnings Management in the Construction Industry | Nagar, Neerav; Tatiparti, Venu Madhav | F&A |
| 2016-03-25 | Cash Flow Manipulation in State-owned Enterprises | Nagar, Neerav; Arora, Jaskiran | F&A |
| 2016-03-26 | Do managers manipulate gross profits? Role of product market competition | Nagar, Neerav | F&A |
| 2016-03-27 | Stewardship Value of Income Statement Classifications: An Empirical Examination | Nagar, Neerav; Arya, Avinash | F&A |
| 2016-03-28 | Classification Shifting: Do Managers' Real Actions Matter? | Nagar, Neerav; Sen, Kaustav | F&A |
| 2016-03-29 | Comparing Genetic Algorithm Crossover and Mutation Operators for the Indexing Problem | Ghosh, Diptesh | P&QM |
| 2016-03-30 | Is Marketing a Science: Debate Revisited | Sharma, Dheeraj | Mktg |
| 2016-03-31 | Trends in Strategies and Performance of the Indian Corporate: What has changed in two decades of Economic Reforms? | Basant, Rakesh; Mishra, Pulak | Economics |
| 2016-03-32 | Incorporating gender and age in genetic algorithms to solve the indexing problem | Ghosh, Diptesh | P&QM |
| 2016-03-33 | Examination of Affordable Housing Policies in India | Sarkar, Anindo; Dhavilkar, Udayan; Agrawal, Vikram; Morris, Sebastian | Economics |
| 2016-03-34 | Ownership Structure and Internationalization of Indian Firms | Singla, Chitra; George P., Regie; Veliyath, Rajaram | BP |
| 2016-03-35 | Impact of Board and CEO Characteristics on Firms' Performance | Singla Chitra | BP |
| 2016-03-36 | Impact of Independent Directors' Resignations on Firm's Governance | Singh, Preet Deep; Singla, Chitra | BP |
| 2016-03-37 | A Theory of Tax Evasion in Developing Countries | D'Souza, Errol | Economics |
| 2016-03-38 | Understanding Coefficient Alpha: Assumptions and Interpretations | Sharma, Dheeraj | Mktg |
| 2016-03-39 | An Exploratory Investigation of Impact of Perceived Channibalization on Salesperson's Trust, Commitment, Job Satisfaction, Job Performance and Relational Capital | Sharma, Dheeraj | Mktg |
| 2016-03-40 | Consumers' Expectations of Sales Events: How satisfied are Consumer with Shopping during sales events? | Borna, Shaheen; Sharma, Dheeraj | Mktg |
| 2016-03-41 | Is Conspicuous Consumption of Business Leaders Justified and Morally Defensible? | Borna, Shaheen; Sharma, Dheeraj | Mktg |
| 2016-03-42 | Pricing for E-Commerce in Emerging Economies | Mandal, Sudipta; Sharma, Dheeraj | Mktg |

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| 2016-03-43 | Marketing Channels for E-Commerce in Emerging Markets | Kapoor, Ankur; Sharma, Dheeraj | Mktg |
| 2016-03-44 | E-Commerce Selling in an Emerging Economy Context | Pandey, Arpita; Sharma, Dheeraj | Mktg |
| 2016-03-45 | Meta Analysis for Online Retail Performance | Kapoor, Ankur; Sharma, Dheeraj | Mktg |
| 2016-03-46 | Antecedents and Consequences of Brand Equity: A meta-analysis | Pandey, Arpita; Sharma, Dheeraj | Mktg |
| 2016-03-47 | Antecedents and Consequences of Product Innovation: A Meta-Analytic Review | Mandal, Sudipta; Sharma Dheeraj | Mktg |
| 2016-03-48 | An Examination of One Dimension Marginal Distributions: Selling and Non-selling Activities of a Salesperson | Sharma, Dheeraj; Talpur, Mir Ghulam Haider | Mktg |
| 2016-03-49 | Open Access Temptations: Buyer Beware | Virmani, Vineet | F&A |
| 2016-03-50 | An Introduction to the Aluminum Industry and Survey of OR Applications in an Integrated Aluminum Plant | Apujani, Payal; Dutta, Goutam; Gupta, Narain | P&QM |
| 2016-03-51 | Human Resource Issues in Maternal and Neonatal Health in India | Maheshwari, Sunil Kumar; Mavalankar, Dileep | CMHS |
| 2016-03-52 | Talent Management Systems in Indian Pharmaceutical Firms: Exploring an Emerging Typology | Sharda, Kirti | OB |
| 2016-03-53 | Empathetic Climate Resilient Frugal Innovations for Sustainable Communities | Dey, Anamika; Gupta Anil | CMA |
| 2016-03-54 | Open Innovation at Different Levels for Higher Climate Risk Resilience | Dey Anamika; Gupta, Anil; Singh, Gurdeep | CMA |
| 2016-03-55 | Executive Stock Options: Will it Work as a Good Governance Mechanism in all Scenarios? | Singh, Preet Deep; Singla, Chitra | BP |
| 2016-03-56 | Factors Determining the Roles Board Members Play in Firms | Singla, Chitra | BP |
| 2016-03-57 | Is "Make in India" Constrained by Indian Labour Market Regulations? | Mathur, Ajeet N. | BP |
| 2016-03-58 | Dedicated High Speed Rail Network in India: Issues in Development | Raghuram, G; Udayakumar, Prashanth D. | PSG |
| 2016-03-59 | Impact of Ownership Structure on Agency Cost of Debt in India | Kochwala, Sakina Tohid; Singla, Chitra | BP |
| 2016-03-60 | Factors Determining Inbound and Outbound M&A in an Industry in India | Singla, Chitra; Agrawal, Vikram | BP |
| 2016-03-61 | Measuring the Perceived Impact of Internet on Individuals in Rural India | Jain, Rekha | IS |
| 2016-03-62 | Perceived Outcome Expectations and Self-efficacy as Drivers of Internet Use: Perspective from Rural India | Jain, Rekha | IS |
| ERS-2015-005-LIS | Stochastic Modeling of Unloading and Loading Operations at a Container Terminal Using Automated Lifting Vehicles | Debjit Roy, Rene De Koster | P&QM |
| SSRN | Throughput Matching Algorithm and Stochastic Models for Analysis of Open and Closed Manufacturing Systems | Debjit Roy, Vasudha Ravikumaran | P&QM |
| SSRN | A Multi-tier Linking Approach to Analyze Performance of Vehicle-based Warehouse Systems | Debjit Roy; Ananth Krishnamurthy; Sunderesh Heragu; Charles Malmborg | P&QM |
| WPS 7618 | Impacts of sovereign rating on sub-sovereign bond ratings in emerging and developing economies | Sanket Mohapatra; Manabu Nose; Dilip Ratha | Economics |

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| WP Number | Title | Author(s) | Area |
|-------------------------------------|---|--|------|
| WageIndicator Foundation, Amsterdam | Minimum Wage Comparison in Asian Countries: Minimum Wage Fixing http://www.wageindicator.org/documents/publicationslist/publications-2016/varkey-b-korde-r-singh-s-2016-minimum-wage-comparison-asian-countries | Varkkey, Biju ; Korde, Rupa ; Singh, Sanjana | HRM |
| WageIndicator Foundation, Amsterdam | WageIndex Report India: Wages and working conditions on the formal labour market in India. | Kabina Thomas, Varkkey Biju, Korde Rupa, & Bizik, P. | HRM |
| EPW | Arthiyas in Punjab's APMC Mandis: Inadequate Analysis and Solutions | Sukhpal Singh | CMA |
| SSRN | Mobile Communications Policies and National Broadband Strategies in Developed and Developing Countries: Lessons, Policy Issues and Challenges, presented at the TPRC 43: The 43rd Research Conference on Communication, Information and Internet Policy Paper, September 24-27, 2015 | Dr Prabir K. Neogi; Prof Rekha Jain | IS |
| MSU, COIN Report No. 2016008 | Finding Reliable Solutions in Bilevel Optimization Problems Under Uncertainties | Z Lu; K Deb; A Sinha | P&QM |
| MSU, COIN Report No. 2016015 | Solving Optimistic Bilevel Programs by Iteratively Approximating Lower Level Optimal Value Function | A Sinha; P Malo; K Deb | P&QM |
| MSU, COIN Report No. 2016017 | Handling Inverse Optimal Control Problems using Evolutionary Bilevel Optimization | V Suryan; A Sinha; P Malo; K Deb | P&QM |
| FEEM WP. No. 110.2015 | Regional Low-Emission Pathways from Global Models | Heleen Van Soest et al. | PSG |
| DTU, DK | Pathways to deep decarbonization in India SDSN-IDDRI | P Shukla; Subash Dhar; Minal Pathak; Darshini Mahadevia; Amit Garg | PSG |
| UNFCCC | Summary report on the technical analysis of the first biennial update report of Azerbaijan submitted on 31 March 2015 | Kamel Djemouai; Amit Garg; Nicolas Leclercq; Helen Joan Plume; Marius Taranu | PSG |
| UNFCCC | Summary report on the technical analysis of the first biennial update report of Bosnia and Herzegovina submitted on 12 March 2015 | Kamel Djemouai; Amit Garg; Nicolas Leclercq; Helen Joan Plume; Marius Taranu | PSG |

SEMINARS ORGANIZED AT THE INSTITUTE APRIL 2015 – MARCH 2016

| Speaker | Topic | Date | Area |
|--|---|----------------|------|
| Dr. Arun Kumar PhD Candidate, Lancaster University, UK | History of Management; and Management of History | April 29, 2015 | IFRC |
| Prof. Chris Carr University of Edinburgh Business School, USA | Robust Strategies: Lessons from GKN 1759 - 2012 | June 24, 2015 | R&P |
| Prof. Suresh Govindaraj The State University of New Jersey, USA | Valuation of Tax Loss Carry forwards and Carrybacks and its Implication for Dynamic Portfolio Selection | June 25, 2015 | R&P |
| Dr. Anju Mehta University of Northern Iowa | Team Orientation and Team Effectiveness: The Intervening Effect of Knowledge Integration | June 30, 2015 | OB |

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| Speaker | Topic | Date | Area |
|--|--|-----------------|-----------|
| Dr. Nikhil Mehta University of Northern Iowa | Knowledge Integration in Outsourced Software Development: The Role of Sentry and Guard Processes | June 30, 2015 | IS |
| Prof. Utteeyo Dasgupta Wagner College and a Senior Research Associate at the Center for International Studies and Policy, Fordham University. | Only Mine or All Ours: Do Stronger Entitlements Affect Altruistic Choices in the Household | July 9, 2015 | R&P |
| Prof. Anindya S. Chakrabarti, IIM Ahmedabad | Economic Incentives Versus Institutional Frictions: Dynamics of Cross-Country Migration | July 14, 2015 | R&P |
| Prof. Kanupriya Katyal GIM, Goa | What is a Fair Fare? Exploring the Differences between Price Fairness and Price Unfairness | July 15, 2015 | Marketing |
| Dr. Arkadipta Ghosh Mathematica, New Jersey | Effects of the Program of All-Inclusive Care for the Elderly on Costs and Mortality | July 20, 2015 | PSG |
| Dr. Aditi Bhattacharyya am Houston State University, Texas, USA | A Generalized Stochastic Production Frontier Analysis of Technical Efficiency of Rice Farming: A Case Study from Assam, India | July 20, 2015 | Economics |
| Prof. Ankur Sinha IIM Ahmedabad | Stackelberg Games with Lower Level Decision Uncertainty | July 29, 2015 | R&P |
| Dr. Dilip Kumar IIM Kashipur | Additive bias correction in volatility estimated using open, high, low and close prices | July 31, 2015 | F & A |
| Prof. Ravi Naidu Cooperative Research Centre for Contamination Assessment and Remediation of the Environment | Global Contamination Assessment and Remediation of the Environment | August 3, 2015 | R&P |
| Prof. D. Daniel Sokol University of Florida Levin College of Law | Policy Innovations, Political Preferences, and Cartel Persecutions | August 10, 2015 | R&P |
| Dr. Siddharth Mohapatra Alliance University, Bangalore | Earnings Manipulation, Human Rationality, and Relative Deprivation: Some Critical Assessments from the Perspectives of Folk Concept of Intentionality and Implications for HRM | August 20, 2015 | HRM |
| Prof. Kuldeep Kumar Bond University, Australia | Fraud, Corruption and Bribery: How to Detect and How to Prevent | August 26, 2015 | R&P |
| Prof. Vishal Gupta IIM Ahmedabad | When are Rewards Bad for Innovation? Examining the Linkages Between Leadership, Work Motivation and Employee Innovativeness in the Indian R&D Context | August 27, 2015 | R&P |
| Prof. Shailesh K. Tipnis Illinois State University, USA | On Path Decompositions of Graphs and Multigraphs | August 28, 2015 | R&P |

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| Speaker | Topic | Date | Area |
|--|--|--------------------|--------|
| Prof. R. Sridharan | Opportunism in Supply Chains: Construct Development and Empirical Evidence | August 31, 2015 | P&QM |
| Prof. Hans J. Huber IIM Ahmedabad | India's Air Traffic System: Network Topologies, Hierarchies & Evolution | September 4, 2015 | R&P |
| Prof. Anish Sugathan IIM Ahmedabad | Coal-fired Power Plants in India | September 10, 2015 | R&P |
| Prof. Srikumar Krishnamoorthy IIM Ahmedabad | What makes an Online review Helpful? | September 11, 2015 | R&P |
| Dr. Vijaya C. Subramanian Aggregator Inc., Bangalore | Product Safety and Recalls in Global Food Supply Chains | September 11, 2015 | CMA |
| Dr. Miguel Sarrion PeopleMatters, Madrid, Spain | Engagement Climate in Service Settings | September 18, 2015 | HRM |
| Prof. Kasivisvanathan Chelvakumar, IIT Gandhinagar | Sri Lankan Ethnic Situation | September 24, 2015 | R&P |
| Dr. Rui Oliveira Sonaes Sierra, China | The Internationalization of Chinese Firms: Why some have been successful and others failed | September 29, 2015 | BP |
| Dr. Peter Hwang The National University of Singapore | Extrinsic Incentives and Organizational Context: The Hard and Soft Aspects of Control in Organizations | September 30, 2015 | BP |
| Prof. Asoo J. Vakharia University of Florida | Exploring Sustainability Issues in Supply Chains | October 5, 2015 | R&P |
| Dr. Manish Aggarwal | Preferences-based Learning of a Decision-maker's Ideal Solution | October 6, 2015 | IS |
| Prof. Sunil Venaik University of Queensland Business School, Australia | The Fallacy of National Culture | October 30, 2015 | R&P |
| Prof. Ajeet N. Mathur IIM Ahmedabad | The touch of Midas or the curse of Bhasmasura? Learning from failures of Indian Investments in Finland | November 23, 2015 | R&P |
| Prof. Irena Vodenska Boston University, USA | Complex Network Approach to Understanding the Relationship between Social Media, News, and Global Financial Market Returns | November 26, 2015 | R&P |
| Dr. Lakshmi Narayanan Venkataraman Centre for Research on Higher Education and Development in South Africa. | Universities in the Knowledge Economy: Higher Education Transformations in India and South Africa | November 27, 2015 | RJMCEI |
| Prof. Chinmay Tumble Tata Institute of Social Science, Hyderabad | Missing Men, Migration and Labour Markets: Evidence from India | December 2, 2015 | R&P |
| Prof. Victor Yakovenko University of Maryland, USA | Economic Inequality from Statistical Physics Point of View | December 2, 2015 | R&P |
| Prof. Arul Mishra University of Utah, USA | Identifying the most and least promising customers through similarity kernels | December 11, 2015 | R&P |
| Dr. Mohan Thite Griffith University, Australia | Indian IT Services Multinationals: HR's Strategic Role, Contribution & Challenges | December 4, 2015 | HRM |

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| Speaker | Topic | Date | Area |
|---|--|-------------------|-----------|
| Prof. Himanshu Mishra University of Utah, USA | The Influence of In-store Advertising on Sales | December 11, 2015 | R&P |
| Prof. Sushanta Mallick Queen Mary University of London, UK | Corporate debt restructuring, bank competition and satiability: evidence from creditors' perspective | December 14, 2015 | R&P |
| Dr. Puduru Viswanadha Reddy GERAD , HEC Montreal, Canada | Non-cooperative dynamic games with constraints | December 14, 2015 | IFRC |
| Dr. Kathan Shukla University of Virginia | Authoritative School Climate and Student Academic Engagement, Grades, and Aspirations in Middle and High Schools | December 15, 2015 | RJMCEI |
| Prof. R.V. Ramamoorthi Michigan State University, USA | Nonparametric Priors - An Introduction | December 15, 2015 | R&P |
| Prof. Suresh Radhakrishnan University of Texas, Dallas | Corporate Social Responsibility Report Narratives and Analyst Forecast Accuracy | December 16, 2015 | R&P |
| Dr. Akshaya Vijayalakshmi University of South Dakota, USA | When Violence Becomes Acceptable: The Case of Violent-Humorous Commercials | December 17, 2015 | Marketing |
| Prof. Mandar Oak University of Adelaide, Australia | Access, Agenda Constraint and Informational Lobbying | December 21, 2015 | R&P |
| Dr. Sachin Kumar Badkas United Nations University-MERIT, Netherlands | MNCs and Global Foreign Policy: A Trend we may have missed in the last 5 years | January 5, 2016 | R&P |
| Prof. Timothy A. Gonsalves IIT Mandi | Challenges in Creating a Premier Institute of Higher Technological Education in a remote area: A case study of IIT Mandi | January 7, 2016 | R&P |
| Prof. Johannes Urpelainen Columbia University | Partisan Politics and the Tragedy of the Commons: Groundwater Depletion in India's Breadbasket | January 8, 2016 | R&P |
| Dr. Nidhi Khosla | Understanding collaboration among healthcare agencies | January 8, 2016 | PSG |
| Dr. Rohit Singla Carroll School of Management, Boston College, USA | Economic Impact Analysis of Novel Traits in Canola | January 12, 2016 | CMA |
| Prof. Anshuman Prasad University of New Haven Prof. Pushkala Prasad Skidmore College | Blowing Smoke: The Management of Moral Illegitimacy by the US Tobacco Industry | January 13, 2016 | R&P |
| Prof. Shailendra C. Jain Palvia Long Island University Post | E-government to combat corruption in India & Journal of IT case and application Research (JITCAR) | January 18, 2016 | R&P |
| Dr. Gauri Laud RMIT University, Melbourne, Australia | The Role of Embeddedness for Resource Integration: Complementing S-D Logic Research through a Social Capital Perspective | January 18, 2016 | Marketing |

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| Speaker | Topic | Date | Area |
|--|--|-------------------|----------------------|
| Prof. Manoj Agarwal Binghamton University | The Impact of Financial Leverage on Marketing: An Empirical Investigation of Manufacturers' Pricing and Promotion Strategy in Supermarkets | January 22, 2016 | Centre for Retailing |
| Prof. T.E.S. Raghavan University of Illinois, Chicago | Game Theory – The Mathematics for Conflict Resolution | January 28, 2016 | R&P |
| Mr. Brian Powers University of Illinois, Chicago | Seven-Figure Salaries, Avoiding Total Anarchy, and Game Theory | January 29, 2016 | R&P |
| Prof. Lilac Nachum City University New York | When Near is Far and Far is Near: FDI, Geographic Location and Connectivity | February 1, 2016 | R&P |
| Dr. Deepti Ganapathy IIM Indore (Visiting Faculty) | Content Analysis of Tweets by Indian Politicians and Celebrities | February 05, 2016 | Communications |
| Mr. Swagata Bhattacharjee PhD candidate at the Department of Economics at University of Texas at Austin | Contracting for Innovation under Ambiguity (Job Market Paper) | February 9, 2016 | Economics |
| Dr. Prabir Neogi Carleton University, Ottawa, Canada | Looking Forward, Looking Back: Threats to Trust, Confidence and Security on the Internet and Challenges for Developing Countries | February 11, 2016 | IITCOE |
| Dr. Chinmay Tumbe Tata Institute of Social Sciences Hyderabad | Urbanization and the Demographic Transition: Evidence from India's Demographic Divergence | February 15, 2016 | Economics |
| Mr. Vipul Mathur Doctoral candidate at IIM Bangalore | Optimal Monetary Policy and Equity Premium under Endogenous Asset Market Segmentation | February 16, 2016 | Economics |
| Mr. Ashish Kumar Jha, Doctoral Candidate, IIM Calcutta | "Cooperation for Innovation: An Empirical Investigation of the Impact of Partnerships on Innovation Outcomes in IT firms" | February 24, 2016 | IS |
| Prof. Felix Papier ESSEC Business School | Supply Allocation under Sequential Advance Demand Information | March 8, 2016 | R&P |
| Ms. Debarati Basu Doctoral Candidate, IIM Calcutta | Real Earnings Management to Hide Inefficient Internal Capital Market Transactions | March 08, 2016 | F&A |
| Prof. Deepak Malghan IIM Bangalore | Citius, Altius, Fortius: A history of how the world became efficient | March 9, 2016 | R&P |
| Prof. Paresha Sinha The University of Waikato | Skilled Migrants' Relocation Decisions and Resettlement Processes: The Embedded Role of Emotional Labour | March 11, 2016 | R&P |

**CASES, RESEARCH, AND CONSULTING**

| Year | Cases Completed (Cumulative) | Research Projects Completed (Cumulative) | Consulting Projects Completed (Cumulative) |
|----------------|---------------------------------|---|---|
| 2006-07 | 2977 | 709 | 2137 |
| 2007-08 | 2988 | 729 | 2186 |
| 2008-09 | 3037 | 749 | 2272 |
| 2009-10 | 3050 | 791 | 2405 |
| 2010-11 | 3062 | 792 | 2510 |
| 2011-12 | 3068 | 793 | 2634 |
| 2012-13 | 3080 | 797 | 2708 |
| 2013-14 | 3169 | 814 | 2823 |
| 2014-15 | 3210 | 889 | 3356 |
| 2015-16 | 3849 | 889 | 3438 |



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CONFERENCE PRESENTATIONS

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- Ali, S.S., & Mathur, A. N. (2015, December 1-3). *Theorising the Anatomy of Re-Internationalization Processes from Cases*, presented at 41st EIBA Annual Conference 'International Business after the BRIC's Rush', Rio de Janeiro.
- Angeli, F., & Jaiswal, A.K. (2015, October 15-17). *Business Model Innovation for Inclusive Healthcare Delivery at the Bottom of the Pyramid*, presented at GSOM Emerging Markets Conference: Business and Government Perspectives, St. Petersburg, Russia.
- Banerjee, S. (2015, December 17-19). *Financial Inclusion in India: A Giant Structure on Weak Foundation*, presented at India Finance Conference IIM Calcutta.
- Bathini, D. & Kandathil, G. (2015, August). *Don't Bother Me as Long as The Client Has No Issues: Control and Resistance in Telework*, presented at 75th Annual Meeting of Academy of Management, Vancouver, BC, Canada.
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- D'Cruz, P., & Noronha E. (2015, July 8-10). *Dilemmas of Indian lawyers in the global value chain: The case of legal process outsourcing*, presented at 4th RDW ILO conference, Geneva, Switzerland.
- D'Cruz, P., & Noronha E., (2015, July 8-10). *New identities require new strategies: Union formation in the Indian IT/ITES industry*, presented at 4th RDW ILO conference, Geneva, Switzerland. 2015.
- D'Cruz, P., & Noronha E., (2015, September 7-11). *Re-igniting collective bargaining in the Indian public sector: The case of non-standard workers*, presented at 17th ILERA conference, Cape Town, South Africa.
- Deodhar, S. (2015, August 1). *Make in India: Re-chanting the Mantra with a Difference*, presented at Prof. V. M. Dandekar Memorial Seminar, Indian School of Political Economy, Pune.
- Dev, P. (2016, March 14 - 19). *Networks of Information Exchange: Evidence on Information Hubs*, presented at International Conclave on Foundations of Decisions and Game Theory, IGIDR, Mumbai.
- Dutta, G. (2015, December 15). *Mathematical Programming Approach with Revenue Management in Home Loan Pricing* presented at National Conference of Operational Research Society of India, Bhubaneswar.
- Gandhi, V. P. (2015, June 14-17). *Transformation of Agribusiness and Food Value Chains in India: Investment, Models and Challenges*, presented at the 25th Annual World Conference of the International Food and Agribusiness Management Association (IFAMA), St. Paul (Minneapolis-St. Paul), Minnesota, USA.
- Gandhi, V. P. (2016, March 22,). *India: Union Budget 2016-17 - The "R" in the Budget: Agriculture and Rural Economy*, presented at Seminar on the Union Budget for 2016-17, Madras Institute of Development Studies (MIDS).
- Gandhi, V. P. (2016, March 14-16). *Transforming Marketing Linkages in Horticulture through Effective Institutions and Innovative Agri-Business Models*, presented at International Symposium on Sustainable Horticulture 2016, Mizoram University, Mizoram.
- Gandhi, V.P. (2015, June 26-27). *Food Demand and the Food Security Challenge with Rapid Economic Growth in India and China*, presented at IIMA Society Conference, Indian Institute of Management, Ahmedabad,
- Gandhi, V.P. (2015, October 12-13). *Centre for Management in Agriculture, Indian Institute of Management, Ahmedabad: A Review of the Research, Contribution and Functioning - With Focus on the Last Ten Years*, presented at Workshop-Meeting of the AERC Review Committee, Organized by the Ministry of Agriculture & Farmers Welfare, Institute of Economic Growth, New Delhi.
- Gandhi, V. P. (2015, June 14-17). *Transformation of Agribusiness and Food Value Chains in India: Investment, Models and Challenges*, presented at 25th Annual World Conference of the International Food and Agribusiness Management Association (IFAMA), St. Paul (Minneapolis-St.Paul), Minnesota, USA.
- Gandhi, V.P. (2015, July 22-23). *Innovations in Biotechnology and Importance of Bio-safety*, presented at Workshop on Challenges in Communication of Agricultural Biotechnology and Bio-safety, organized by Indian Institute of Mass Communication (IIMC) in collaboration with Ministry of Environment, Forest and Climate Change, at Department of Communication & Journalism, Gujarat University, Ahmedabad.
- Jain, R. (2015, May 14-15). *India's Role in Internet Governance*, presented at the Digital Bharat 2015 Conference, FICCI, New Delhi.
- Jain, R. (2015, July 3). *Preparing for M-Governance*, presented at Chintan Shibir, Gandhinagar, Gujarat.
- Jain, R. (2015, September 26). *India's Role in Internet Governance*, a poster presented at the TPRC43, Arlington, Va.
- Jain, R. (2015, September 26). *Mobile Communications Policies and National Broadband Strategies in Developed and Developing Countries: Lessons, Policy Issues and Challenges*, TPRC43, Arlington, Va

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- Jain, R. (2015, December 13-15). *A Model for Internet Governance and Implications for India*, presented at the Second Regional ITS Conference "Connectivity for All: Future Technologies, Markets and Regulation", New Delhi.
- Jani, V. J. (2016, February 1-3). *Does economic globalization make Africa healthier?* Presented at EconWorld 2016, Barcelona.
- Jani, V. J. (2016, January 4-6). *Does trade make Asian children healthier?* Presented at Annual conference of The Indian Econometric Society, IIM Kozhikode.
- Karna, A., & Roy, K. (2015, June 17-20). *Doing social good on a sustainable basis: Competitive advantage of social businesses*, presented at the European Academy of Management (Euram), Warsaw, Poland.
- Karna, A., Landau, C., & Sailer, M. (2015, August 7-11). *Business Model Innovation: A German Automobile Manufacturer's Business Model Adaptation for India*, presented at Academy of Management (AOM) Annual Meeting 2015, Vancouver, Canada.
- Karna, A., Landau, C., & Sailer, M. (2015, June 28-30). *Business Model Internationalization in the Automotive Industry: A Process Model of Market Entry into Emerging Markets*, presented at Academy of International Business (AIB) Annual Meeting, Bengaluru, India.
- Karna, A., Purkayastha, A., Sharma, S., & Bhadra, D. (2015, June 28-30). *The Role of Dynamic Capabilities in Enhancing the Performance Effects of Internationalization of Emerging Market Firms: A Study of Indian Firms*, presented at Academy of International Business (AIB) Annual Meeting, Bengaluru, India.
- Karna, A., Purkayastha, A., Sharma, S., & Bhadra, D., (2015, October 3-7). *The Role of Dynamic Capabilities in Enhancing Performance Effects of Internationalization: Study of Indian Firms* presented at the Strategic Management Society (SMS) Annual Meeting, Denver, CO, US.
- Karna, A., Richter, A., & Schommer, M. (2015, August 7-11). *Performance Effects of Diversification Across Institutional Contexts: A Meta-analysis*, presented at Academy of Management (AOM) Annual Meeting 2015 held at Vancouver, Canada.
- Karna, A., Richter, A., & Schommer, M. (2015, October 3-7). *Strategic and Organizational Heterogeneity and the Performance of Professional Service Firms*, presented at the Strategic Management Society (SMS) Annual Meeting, Denver, CO, US.
- Karna, A., Richter, A., & Schommer, M. (2015, June 28-30). *Role of Institutional Context in Diversification-Performance Relationship: A Meta-Analysis*, presented at Academy of International Business (AIB) Annual Meeting 2015 held at Bengaluru, India.
- Kumar, V. & Deodhar, S.Y. (2016, January 4). *From Well-heeled to Tip-toed, Shoe-shine to Shoe-lace: Monopolistic Competition and Product Differentiation in Men's Footwear*, presented at AIEFS sessions, Allied Social Sciences Association (ASSA) meetings, San Francisco, CA, USA.
- Mathur, A.N. (2015, June 8-14). *The unexplored dark abyss of international business*, presented at 40th EIBA Conference Proceedings, Uppsala.
- Mathur, A.N. (2015, June 8-14). *Human Uses of Human Beings: What happens to toxicity beneath hushed protests in cross-border value constellations?* Presented at 32nd ISPSO Annual Meeting.
- Mathur, A.N. (2015, June 15-18). *Learning from failures of Indian investments in Europe*, presented at IMIT Seminar, Centre for International Business Studies, University of Gothenburg.
- Mathur, A.N., & Kerai, A. (2015, August 3-5). *Are there limits to human uses of human beings?* Presented at 10th CPPM Conference, IIM Bangalore.

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- Mathur, A.N. (2015, October 22-23), *Diasporic Indigeneity around ties and ruptures in alien metacultures*, presented at 12th International ETMU Conference: Mobile Roots - Rethinking Indigenous and Transnational ties, University of Lapland, Rovaniemi.
- Mathur, A.N. (2015, November 3-4). *Research Imperatives in Indian Higher Education*, paper presented at the FICCI Higher Education Summit 2015, New Delhi.
- Mathur, A.N. (2015, December 1-3). *Learning from failures of Indian investments in Finland*, presented at 41st EIBA Annual Conference 'International Business after the BRIC's Rush, Rio de Janeiro.
- Mathur, Ajeet N. (2016, January 4-6). Spirituality in management and management of spirituality: connecting inner worlds to outer worlds, paper presented at the International Conference on Spirituality and Management "Indigenous Models of Sustainability, Good Governance and Spiritual Transformation", IIM Bangalore.
- Mattila, S., & Mathur, A. N. (2015, December 1-3). *Understanding ethics and international business processes for teaching in MBA Programmes*, presented at 41st EIBA Annual Conference 'International Business after the BRIC's Rush', Rio de Janeiro.
- Mendonca, A. (2015, August 7-11). *Employee Resistance in Knowledge Intensive Organizations: A Conceptual Framework*, presented at 75th Annual Meeting of the Academy of Management (AoM), USA, Vancouver, British Columbia, Canada.
- Mishra, N. (2015, December, 16-18). *Political Processes and Individual Stress in the context of Organizational Change*, presented at 3rd PAN IIM World Management Conference, IIM Indore.
- Mukherjee, S. (2015, November 28). KeyNote address, *Revolutionary Supply Chain Strategies for Sustainable Competitive Advantage*, National Conference (NATCOM 2015) organized by Indian Institute of Materials Management, Vadodara.
- Nagar, N. (2015, September 12-13). *Corporate Governance and Cash Flow Manipulation: Evidence from India*, presented at IFABS 2015 Corporate Finance Conference, Said Business School, University of Oxford, England.
- Nagar, N. (2016, January 7-8). *Are Auditors unable to detect classification shifting or merely not willing to report it? Evidence from India*, presented at Journal of Contemporary Accounting and Economics Annual Symposium, Chulalongkorn University, Bangkok.
- Nagar, N. (2016, January 7-8). *Corporate Governance and Cash Flow Manipulation: Evidence from India*, presented at Journal of Contemporary Accounting and Economics Annual Symposium, Chulalongkorn University, Bangkok.
- Nanarpuzha, R. & Khandeparkar, K. (2015). *Lifestyle values of global age cohorts: A means of market segmentation?* presented at Marketing and Communication Conference, La Londe, France, June 2-6, 2015.
- Nanarpuzha, R. & Khandeparkar, K. (2015, May 26-29). *Lifestyle values of global age cohorts: A means of market segmentation?* presented at 44th EMAC Annual Conference at Leuven, Belgium.
- Nandram, B., Bhadra, D., & Liu, Y. (2015, December 26). *A Bayesian Analysis of Odds Ratios from Small Areas with an Application to Breast Cancer Data*, presented at IISA Conference, Department of Statistics, University of Pune.
- Narayanaswami, S. (2015, June). *Rolling Stock Allocation for Scheduled Railway Services*, presented at VeRoLog-2015, Vienna, Austria.
- Narayanswami, S. (2015, June 27). *Supply Chain Logistics*, presented at IIMA Society Conference, IIM Ahmedabad.
- Narayanswami, S. (2015, June). *Peak-hour metro rail traffic congestion alleviation*, presented at 21st International Conference on Urban Transport and the Environment, at Valencia, Spain.

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- Pandey, J. (2015, June 6-7). *Medical Tourism: Recruiting the Right Coordinator for Transnational Patients*, presented at 1st IIMA International Conference on Advances in Healthcare Management Services, IIM Ahmedabad.
- Pandey, J., & Singh, M. (2015, August 7-11). *Donning the Mask of Surface and Deep Acting: Effects on Job Satisfaction and Burnout in Healthcare*, presented in the session titled 'Healthcare Workforce Retention' in the Academy of Management 2015 Annual Meeting at the Hyatt Regency, Vancouver, Canada.
- Pandey, J., & Singh, M., (2015, April 11-12). *Emotional labor Strategies and burnout: Mediating role of asakti-anasakti for ASHA workers*, presented at 4th IIMA International Conference on Advanced Data Analysis, Business Analytics and Intelligence at IIM Ahmedabad.
- Pandey, V., Nawani, S., & Deodhar, S.Y. (2015, May 15). *Mandatory CSR and the Response of Indian Firms*, presented at Global Summit on Corporate Social Responsibility (GSCSR), India International Centre, Delhi.
- Pingali, V. (2016, March 3-4). *Two-Sided Markets and Internet Search Engine*, presented at National Conference on Economics of Competition Law, Competition Commission of India, New Delhi.
- Radhakrishnan, G. (2015, April 8-9). *Competition in the Port sector?* Presented at Estuary, School of Maritime Management, Indian Maritime University, Chennai.
- Radhakrishnan, G. (2015, June 14-15). *Does Ownership always matter? Evidence from the Indian Banking Sector*, presented at 13th European Workshop on Efficiency and Productivity Analysis, Helsinki, Finland.
- Radhakrishnan, G. (2015, September 1). *Ship Building and Ship Repair Maritime Clusters*, presented at 5th Annual Conference on Ports and Shipping, Saket Group, Ahmedabad.
- Raghuram, G. (2015, October 30). *The Role of the Marine Sector in the Indian National Economy*, presented at 7th National Conference on Infrastructure and Ports, Ahmedabad.
- Raghuram, G. (2015, November 20). *Strategic Issues in the Supply Chain of Food Security in India*, presented at Lead Presentation, Building Warehousing Competitiveness 2015: Value Addition and Coping up with Changes, Mumbai.
- Raghuram, G. (2015, November 29). *Strategic Issues in the Food Security Value Chain*, presented at National Seminar on Financing of Agri-Commodity Value Chain, NABARD & IFPRI, Lucknow.
- Raghuram, G. (2015, December 16). *Improving Logistics in India: The Way Forward*, presented at Third Pan IIM World Management Conference, IIM Indore.
- Raghuram, G. (2015, December 18). *Strategic Issues in the Food Security Value Chain*, presented at 48th Annual Convention of Operational Research Society of India and International Conference, Bhubaneswar.
- Raghuram, G. (2015, December 19). *Sustainable Freight Transport and Logistics - Challenges and Way Out*, Panelist, 3rd Conference of the Transportation Research Group of India, Kolkata.
- Raghuram, G. (2015, November 19). Presented Theme Address on Building Warehousing Competitiveness 2015: Value Addition and Coping up with Changes, Mumbai.
- Ram Mohan, T. T. (2015, June). *Does ownership always matter? Evidence from Indian banking*, presented at European Workshop on Efficiency and Productivity Analysis, Helsinki.
- Ram Mohan, T. T. (2015, July 26). *Issues in the Indian banking sector today*, presentation made at State Bank of India Officers' Association Conference, Chennai.
- Ram Mohan, T.T. (2016, January 27). *Banking Sector Reforms*, Panel Discussant, Centre for Policy Research, Mumbai.
- Saiyed, A. A. (2015, June 28-30). *Determinants of Internationalization by New Ventures in India*, presented at Academy of International Business, Bangalore.

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- Saiyed, A. A. (2015, December 11-13). *Entrepreneurial Characteristics and Internationalization of New Ventures: A Study of Cognitive factors*, presented at 4th Biennial Conference, Indian Academy of Management, IIM Lucknow, Noida.
- Saiyed, A. A. (2015, May 7-9). *Is more always better? Entrepreneurial orientation and firm performance under the contingent influence of CEO power*, presented at Eastern Academy of Management, Philadelphia.
- Saluja, D. (2015, December 11-13). *Sustainability of RSBY from Insurance Companies' perspective*, presented at 4th Biennial Indian Academy of Management Conference, IIM Lucknow, Noida.
- Saraf, A. (2015, December 14-16). *Teacher Leadership: Towards a new professionalism*, presented at 6th CESI International Conference on 'Education: Domination, Emancipation and Dignity', Bangalore.
- Shah, P. (2015, December 15-18). *Analyzing the Role of Digital Media in Science Education: A distributed cognition approach*, presented at episteme 6, Mumbai.
- Shah, P. (2015, December 15-18). *How do experts and novices navigate chemistry representations – an eye-tracking investigation*, presented at episteme 6, Mumbai.
- Shah, P. (2015, October 22-24). *Ethical Decision-Making by Managers: A Critical, Process-Based View* presented at International Vincentian Business Ethics Conference (IVBEC), New York.
- Sharma, A. (2016, February 1-3). *Dynamic Externalities and Regional Growth: Evidence from India*, presented at EconWorld, Barcelona, Spain.
- Sharma, K. (2015, September 17-19). *Follow the diaspora: The Globalization of Service Firms*, presented at Yale University CII Conference, New York, USA.
- Sharma, S. (2015, November 4 - 5). *Diversity and Inclusion: Insights from India*, presented at Sustainable HRM and Employee Well-Being Symposium, Sydney, Australia.
- Sharma, S. (2015, July 2 - 4). *Preserving the core: How new entrepreneurial ventures respond to conflicts between their identity and image*, presented at 31st European Group of Organization Studies (EGOS) Colloquium, Athens, Greece.
- Sharma, S. (2015, June 21 - 23). *We're one but we are not the same: How new entrepreneurial ventures respond to incongruence between their identity and image*, presented at Symposium on Process Organizational Studies, Kos, Greece.
- Singh, V.L. (2015, August 7-11). *A Stress Model of Job Crafting: Mediating effects on Job Performance*, presented at 75th Annual Meeting of the Academy of Management (AoM), USA, Vancouver, British Columbia, Canada.
- Sohani, S.S., Singh, M., & Pandey, J. (2015, June 6-7). *Medical Tourism: Recruiting the Right Coordinator for Expatriate Patients*, presented at 1st IIMA International Conference on Advances in Healthcare Management Services, Indian Institute of Management, Ahmedabad.
- Sugathan, A., & Pande, R. (2015, November 13). *Coal Power Plants in India*, presented at IGC Energy and growth conference: Challenges and opportunities for developing countries, London School of Economics and Political Science.
- Varkkey, B. (2015, November 17 - 18). *Cooperative Banking: Employment Relations Perspective*, presented at 6th Asian-European Labour Thinktank Forum (AELF) conference on Revitalising Economic Democracy for 21st century: A project for global labour movement? Singapore.
- Varkkey, B. (2015, July 8-10). *Make in India: A critical examination*, presented at 4th Regulating for Decent Work Conference on Developing and Implementing Policies for a Better Future at Work. ILO, Geneva.

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- Varkkey, B. (2015, July 8-10). *Minimum Wages in India: an overview* presented at 4th Regulating for Decent Work Conference on Developing and Implementing Policies for a Better Future at Work, ILO Geneva.
- Varkkey, B., & Mehta, K. P. (2015, August 26 - 28). *Minimum Wage Checker of WageIndicator: A note*, presented at 6th Global WageIndicator Conference: Celebration 15 years of WI, Wageindicator Foundation, Amsterdam, The Netherlands.
- Varma, P. (2016, January 27). *Agricultural Technology*, presented at FICCI workshop on Sustainable Agriculture: Harnessing Technologies- Harvesting Prosperity, Ahmedabad.
- Vohra, N., Sharma, S., & Nair, N. (2015, November 4-5). *Diversity and inclusion in organizations in India*, presented at Sustainable HRM and Employee Well-being - An International Research Symposium, Sydney, Australia.
- Vohra, N. (2016, January 7). *Emotional Intelligence as a way to reduce stress for Police Officers*, presented at 7th National Conference for Women in Police, CRPF Academy, Gurgaon.
- Vohra, N. (2016, January 21). *Understanding Intelligence for School Teachers*, presented at Gulf Council Principals Conference, Muscat, Oman.
- Vohra, N. (2016, March 10). *Women in Leadership Positions: A Psychodynamic View*, presented at Women, Lead! Conference at the Women's Leadership Forum in Asia, Mumbai.
- Yadav, R. S. (2015, November 4 - 5). *Workplace Spirituality a tool to foster sustainable HRM*, presented at Sustainable HRM and Employee Well-Being Symposium, Sydney, Australia.

EXECUTIVE EDUCATION PROGRAMMES

DISTRIBUTION OF PARTICIPANTS

| Programmes | No. of Programmes | No. of Participants | | | |
|-------------------------------|-------------------|---------------------|----------------|-----------|-------------|
| | | Public Sector | Private Sector | Foreign | |
| General Management Programmes | 3 | 32 | 155 | 23 | 210 |
| New Programmes | 13 | 170 | 209 | 6 | 385 |
| Regular/Repeat Programmes | 57 | 631 | 1035 | 45 | 1711 |
| | 73 | 833 | 1399 | 74 | 2306 |

GENERAL MANAGEMENT PROGRAMMES

| Programmes | No. of Participants | | | |
|---|---------------------|----------------|-----------|------------|
| | Public Sector | Private Sector | Foreign | |
| 3 TP Emerging Leaders' programme July 26 - August 22, 2015 | 22 | 52 | 0 | 74 |
| Transforming Small and Medium Enterprises Programme October 5 - 17, 2015 | 0 | 42 | 2 | 44 |
| 3TP Senior Leaders' Programme January 17 - February 6, 2016 | 10 | 61 | 21 | 92 |
| | 32 | 155 | 23 | 210 |

NEW PROGRAMMES OFFERED

| Programmes | No. of Participants | | | |
|---|---------------------|----------------|---------|----|
| | Public Sector | Private Sector | Foreign | |
| Business Policy | | | | |
| Leading Professional Service Firms September 13 - 18, 2015 | 8 | 15 | 0 | 23 |
| Young Entrepreneurs Programmes Module 1 - September 21 - 26, 2015 Module 2 - January. 11 - 16, 2016 | 5 | 26 | 1 | 32 |
| Transformational Leadership September 28 - 30, 2015 | 28 | 22 | 0 | 50 |
| Design Thinking for Nurturing Innovation October 12 - 17, 2015 | 3 | 25 | 1 | 29 |
| Discipline of Strategy Execution December 7 - 9, 2015 | 15 | 14 | 0 | 29 |
| Economics | | | | |
| Leadership of Public Sector Banks & Financial Institution August 10-14, 2015 | 30 | 1 | 0 | 31 |
| Getting Infrastructure and PPPs Rights March 7 - 11, 2016 | 23 | 7 | 1 | 31 |
| Personal and Industrial Relations | | | | |
| Managerial Excellence in Healthcare Sector May 4 - 8, 2015 | 6 | 20 | 0 | 26 |
| Developing Internal Talent and Leadership February 8 - 10, 2016 | 21 | 12 | 1 | 34 |

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| Programmes | No. of Participants | | | |
|--|---------------------|----------------|---------|-----|
| | Public Sector | Private Sector | Foreign | |
| Managerial Effectiveness February 29 - March 5, 2016 | 20 | 15 | 2 | 37 |
| Production and Quantitative Methods | | | | |
| Manufacturing Strategy November 30 - December 5, 2015 | 5 | 19 | 0 | 24 |
| Top Management Workshop on Manufacturing February 18 - 20, 2016 | 3 | 17 | 0 | 20 |
| Public Systems | | | | |
| General Management for Shipping August 16-22, 2015 | 3 | 16 | 0 | 19 |
| | 170 | 209 | 6 | 385 |

REGULAR/REPEAT PROGRAMMES OFFERED

| Programmes | No. of Participants | | | |
|---|---------------------|----------------|---------|----|
| | Public Sector | Private Sector | Foreign | |
| Business Policy | | | | |
| Doing Business Abroad August 19-21, 2015 | 5 | 12 | 0 | 17 |
| Working Conference : Authority, Organization, Strategies and Politics of Relatedness (At Jaipur) September 4 - 10, 2015 | 1 | 14 | 0 | 15 |
| Strategies for Growth September 21 - 26, 2015 | 13 | 12 | 0 | 25 |
| Contract Management October 26 - 30, 2015 | 17 | 14 | 0 | 31 |
| Innovation, Corporate Strategy & Competitive Performance November 16 - 21, 2015 | 11 | 10 | 1 | 22 |
| Knowledge Management December 7 - 12, 2015 | 6 | 4 | 2 | 12 |
| Organizational Leadership for the 21st Century January 5 - 8, 2016 | 31 | 14 | 0 | 45 |
| Family Business: Organization, Strategies, Internationalization and Succession February 2 - 5, 2016 | 9 | 40 | 0 | 49 |
| Design Thinking for Nurturing Innovation (2nd offer) February 29 - March 4, 2016 | 8 | 25 | 1 | 34 |
| Communication | | | | |
| Taking People Along: Managing by Persuasion August 3-8, 2015 | 19 | 18 | 0 | 37 |

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| Programmes | No. of Participants | | | |
|---|---------------------|----------------|---------|----|
| | Public Sector | Private Sector | Foreign | |
| The Winning Edge : Communication Strategies for Leaders September 21 - 26, 2015 | 5 | 19 | 3 | 27 |
| Effective Communication Strategy : Men and Women @ Work October 12 - 17, 2015 | 11 | 7 | 0 | 18 |
| Finance and Accounting | | | | |
| Advanced Corporate Finance November 2 - 7, 2015 | 20 | 22 | 0 | 42 |
| Mergers, Acquisitions and Restructuring December 14 -19, 2015 | 9 | 21 | 1 | 31 |
| Strategic Cost Management January 18 - 21, 2016 | 2 | 26 | 0 | 28 |
| Information Systems | | | | |
| Managing IT Projects July 20-25, 2015 | 32 | 16 | 0 | 48 |
| Strategic IT Management for CIOs September 14 - 19, 2015 | 12 | 16 | 0 | 28 |
| Visual Business Intelligence December 7 - 10, 2015 | 7 | 19 | 0 | 26 |
| The New Generation Enterprise Systems: ERP,CRM, BI and SCM January 11 - 16, 2016 | 12 | 8 | 0 | 20 |
| Marketing | | | | |
| Advanced Data Analysis for Marketing Decisions August 24-29, 2015 | 8 | 10 | 0 | 18 |
| Developing and Managing Brands September 14 - 17, 2015 | 21 | 21 | 6 | 48 |
| International Business September 21 - 26, 2015 | 0 | 22 | 1 | 23 |
| Pricing for Profit October 5 - 9, 2015 | 8 | 29 | 2 | 39 |
| Customer Relationship Management November 23 - 28, 2015 | 21 | 11 | 1 | 33 |
| Innovating for Growth January 25 - 29, 2016 | 6 | 11 | 0 | 17 |
| B2B Marketing February 8 - 13, 2016 | 11 | 26 | 2 | 39 |
| Enhancing Sales Force Performance February 22 - 26, 2016 | 17 | 30 | 6 | 53 |
| Organizational Behaviour | | | | |
| Creativity and Innovation as Core Competence : Developing Personal and Organizational Capability August 25-28, 2015 | 13 | 10 | 0 | 23 |

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| Programmes | No. of Participants | | | |
|--|---------------------|----------------|---------|----|
| | Public Sector | Private Sector | Foreign | |
| Leadership and Change Management September 7 - 11, 2015 | 16 | 41 | 1 | 58 |
| Enhancing Leadership Capacities and Potential Among Professional Women September 28 - October 01, 2015 | 12 | 15 | 0 | 27 |
| Interpersonal Effectiveness and Team Building January 4 - 7, 2016 | 35 | 13 | 0 | 48 |
| Personnel and Industrial Relations | | | | |
| Strategic Reorientation and Organizational Transformation April 20 - 24, 2015 | 5 | 21 | 0 | 26 |
| Strategic Human Resource Management August 17-22, 2015 | 16 | 20 | 0 | 36 |
| Performance Management and Competitive Advantage October 18 - 21, 2015 | 4 | 13 | 0 | 17 |
| Strategic Reorientation and Organizational Transformation November 23 - 28, 2015 | 12 | 11 | 0 | 23 |
| Advanced Human Resource Management December 7 - 12, 2015 | 19 | 10 | 3 | 32 |
| Managerial Excellence in Healthcare Sector January 25 - 30, 2016 | 15 | 8 | 2 | 25 |
| Production and Quantitative Methods | | | | |
| Uncertainty, Complexity and Risk in Projects April 6 - 9, 2015 | 9 | 20 | 0 | 29 |
| Strategic Analytics: Programme on Quantitative Data Analytics and its Applications in Business & Marketing April 15 - 18, 2015 | 5 | 30 | 0 | 35 |
| Advanced Quality Management July 13-17, 2015 | 3 | 16 | 0 | 19 |
| Warehouse Design and Management July 20-24, 2015 | 8 | 36 | 0 | 44 |
| Advanced Analytics for Management August 31-September5, 2015 | 25 | 23 | 2 | 50 |
| Revenue Management and Dynamic Pricing August 31-September4, 2015 | 8 | 14 | 0 | 22 |
| Supply Chain Management September 7 - 12, 2015 | 1 | 40 | 5 | 46 |
| Risk : Modeling and Management October 26 - 30, 2015 | 17 | 5 | 0 | 22 |
| Logistics Management November 14 - 17, 2015 | 5 | 22 | 2 | 29 |
| Project Management November 23 - 28, 2015 | 16 | 18 | 3 | 37 |

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| Programmes | No. of Participants | | | |
|--|---------------------|----------------|-----------|-------------|
| | Public Sector | Private Sector | Foreign | |
| Warehouse Design and Management (2nd offer) January 11 - 15, 2016 | 10 | 23 | 0 | 33 |
| Agriculture | | | | |
| Agricultural Input Marketing January 11 - 16, 2016 | 2 | 21 | 0 | 23 |
| Managing Contract Farming January 25 - 29, 2016 | 7 | 7 | 0 | 14 |
| Centre for Management of Health Services | | | | |
| Hospital Management September 13 - 19, 2015 | 2 | 19 | 0 | 21 |
| Clinical Laboratory Management November 16 - 18, 2015 | 1 | 16 | 0 | 17 |
| Data Analysis for Healthcare Management March 7 - 11, 2016 | 8 | 8 | 0 | 16 |
| Public Systems | | | | |
| Legal and Regulatory Issues in Infrastructure August 24-28, 2015 | 20 | 7 | 0 | 27 |
| Urban Transport February 15 - 20, 2016 | 7 | 3 | 0 | 10 |
| General Management for Shipping (2nd offer) February 28 - March 5, 2016 | 5 | 13 | 1 | 19 |
| Ravi J Matthai Centre for Educational Innovation (RJMCEI) | | | | |
| Strategic Leadership for Schools in a Changing Environment October 5 - 10, 2015 | 3 | 55 | 0 | 58 |
| | 631 | 1035 | 45 | 1711 |



CENTRE FOR MANAGEMENT IN AGRICULTURE

ABSTRACTS OF COMPLETED RESEARCH PROJECTS

1. Irrigation and Entrepreneurship: Status and Lessons for Improvement and Expansion

The study sought to ascertain the status of irrigation-related entrepreneurship in India and arrive at lessons from the existing ventures for expansion and improvement of entrepreneurship in Irrigation and allied sectors in India.

The study concluded that the irrigation enterprises have made a significant impact on the livelihoods of farmers especially in terms of enabling them to cope with limited power, labour and/ or availability of finance and to some extent even shortage of water itself. The situation demands that enterprises be seen as an essential organizational format in an otherwise gloomy situation of resource crises, nature's apathy, and dwindling resources of the farmers, especially the factors of production.

A marked positive impact on income and assured income, savings and investments as well as overall sustainability of farming as a livelihood has been reported. The study points to the need for a complementary outlook to government and entrepreneurial efforts in irrigation for best results and achieving cost effectiveness and focus on transparency, democracy, efficiency and compliance in the grassroots irrigation institutions backed by a policy push.

2. Innovative Agricultural Input Marketing Models in India: Performance and Potential

This study analysed the performance of new channels on farmer relevance and benefit from an institutional perspective in terms of inclusiveness of and effectiveness for small farmers. An examination of the business models of two custom rental models of machinery and equipment in Punjab (PACs and Zamindars Forum Solutions (ZFS) in comparison with local traditional source) showed that there was plenty of demand for such services from small farmers in general and from other categories of farmers for some costly machines which cannot be owned at the individual farmer level. The use of PACS has been innovative as it is a local level member based agency which is known for its farmer linkage. The farmer level analysis of their services showed that, across all cases, farmers were generally happy using services though in some cases there are issue of price of service or timely availability as the sowing or harvesting windows are short. However, the inclusiveness of the models – both co-operative and private – was less than desired.

On the policy front, there should be rationalization of agricultural equipment, keeping in mind the needs of small farmers. Further, more services could be added or local machine owners could be encouraged to deposit their machines to such centres for their use when idle, to cope with the shortage of certain machinery in peak season. State support for cooperatives needs to be replicated elsewhere and private agri startups in this space need to be encouraged with softer loans by bringing them under priority sector lending for longer term loans. The use of franchising is ideal for agri startups. Schemes to promote mechanization in crops like cotton and sugarcane need to keep this model in view, machines for these crops are very costly for individual farmers to own. The functioning of the Dehaat centres in Bihar and the farmer uptake of it showed that the new channels can lead to more informed farmer level input use and realization of higher prices in smallholder context.

The operations of K3 across UP showed that focus on farm input supply itself can be quite significant for farmers in improving their livelihoods as it can cut down the cost and improve yields. There is a need to encourage such supermarket initiatives if they can promise to proactively target and reach small and marginal farmers. Improved access to institutional finance for small farmers can give a further fillip to modern supermarket-based farm service and input retail in India.

3. Enhancing Rice Productivity and Food Security: A Study of the Adoption of the System of Rice Intensification (SRI) in Selected States of India

The study analysed the factors influencing the adoption of System of Rice Intensification (SRI) as well as the impact of SRI adoption on household income and yield in three major rice producing states: Karnataka, Orissa, and Madhya Pradesh. Lack of information was not a major cause for non-adoption of SRI. However, extension services were found to be crucial. The government's interventions in promoting SRI through the National Food Security Mission did not seem to have had any impact. Both social and economic capital of the farmers was found to be very important. Infrastructure-

Contd. Appendix

related issues such as irrigation also played a dominant role. Farmers who were in farming for several years were found to be very sceptical of adopting SRI, and risk aversion also played a role. Additionally, the study observed that female wage rate reduced the likelihood of adoption whereas male wage rate, in most cases increased the likelihood of adoption. This is due to shift from manual weeding to mechanical weeding which resulted in greater demand for male labourers. Wider adoption of SRI has the potential to contribute to promoting not only sustainable agricultural practices but also greater food security provided the constraints that the farmers face are addressed with appropriate policy interventions.



ALUMNI CHAPTER ACTIVITIES

| Date | Chapter | Events | No. of Alumni Attended | |
|----------------|-----------|--------------------------------|------------------------|---|
| April 4, 2015 | Chennai | Study Circle | 30 | Suresh PGP1970 shared his experiences on solar power through roof top panels, bio gas from kitchen vegetable waste, rooftop vegetable garden and rain water harvesting. |
| April 17, 2015 | Mumbai | CXO Meet | 20 | The event was organized to promote interaction between senior Mumbai based alumni and the Institute, represented by Ashish Nanda, Director of IIMA and Arvind Sahay, Dean Alumni and External Relations. Prof. Sahay suggested a title that sounded closer to a Ph.D. research topic. Prof. Nanda once again mesmerized the audience with his flawless delivery on his vision for the Institute and with his suggestions of various ways in which senior alumni should engage with the Institute. Having identified various possibilities, the group zeroed down to working on two specific initiatives that could be pursued on priority. (1) Create a 'Knowledge Platform to discuss and exchange contemporary ideas with experts which include outsiders. (2) Create a platform to 'Train the Trainer/ Mentor' at Institute. |
| April 19, 2015 | Chennai | Tecman Alumni Cricket Carnival | 70 | Cricket matches were conducted. In the first match IIMA won the second place and went on to qualify for the 26th playoff for the third and fourth position. IIMA was captained by Suresh Kumar, PGP 1983. |
| April 26, 2015 | | | | |
| April 24, 2015 | Ahmedabad | Study Circle | 50 | The first study circle meet of the new financial year was conducted by Arvind Sahay on the use of neuroscience in marketing. |
| April 29, 2015 | London | Synchrony 2015 | 15 | Uniquely diverse group of alumni, featuring members from both the first and 2016 batches of IIMA graduates, attended a lively conversation between Mehmood Khan and Sidin Vadukut. The event coincided with the visit of the IIMA interns in London and was organized in line with Synchrony. |
| May 3, 2015 | Hyderabad | Synchrony 2015 | 250 | This was an opportunity for the incumbent batch of interning WIMWIans, as well as the incoming batch of fatchchas from the city to interact with the alumni and pick their brains on anything and everything under the sun; in fact, it is the only time of the year when all generations of the IIMA community – the incoming batch, the incumbent batch, the newest alumni and the seasoned alumni – gathered under one roof. |
| May 9, 2015 | Chennai | Synchrony 2015 | 153 | The night of Saturday was a rather huge affair for the Chennai. Alumni and their family turned up to welcome the future alumni-11 PGP ones and 28 fatchchas. Senior alumni enjoyed the opportunity to give campus-gyan to the fatchchas and placement advice to PGP1s, over dinner. |
| May 11, 2015 | London | Chat with Ivan Menzes | 55 | The chapter organized a fireside chat with Ivan Menezes, PGP 1981, and the Chief Executive of Diageo. |

Contd. Appendix

| Date | Chapter | Events | No. of Alumni Attended | |
|---------------|-------------|------------------------------------|------------------------|---|
| May 15, 2015 | Mumbai | Synchrony 2015 | 200 | We had planned to screen few interesting audio-visuals of the alumni and the Institute, to set-up a shop for memorabilia, and have informal entertainment. Chatting with other alumni and general networking took priority over everything else. |
| May 16, 2015 | Ahmedabad | Synchrony 2015 | 35 | The event which is a student-alumni meet organized by the Alumni Cell of IIMA and the corresponding alumni chapter of the city saw huge turnout of alumni and students. |
| May 16, 2015 | Bangalore | Synchrony 2015 | 250 | The IIMAAA-Bangalore Chapter along with the alumni cell arranged Synchrony which had memories, magic, madness, and more. |
| May 23, 2015 | Pune | Synchrony 2015 | 40 | PGP 2016 students introduced themselves to the audience and made a very lively video presentation on the latest happenings at the campus. This drew a loud applause from the audience. Kishore Chauker's (PGP 1971) message to new students highlighted the various opportunities that waited for them when they leave the portals of IIMA. He however emphasized that good communication skills, ability to network, dependability, and personal and professional integrity would be central to succeeding in any role and responsibility irrespective of the type of opportunity. |
| May 23, 2015 | Kolkata | Synchrony 2015 | 22 | Post the introduction given by the freshers, we commence with mentoring sessions hosted by some of our senior Kolkata based alumni. These alumni shared their experiences in the corporate world and the lessons learnt both at the Institute and in the organizations they were associated with. |
| May 28, 2015 | Ahmedabad | Study Circle | 35 | Talk by Sushanto Mitra, Co-founder Lead Angelson Angle and Venture Investing. Alumni were introduced to the concept and process of angel investing. |
| June 5, 2015 | Bhubaneswar | Synchrony 2015 | 13 | The event was attended by IIMA passouts from as early as 1971 to the present year. Synchrony organized regularly by IIMA alumni in several major cities globally aims to foster camaraderie amongst the local alumni for better professional and social networking and greater exchange of ideas. |
| June 17, 2015 | Ahmedabad | Study Circle | 25 | A talk by CTO for APAC at GroupOn, Selvam Velmurugan, on the topic of "Changing Facet of Consumer Internet". |
| June 25, 2015 | London | An Evening with Raghuram RaJanuary | 140 | The topic of the evening was the RBI Governor Dr. RaJanuary's perspective on India's economic policies. |

Contd. Appendix

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| Date | Chapter | Events | No. of Alumni Attended | |
|--------------------|------------------------------|---------------------------|------------------------|---|
| June 28, 2015 | Ahmedabad | Annual General Meeting | 100 | The formal AGM was conducted where in Himlal gave a speech, followed by Akshat giving account of the activities undertaken by IIMAAAAC in the last one year and Vinod giving details of financial audit. This was followed by a talk by the Director Ashish Nanda about the Institute's future plans and how alumni can contribute. |
| July 11, 2015 | Ahmedabad | Visit to Gift City | 40 | A visit to Gift City, Future Financial Hub of Gujarat was arranged by IIMAAAAC with special efforts from alumnus D.C. Anjaria. |
| July 15, 2015 | London | Chat with Prof. Baba Shiv | 55 | Professor Baba Shiv chatted on the up-and-coming area of neuroeconomics and its practical applications in marketing, consumer behaviour, leadership, decision making, and behavioural finance. |
| July 24, 2015 | Ahmedabad | Study Circle | 15 | A talk on High Speed Rail by Ramakrishnan T.S. (FPM IIMA). He covered details of the proposed High speed Rail Link between Mumbai and Ahmedabad which is likely to be operational by 2025. |
| August 7, 2015 | | Study Circle | 25 | This was a presentation by Mr. Babulal Yadav, Past President of IIMAAAAC and senior alumnus on the various aspects of the recent Maggi controversy. |
| August 21, 2015 | | Study Circle | 30 | This was a presentation by Dheeraj Sharma IIMA on whether betting should be legalized in India. |
| August 22, 2015 | USA (San Francisco Bay Area) | Launch IIMA Club | 16 | Launch of IIMA Club |
| August 25, 2015 | Ahmedabad | Study Circle | 50 | A talk by Raghunandan G, PGP 2007, recipient of The Young Entrepreneur Award and founder of Taxi for Sure. |
| September 25, 2015 | Pune | Your Story Series | 27 | Launched the "Your Story" Series interactive sessions wherein we invite co-alumni, other achievers and thought leaders. The objective is to increase the interaction of IIMA Alumni Association Pune chapter with Augustht leaders from various walks of life in Pune. |
| September 25, 2015 | Ahmedabad | Public Lecture | 40 | The chapter together with alumni office planned a public lecture by Raghunandan G, Founder and Promoter of Taxi for Sure. At the end of the lecture Mr. Raghu announced a substantial donation to the Institute by his partner and himself. |
| October 15, 2015 | USA (San Francisco Bay Area) | Happy Hour | 7 | The chapter organized Happy Hour conversations focused on product management. |

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Contd. Appendix

| Date | Chapter | Events | No. of Alumni Attended | |
|-------------------|------------------------------|---|------------------------|--|
| November 3, 2015 | Kolkata | Interaction with Professor Arvind Sahay | 20 | Prof. Sahay addressed the house on key developments at the Institute. He talked on academic and alumni outreach dimensions. |
| November 10, 2015 | Bhubaneswar | Inauguration of the Chapter | 10 | The newly formed chapter was formally inaugurated by Pr. Prasanta K. Sahoo and Professor Anil Bajpai. The chapter began with a modest 30 members. With the help of Alumni Cell database, reached several alumni located in Odisha. |
| November 19, 2015 | San Francisco Bay Area | Happy Hour | 12 | E-commerce trends in India. |
| November 20, 2015 | Ahmedabad | Study Circle | 12 | Ms. Mittal Patel founder of VSSM, presented the journey of her organization which works for people classified as nomadic communities. |
| January 21, 2016 | USA (San Francisco Bay Area) | Study Circle | 10 | The chapter organized an event on the idea of "Reenergizing a Startup: a CEO's Perspective". |
| January 22, 2016 | Ahmedabad | Presentation | 25 | Ashwini Gupta and Himat Parikh gave a presentation on Retirement Planning and Estate Planning. |
| January 27, 2016 | Jaipur | Election | 20 | The newly for chapter elected its committee members. |
| February 5, 2016 | Ahmedabad | Startup Summit | 40 | The IIMAAAAC held its last public event as a half day long start up summit at KLMD. The idea was to increase awareness in the people about the new startup era that India is entering. |
| February 19, 2016 | Ahmedabad | Study Circle | 20 | Talk on Pains and Gains of M& A by Nitin Parekh, CFO Zydus Cadila |
| February 29, 2016 | Ahmedabad | Study Circle | 25 | Continuing the tradition of doing Indian Budget Analysis on the very day it is presented, a budget session was held at IIMA attended by Alumni, Faculty, and Students. |



GLOBAL RANKINGS

IIM-A ranked 15th in FT Masters in Management Rankings 2015



While IIM-A (pictured) improved on its previous year's ranking of 16, IIM-Calcutta, which had debuted last year at the 11th position slipped to 10 this year

KS REPORTER
Ahmedabad, 14 September

Indian Institute of Management Ahmedabad has been ranked 15th in the Financial Times Masters in Management (FTM) Rankings 2015. Last year, ranked at the 16th position, the IIM-A topped the top 4 management degree programmes (PGP). The IIM-A turns the top 4 management degree students with its previous success.

The rank based on several factors including

BUSINESS 3

position. Among the ranking criteria, IIM-A was ranked number one worldwide on placement-related criteria such as salary, employed at three months, and company internships.

It was one of the top-ranked institutions in career and placement success parameters. The institute was also on top in "faculty with doctorates" category with 100 per cent of IIM-A faculty meeting that metric. Talking about the rankings, Ashish Nanda, director, IIM-A, said the rankings were useful for benchmarking how the institute was doing compared to peer institutions. "We are pleased that the institute continues to be highly regarded for the quality of education and career opportunities it provides to its students. We will endeavour to maintain that

IIM-A and IIT-Gn among top-10 national institutes

Times News Network



Indian Institute of Management, Ahmedabad

Ahmedabad: In the first-of-its-kind ranking by Ministry of Human Resource Development (MHRD), two Gujarat-based institutes including the Indian Institute of Management (IIM-A) and Indian Institute of Technology Gandhinagar (IIT-Gn) secured places within the top 10 educational institutes in the country in their respective categories. IIM-A ranked at 2nd position with weighted score of 89.92 among the category of ten management institutes in the country while IIT-Gn is at 8th position with weighted score of 75.21 among institutes in engineering category. Teaching, Learning and Resources (TLR), Research, Professional Practice and Collaborative Performance (RPP), Graduation Outcome (GO), Outreach of Inclusivity (OI) and Perception (PR) were the factors that have been considered while ranking the institutes.

"We are grateful to be recognized as one of the top management institutes by NIRE. External rankings are valuable, since they give us a sense of how we are doing in comparison to other institutions on various metrics," Ashish Nanda, Director of IIM-A, said.

"We consider good rankings as the outcome of effectively pursuing our vision of educating leaders of enterprises, not the objective of our efforts. We will continue to strive to

conduct high quality research, teach effectively and connect pro-actively with our various stakeholders in pursuit of our vision," Nanda added. "We are happy to be ranked among the top 10 engineering institutes across the country. If we see the entire report, we will find that we are at number four or five in some parameters, while we are at ninth position in some other parameters. But we will learn from this, and eventually we will reach first rank," IIT-Gn director, Sushil Jain, said.

Apart from the national ranking, Gujarat University ranked at 73 and MN University got 78 among the 100 varieties across the country.

Among the Pharmacy institutes, city-based Institute of Pharmacy, Nirma University ranked at 5th position across the country.

'Smart city technology should be simple'

Ahmedabad: A central aspect of smart cities is to create value for any services by integrating different technological systems in a city—which may link public, civic services and the service industry. Experts at National Conference on Emerging Research Trends in Engineering (NCRET) at the Vishwakarma Engineering college said on

Monday that the integration of technology systems should be made simpler and less expensive, which was a challenge. But at the same time, the experts opined that a Protocol Society should be formed that will manage all operations.

Principal of Vishwakarma Engineering college, Dr. RK Gajjar, told TOI, "It is one of the rare national level seminars where students are acquainted with emerging opportunities in engineering on smart city, artificial intelligence, green technologies, civil engineering, electronics and communication. Our students are already interacting with experts from NITs, IITs and other scientific institutions in the country. We only hope that it firms up research activity," said Gajjar. He

TIMES OF INDIA 05/04/2016 P.02 AHMEDABAD

Institute ranks 15 in FT Masters in Management 2015

IIMA makes city proud, yet again

desi correspondent anurag@rediffmail.com

The Indian Institute of Management, Ahmedabad, ranks 15 in the Financial Times Masters in Management Rankings 2015, the report of which was released recently, states. While the institute has jumped only one rank compared to last year in the same category, its performance is definitely better at the Global MBA ranking. The premier institute ranked number 30 in 2014, whereas in 2013, it stands at number 28.

As per an official statement from the institute, "Over the past six years, the institute has ranked consistently among the top 30 programmes worldwide. Last year, the institute was at the 15th position."

However, IIMA was ranked number one worldwide on placement-related criteria, such as "salary," "employed at three months," and "company internships." The Institute also received top rankings in "faculty with doctorates" with 100% IIMA faculty meeting that metric.



ASHISH NANDA, IIMA director, professor

"Rankings are useful for benchmarking. That is how we evaluate our performance compared to other peer institutions. We are pleased that the institute continues to be highly regarded for the quality of education and career opportunities it provides to its students. We will endeavour to maintain excellence in educational experience. We are also committed to increasing diversity of the IIMA community and have taken specific steps, including introduction of supernumerary seats for international students and revisions to our admissions process, towards achieving this objective," he said.

WHERE DOES IIMA STAND

| FT GLOBAL MBA RANKING: | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 |
|---------------------------|------|------|------|------|------|------|
| 2015 | 26 | 30 | 26 | 26 | 26 | 26 |
| FT MASTERS IN MANAGEMENT: | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 |
| 2015 | 15 | 16 | 18 | 18 | 18 | 18 |

ECONOMIST FULL TIME MBA

| 2015 | 2014 | 2013 | 2012 | 2011 | 2010 |
|------|------|------|------|------|------|
| 48 | 39 | 56 | 78 | 85 | 85 |

INTERESTING TITBITS: London School of Business ranked 6th in FT Masters in Management 2015 ranking. Another interesting parameter is the percentage of international faculty at IIMA at only 3% faculty's citizenship differs from the employment country. Whereas, percentage of the same at London School of Business is 66%.

DNA 15/09/2015 P.02 AHMEDABAD



Indian Institute of Management, Ahmedabad (IIMA)

India
was awarded
EQUIS Accreditation
(European Quality Improvement System)
on
3rd June 2008

This award was renewed on 24th March 2015

Alain Dominique Perrin
President, EFMD

Eric Cornuel
Director General & CEO, EFMD

David M. Saunders
Chairman, EQUIS Awarding Body

Algeria Argentina Armenia Australia Austria Azerbaijan Bangladesh Belgium Bosnia-Herzegovina Brazil Brunei Bulgaria Canada China Colombia Costa Rica Croatia Cyprus Czech Republic Denmark Denmark Egypt Estonia Finland France Germany Greece Guatemala Hong Kong Hungary Iceland India Indonesia Ireland Israel Italy Japan Kazakhstan Kenya Korea Kuwait Lebanon Lithuania Luxembourg Malaysia Mexico Morocco Mozambique Netherlands New Zealand Nigeria Norway Pakistan Peru Philippines Poland Portugal Romania Russia Saudi Arabia Serbia Singapore Slovakia Slovenia South Africa Spain Sweden Switzerland Taiwan Thailand Turkey Ukraine United Arab Emirates United Kingdom United States Uruguay Uzbekistan

INTERNATIONAL RANKINGS: FINANCIAL TIMES MASTERS IN MANAGEMENT RANKINGS 2015

FT .COM Masters in Management 2015

FINANCIAL TIMES

FT.com Business School Rankings - Custom PDF download

| 2015 | School name | Country | Programme name | Weighted salary (US\$) | Employed at three months (%) |
|------|--|-----------------------------------|---|------------------------|------------------------------|
| 1 | University of St Gallen | Switzerland | Master of Arts in Strategy and International Management | 89,600 | 100 (92) |
| 2 | HEC Paris | France | HEC MSc in Management | 83,309 | 97 (68) |
| 3 | Essec Business School | France | MSc in Management | 81,712 | 94 (80) |
| 4 | Cems | See table note | Masters in International Management | 68,774 | 95 (65) |
| 5 | Rotterdam School of Management, Erasmus University | Netherlands | MSc in International Management | 80,114 | 87 (98) |
| 6 | London Business School | UK | Masters in Management | 77,006 | 97 (96) |
| 7 | ESCP Europe | France, UK, Germany, Spain, Italy | ESCP Europe Master in Management | 69,359 | 88 (63) |
| 8 | WHU Beisheim | Germany | MSc in Management | 98,123 | 95 (93) |
| 9 | Università Bocconi | Italy | MSc in International Management | 70,193 | 93 (49) |
| 10 | IE Business School | Spain | Master in Management | 72,569 | 95 (88) |
| 11 | EBS Business School | Germany | Master in Management | 85,066 | 85 (86) |
| 12 | Esade Business School | Spain | MSc in International Management | 65,029 | 94 (95) |
| 13 | WU (Vienna University of Economics and Business) | Austria | Master in International Management | 64,699 | 95 (100) |
| 14 | Mannheim Business School | Germany | Mannheim Master in Management | 82,109 | 96 (80) |
| 15 | Indian Institute of Management, Ahmedabad | India | Post Graduate Programme in Management | 99,544 | 100 (97) |

Contd. Appendix

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INTERNATIONAL RANKINGS: THE ECONOMIST – FULL-TIME MBA RANKINGS 2015

| Rank | Business School | Country | Rank | Business School | Country |
|------|--|----------------|------|---|----------------|
| 1 | University of Chicago – Booth School of Business | United States | 51 | University of Rochester – Simon Business School | United States |
| 2 | University of Virginia – Darden School of Business | United States | 52 | Cranfield School of Management | United Kingdom |
| 3 | Dartmouth College – Tuck School of Business | United States | 53 | Temple University – Fox School of Business | United States |
| 4 | Harvard Business School | United States | 54 | City University – Cass Business School | United Kingdom |
| 5 | HEC School of Management, Paris | France | 55 | University of Minnesota – Carlson School of Management | United States |
| 6 | University of California at Berkeley – Haas School of Business | United States | 56 | University College Dublin – Michael Smurfit Graduate School of Business | Ireland |
| 7 | Northwestern University – Kellogg School of Management | United States | 57 | University of Wisconsin-Madison – Wisconsin School of Business | United States |
| 8 | INSEAD | France | 58 | University of Florida – Hough Graduate School of Business | United States |
| 9 | UCLA Anderson School of Management | United States | 59 | Nanyang Technological University – Nanyang Business School | Singapore |
| 10 | University of Pennsylvania – Wharton School | United States | 60 | Indian Institute of Management Ahmedabad | India |
| 11 | New York University – Leonard N Stern School of Business | United States | 61 | University of Cambridge – Judge Business School | United Kingdom |
| 12 | Columbia Business School | United States | 62 | Pennsylvania State University – Smeal College of Business | United States |
| 13 | Stanford University – Graduate School of Business | United States | 63 | Texas Christian University – Neeley School of Business | United States |
| 14 | University of Navarra – IESE Business School | Spain | 64 | University of Bath – School of Management | United Kingdom |
| 15 | Massachusetts Institute of Technology – MIT Sloan School of Management | United States | 65 | Hult International Business School | United States |
| 16 | The University of Queensland Business School | Australia | 66 | Western University – Ivey Business School | Canada |
| 17 | IE University – IE Business School | Spain | 67 | Boston University – Questrom School of Business | United States |
| 18 | University of Warwick – Warwick Business School | United Kingdom | 68 | Durham University – Durham University Business School | United Kingdom |
| 19 | Yale School of Management | United States | 69 | University of Pittsburgh – Katz Graduate School of Business | United States |
| 20 | Duke University – Fuqua School of Business | United States | 70 | University of St.Gallen | Switzerland |
| 21 | ESADE Business School | Spain | 71 | University of Southern California – Marshall School of Business | United States |
| 22 | Henley Business School | United Kingdom | 72 | University of Georgia – Terry College of Business | United States |
| 23 | Cornell University – Samuel Curtis Johnson Graduate School of Management | United States | 73 | University of Iowa – Henry B Tippie School of Management | United States |
| 24 | London Business School | United Kingdom | 74 | University of Nottingham – Nottingham University Business School | United Kingdom |
| 25 | Emory University – Goizueta Business School | United States | 75 | EMLYON – EMLYON Business School | France |
| 26 | University of Hong Kong Faculty of Business and Economics | Hong Kong | 76 | Erasmus University – Rotterdam School of Management | Netherlands |
| 27 | University of Michigan – Stephen M. Ross School of Business | United States | 77 | University of Oxford – Saïd Business School | United Kingdom |
| 28 | Macquarie Graduate School of Management | Australia | 78 | Hong Kong University of Science and Technology – HKUST Business School | Hong Kong |
| 29 | Indiana University – Kelley School of Business | United States | 79 | University of Edinburgh Business School | United Kingdom |
| 30 | Carnegie Mellon University – The Tepper School of Business | United States | 80 | Queen's University – Smith School of Business | Canada |
| 31 | The Ohio State University – Fisher College of Business | United States | 81 | George Washington University – School of Business | United States |
| 32 | IMD - International Institute for Management Development | Switzerland | 82 | Southern Methodist University – Cox School of Business | United States |

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| | | | | | |
|----|---|----------------|-----|---|----------------|
| 33 | University of North Carolina at Chapel Hill – Kenan-Flagler Business School | United States | 83 | International University of Monaco | Monaco |
| 34 | EDHEC Business School | France | 84 | Grenoble Ecole de Management – Grenoble Graduate School of Business | France |
| 35 | Michigan State University – Eli Broad College of Business | United States | 85 | Lancaster University Management School | United Kingdom |
| 36 | Vanderbilt University – Owen Graduate School of Management | United States | 86 | Case Western Reserve University – Weatherhead School of Management | United States |
| 37 | University of Washington – Foster School of Business | United States | 87 | National University of Singapore – The NUS Business School | Singapore |
| 38 | University of Mannheim – Mannheim Business School | Germany | 88 | Concordia University – John Molson School of Business | Canada |
| 39 | University of Texas at Austin – McCombs School of Business | United States | 89 | University of Birmingham – Birmingham Business School | United Kingdom |
| 40 | Georgetown University – Robert Emmett McDonough School of Business | United States | 90 | International University of Japan – Graduate School of International Management | Japan |
| 41 | Washington University in St Louis – Olin Business School | United States | 91 | Trinity College Dublin – School of Business | Ireland |
| 42 | University of Maryland – Robert H Smith School of Business | United States | 92 | Ryerson University – Ted Rogers School of Management | Canada |
| 43 | University of Melbourne – Melbourne Business School | Australia | 93 | University of Arizona – Eller College of Management | United States |
| 44 | University of Notre Dame – Mendoza College of Business | United States | 94 | HEC Montréal | Canada |
| 45 | Rice University – Jesse H Jones Graduate School of Business | United States | 95 | S P Jain School of Global Management | Singapore |
| 46 | York University – Schulich School of Business | Canada | 96 | University of South Carolina – Darla Moore School of Business | United States |
| 47 | Arizona State University – W. P. Carey School of Business | United States | 97 | University of Miami – School of Business Administration | United States |
| 48 | University of Strathclyde – Strathclyde Business School | United Kingdom | 98 | The University of Liverpool Management School | United Kingdom |
| 49 | European School of Management and Technology – ESMT Berlin | Germany | 99 | WHU - Otto Beisheim School of Management | Germany |
| 50 | SDA Bocconi – School of Management | Italy | 100 | Chinese University of Hong Kong – CUHK Business School | Hong Kong |

EDUNIVERSAL BEST MASTER RANKING IN AGRIBUSINESS / FOOD INDUSTRY MANAGEMENT 2015-16













BEST MASTERS RANKING

4000 BEST MASTERS & MBA'S IN 30 FIELDS OF STUDIES WORLDWIDE

Eduniversal Best Masters Ranking Agribusiness / Food Industry Management - Worldwide

Country Rank School / Programme

1.  **Indian Institute of Management Ahmedabad**
★★★★★ Post Graduate Programme in Agri-Business Management (PGP-ABM)
2.  **University of California - Berkeley**
★★★★★ Graduate Program and PhD Agribusiness Program
3.  **ESSEC Business School**
★★★★★ MS Management International Agro-Alimentaire
4.  **Cornell University**
★★★★★ Master of Science in Food Industry Management
5.  **Universidad de Buenos Aires (UBA)**
★★★★★ Maestría en Agronegocios
6.  **The University of Melbourne - Melbourne School of Land and Environment**
★★★★★ Master of Agribusiness
7.  **Texas A&M University**
★★★★★ Master of Agribusiness
8.  **University of British Columbia**
★★★★★ Master of Food and Resource Economics
9.  **Purdue University**
★★★★★ MSc/MBA in Food and Agribusiness Management
10.  **Facultad de Ciencias Empresariales - Universidad Austral**
★★★★★ MBA en Agronegocios

FT.COM Global MBA Ranking 2016

FINANCIAL TIMES

FT.com Business School Rankings - Custom PDF download

| Rank in 2016 | Rank in 2015 | 3 year average rank | School name | Country | Weighted salary (US\$) | Salary percentage increase |
|--------------|--------------|---------------------|--|--------------------|------------------------|----------------------------|
| 1 | 4 | 3 | Insead | France / Singapore | 166,510 | 96 |
| 2 | 1 | 1 | Harvard Business School | US | 172,501 | 94 |
| 3 | 2 | 3 | London Business School | UK | 154,150 | 100 |
| 4 | 3 | 4 | University of Pennsylvania: Wharton | US | 177,877 | 84 |
| 5 | 4 | 4 | Stanford Graduate School of Business | US | 185,939 | 87 |
| 6 | 6 | 6 | Columbia Business School | US | 169,866 | 99 |
| 7 | 10 | 9 | University of California at Berkeley: Haas | US | 169,395 | 93 |
| 8 | 9 | 9 | University of Chicago: Booth | US | 158,259 | 107 |
| 9 | 8 | 8 | MIT: Sloan | US | 159,909 | 90 |
| 10 | 13 | 13 | University of Cambridge: Judge | UK | 156,323 | 95 |
| 11 | 14 | 13 | Northwestern University: Kellogg | US | 162,923 | 93 |
| 12 | 12 | 12 | IE Business School | Spain | 159,266 | 104 |
| 13 | 20 | 15 | IMD | Switzerland | 157,439 | 83 |
| 14 | 14 | 14 | HKUST Business School | China | 144,303 | 114 |
| 15 | 16 | 17 | HEC Paris | France | 134,299 | 108 |
| 16 | 7 | 10 | Iese Business School | Spain | 140,185 | 121 |
| 17 | 11 | 15 | Ceibs | China | 147,716 | 157 |
| 18 | 17 | 15 | Yale School of Management | US | 152,232 | 108 |
| 19 | 18 | 18 | New York University: Stern | US | 150,510 | 97 |
| 20 | 24 | 22 | University of Michigan: Ross | US | 144,961 | 107 |
| 21 | 21 | 20 | Duke University: Fuqua | US | 144,455 | 94 |
| 22 | 23 | 22 | Dartmouth College: Tuck | US | 156,652 | 95 |
| 23 | 19 | 21 | Esade Business School | Spain | 132,119 | 117 |
| 24 | 26 | 27 | Indian Institute of Management, Ahmedabad | India | 174,274 | 96 |

Contd. Appendix

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FT.COM Executive Education - Customised - 2015
FINANCIAL TIMES FT.com Business School Rankings - Custom PDF download

| 2015 | 2014 | 3 year average | School | Country |
|------|------|----------------|---|---------------------------------------|
| 1 | 3 | 2 | Iese Business School | Spain |
| 2 | 2 | 2 | HEC Paris | France |
| 3 | 1 | 2 | Duke Corporate Education | US / UK / South Africa |
| 4 | 9 | 10 | London Business School | UK |
| 5 | 12 | - | Mannheim Business School | Germany |
| 6 | 5 | 6 | IMD | Switzerland |
| 7 | 11 | 11 | SDA Bocconi | Italy |
| 8 | 4 | 6 | Center for Creative Leadership | US / Belgium / Singapore / Russia |
| 9 | 9 | 9 | University of North Carolina: Kenan-Flagler | US |
| 10 | 7 | 8 | Cranfield School of Management | UK |
| 11 | 21 | 18 | Insead | France / Singapore |
| 12 | 6 | 7 | Esade Business School | Spain |
| 13 | 13 | 13 | Ipade Business School | Mexico |
| 13 | 15 | 15 | University of Chicago: Booth | US / UK / Singapore |
| 15 | - | - | Shanghai Jiao Tong University: Antai | China |
| 16 | - | - | National University of Singapore Business School | Singapore |
| 17 | 19 | 20 | Edhec Business School | France |
| 18 | 18 | 16 | Harvard Business School | US |
| 18 | 31 | 35 | MIT: Sloan | US |
| 20 | 22 | 20 | Thunderbird School of Global Management at ASU | US |
| 21 | 17 | 24 | Georgetown University: McDonough | US |
| 22 | 16 | 16 | Ashridge | UK |
| 23 | 23 | 22 | University of Oxford: Saïd | UK |
| 24 | 19 | 17 | Babson Executive Education | US |
| 25 | 25 | 27 | Essec Business School | France / Singapore |
| 26 | 40 | 35 | Melbourne Business School, Mt Eliza | Australia |
| 27 | 51 | 36 | ESMT - European School of Management and Technology | Germany |
| 28 | 56 | 41 | ESCP Europe | France / UK / Germany / Spain / Italy |
| 29 | 50 | 41 | Henley Business School | UK |
| 30 | 39 | 33 | IAE Business School | Argentina |
| 31 | 29 | 30 | Stockholm School of Economics | Sweden / Russia / Latvia |
| 32 | 33 | 39 | University of Michigan: Ross | US |
| 33 | 27 | 25 | Fundação Dom Cabral | Brazil |
| 34 | 34 | - | Ceibs | China |
| 35 | 47 | 46 | Emory University: Goizueta | US |
| 36 | 32 | 31 | University of Virginia: Darden | US |
| 37 | 43 | 43 | University of St Gallen | Switzerland |
| 38 | 36 | 33 | UCLA: Anderson | US |
| 38 | 47 | 48 | Universidad de los Andes | Colombia |
| 40 | 55 | 53 | Incae Business School | Costa Rica / Nicaragua |
| 41 | 28 | 36 | Northwestern University: Kellogg | US |
| 42 | 37 | 36 | Columbia Business School | US |
| 43 | 38 | 41 | Vlerick Business School | Belgium |

| | | | | |
|----|----|----|--|---------------------|
| 44 | - | - | Peking University: Guanghua | China |
| 45 | 45 | 41 | Western University: Ivey | Canada / China |
| 46 | 44 | 38 | Boston University: Questrom | US |
| 47 | 26 | 31 | University of Pennsylvania: Wharton | US |
| 48 | 62 | - | Manchester Business School | UK |
| 49 | 52 | 46 | Inspira | Brazil |
| 50 | 41 | 39 | EM Lyon Business School | France |
| 51 | 61 | 55 | Católica Lisbon School of Business and Economics | Portugal |
| 52 | 30 | 44 | Carnegie Mellon: Tepper | US |
| 53 | 53 | 53 | University of Pretoria: Gibbs | South Africa |
| 54 | 59 | 53 | AGSM at UNSW Business School | Australia |
| 55 | 24 | 40 | Washington University: Olin | US |
| 56 | 64 | 62 | University of Cape Town: GSB | South Africa |
| 57 | - | - | Indian Institute of Management, Bangalore | India |
| 58 | 54 | 51 | Aalto University | Finland / Singapore |
| 59 | 58 | 55 | University of Texas at Austin: McCombs | US |
| 60 | 60 | - | Imperial College Business School | UK |
| 61 | 66 | 64 | EADA Business School Barcelona | Spain |
| 62 | 42 | 50 | University of Toronto: Rotman | Canada |
| 63 | 70 | - | QUT Business School | Australia |
| 64 | 69 | 67 | Irish Management Institute | Ireland |
| 65 | 79 | 71 | BI Norwegian Business School | Norway |
| 66 | 67 | 60 | Tias Business School | Netherlands |
| 67 | - | - | University of Cambridge: Judge | UK |
| 68 | 72 | 65 | Rotterdam School of Management, Erasmus University | Netherlands |
| 69 | 73 | - | Nova School of Business and Economics | Portugal |
| 70 | 77 | - | University of Alberta | Canada |
| 70 | 63 | 64 | Porto Business School | Portugal |
| 72 | - | - | Sun Yat-sen Business School | China |
| 73 | 78 | - | Wits Business School | South Africa |
| 73 | 68 | 68 | USB Executive Development | South Africa |
| 75 | 75 | 71 | Universidad Adolfo Ibanez | Chile |
| 76 | 65 | 64 | Politecnico di Milano School of Management | Italy |
| 77 | 76 | - | Nyenrode Business Universiteit | Netherlands |
| 78 | 71 | 72 | NHH | Norway |
| 79 | - | - | Lagos Business School | Nigeria |
| 80 | 74 | 71 | Grenoble Graduate School of Business | France |
| 81 | - | - | Kedge Business School | France |
| 82 | - | - | Esan | Peru |
| 83 | - | - | Indian Institute of Management, Ahmedabad | India |
| 84 | 80 | - | Skema Business School | France |
| 85 | - | - | Frankfurt School of Finance and Management | Germany |

Table notes

† These data are provided for information only. For schools whose main headquarters are outside the US, figures are based on average dollar-currency exchange rates for 2014.

‡ Includes revenue from food. **Includes revenue from food and accommodation. ***Aggregate total for open and customised programmes.

□ Although the headline ranking figures show changes in the data year to year, the pattern of clustering among the schools is equally significant. About 350 points separate the top school, Iese Business School, from the school ranked number 85. The top 10 business schools, from Iese to Cranfield School of Management, form the top group of custom providers. The second group is led by Insead and the third by Universidad Adolfo Ibanez. The top and bottom schools in the second group are separated by 175 points; in the third group there is a 85-point gap between top and bottom.



PERSONNEL

O1: NEW APPOINTMENTS

- Professor Soumya Mukhopadhyay Marketing
- Professor Anindya S. Chakrabarti Economics
- Professor Anish Sugathan Business Policy
- Professor Abhiman Das Economics
- Professor Pritha Dev Economics
- Professor Mukesh Sud Business Policy
- Professor Manish Aggarwal Information Systems
- Professor Miguel Sarrion Human Resource Management

O2: RESIGNATIONS / TERM OVER

Faculty

- Professor Ramanathan Subramaniam Resigned on August 10, 2015
- Professor Rajendra Patel Term over on April 15, 2015
- Professor Premchander Term over on April 15, 2015

Staff

- Mr. Muralikrishna C.V. Resigned on February 29, 2016
- Mr. Jignesh Soni Resigned on February 29, 2016
- Mr. Varun Yogesh Desai Term over on March 31, 2016

The Institute extends its best wishes to all the above members.

O3: RETIREMENTS

The following Faculty superannuated during the year:

- Professor P.R. Shukla

The following staff superannuated during the year:

- Ms. Revathi Srinivasan
- Mr. Govindbhai Mangal Solanki
- Mr. Daniel Y. Makwan
- Mr. Jayantilal S Chhaniara
- Mr. Sitaram P. Singh
- Mr. C.H.S Prasad
- Mr. Kanjibhai G. Vaghela
- Ms. Barathi Ramachandran
- Mr. Mohan M Patel
- Mr. Govindbhai D. Vaghela
- Mr. Narayan A Damor
- Mr. Lumbaji D.J. Marwadi
- Mr. Ayodhyaprasad B. Tiwari
- Mr. Bachubhai R. Rana
- Mr. Kamallesh S. Joshi
- Mr. Ranjitsinh B. Chavda
- Mr. Rasik U. Patadia

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

O4: DEATHS

- Mr. Kamal U Pandya (February 27, 2016)
- Mr. Ranchhod A Makwana (March 15, 2016)

Contd. Appendix**O5: LEAVE OF ABSENCE**

- Professor Navdeep Mathur has been granted leave without pay from September 1, 2014 to May 31, 2015.
- Professor Debjit Roy has been granted leave without pay from April 1, 2015 to May 31, 2015.
- Professor Vijay Paul Sharma has been granted leave without pay from October 5, 2015 to November 18, 2015 and December 7, 2015 to January 1, 2016.
- Professor Asha Kaul has been granted leave without pay from November 6, 2015 to December 18, 2015.

O6: REJOINED

- Professors Navdeep Mathur, Debjit Roy, Vijay Paul Sharma, and Asha Kaul rejoined the Institute after availing leave without pay.

O7: PROMOTIONS**Faculty**

- Professor Manjari Singh promoted as Professor
- Professor Viswanath Pingali promoted as Associate Professor
- Professor Joshy Jacob promoted as Associate Professor
- Professor Dhiman Bhadra promoted as Associate Professor
- Professor Sachin Jayaswal promoted as Associate Professor

Staff

- Mr. Ankur S. Sumesra
- Mr. Harshadkumar Parmar
- Mr. Suresh Mannem
- Mr. Niraj Dave
- Ms. Harsha Khatri

O8: MANPOWER

| Year | Faculty | Research Staff | Administrative Staff | Total |
|----------------|-----------|----------------|----------------------|------------|
| 2005-6 | 81 | 69 | 314 | 464 |
| 2006-7 | 83 | 63 | 316 | 462 |
| 2007-8 | 86 | 69 | 311 | 466 |
| 2008-9 | 94 | 79 | 319 | 492 |
| 2009-10 | 92 | 68 | 329 | 489 |
| 2010-11 | 88 | 71 | 327 | 486 |
| 2011-12 | 88 | 66 | 316 | 470 |
| 2012-13 | 85 | 70 | 291 | 446 |
| 2013-14 | 90 | 65 | 269 | 424 |
| 2014-15 | 95 | 72 | 286 | 453 |
| 2015-16 | 98 | 68 | 289 | 391 |

**BOARD OF GOVERNORS****Chairman****A. M. Naik**

Group Executive Chairman
Larsen and Toubro Limited, Mumbai
(up to January 22, 2016)

Interim Chairman**Pankaj R. Patel**

Chairman and Managing Director
Cadila Healthcare Limited, Ahmedabad
(w.e.f. March 5, 2016)

Members**Shri Vinay Sheel Oberoi**

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

Ms. Darshana M. Dabral

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

Shri Pankaj Joshi, I.A.S

Principal Secretary
(Higher & Technical Education)
Education Department
Government of Gujarat
Gandhinagar

Dr. M.N. Patel

Vice Chancellor
Gujarat University
Navrangpura
Ahmedabad

Sanjay S. Lalbhai

Chairman and Managing Director
Arvind Ltd., Ahmedabad

Chintan N. Parikh

Chairman and Managing Director
Ashima Limited, Ahmedabad

Pankaj R. Patel

Chairman and Managing Director
Cadila Healthcare Limited
Ahmedabad

T. V. Rao

Chairman, TVRLS
Ahmedabad

D. Shivakumar

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

Anil Gupta

Professor
Indian Institute of Management
Ahmedabad

Neharika Vohra

Indian Institute of Management
Ahmedabad

Kiran Karnik

New Delhi

Srikant M. Datar

Arthur Lowes Dickinson Professor of Accounting
Harvard University, USA

Ashish Nanda

Director
Indian Institute of Management Ahmedabad

Secretary**Cdr. Manoj Bhatt (Retd.)**

Chief Administrative Officer
Indian Institute of Management Ahmedabad



IIMA SOCIETY MEMBERS

Bazmi Husain

Managing Director
ABB Ltd.
Bengaluru

Behram Sherdiwala

President – HR
ACC Limited
Mumbai

Hiren S. Mahadevia

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

Praharsh Mehta

Sr. Vice President (HR)
Alembic Ltd.
Vadodara

Mohal K Sarabhai

President (Corporate Planning)
Ambalal Sarabhai Enterprises Ltd.
Ahmedabad

Nitin J. Nanavaty

Managing Director
Apurva Containers Pvt. Ltd.
Ahmedabad

Amol Sheth

Chairman and Managing Director
Anil Limited
Ahmedabad

Prafull Anubhai

Chief Executive
Arohi Consultants Pvt. Ltd.
Ahmedabad

Sanjay S. Lalbhai

Chairman and Managing Director
Arvind Ltd.
Ahmedabad

Anang A. Lalbhai

Managing Director
Arvind Products Ltd.
Ahmedabad

Jalaj Dani

President - International
Asian Paints Limited
Mumbai

Chintan Parikh

Chairman and Managing Director
Ashima Limited
Ahmedabad

Sunil S. Lalbhai

Chairman and Managing Director
Atul Limited
Atul

Amrut Rath

Vice President (HR)
Bajaj Auto Ltd.
Pune

Vindhya Ramesh

General Manager (HRM)
Bank of Baroda
Mumbai

Kamlesh Patel

General Manager and Head
Baroda Apex Academy
Ahmedabad

Parshuram Panda

Zonal Manager
Bank of India
Ahmedabad

P. Dwarakanath

Chairman and Managing Director
BEML Limited
Bengaluru

B. Prasada Rao

Chairman and Managing Director
Bharat Heavy Electricals Ltd.
New Delhi

Durgesh Mehta

Joint Managing Director
The Bombay Dyeing and Mfg. Co. Ltd.
Mumbai

Pankaj R. Patel

Chairman and Managing Director
Cadila Healthcare Limited
Ahmedabad

M.M. Murugappan

Chairman
Carborundum Universal Ltd.
Chennai

Pramit Jhaveri

India CEO
Citibank
Mumbai

R. Kirpalani

Director – Automotive and Chief
Operating Officer
Castrol India Limited
Mumbai

S. Das Gupta

General Manager (Operations)
Central Bank of India
Mumbai

Anang K. Shah

Managing Director
Crystal Quinone Pvt. Ltd.
Ahmedabad

Dr. Vinay Bharat-Ram

Chairman and Managing Director
DCM Ltd
New Delhi

Sunil Aggarwal

Director
Devidaylal Rolling and Refineries Pvt.
Ltd.
Mumbai

C. Bhaskar

Managing Director and Chief Executive
Officer
Digjam Limited
New Delhi

Bharatbhai U. Patel

Chairman and Managing Director
Shri Dinesh Mills Ltd.
Vadodara

Sanjay Gupta

Chairman and Managing Director
Engineers India Ltd.
New Delhi

Nikhil Nanda

Managing Director
Escorts Limited
Faridabad

Geetha Muralidhar

Chairman-cum-Managing Director
ECGC Limited
Mumbai

General Insurance Corporation of India

Mumbai

Annaswamy Vaidheesh

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

Samir S. Somaiya

Chairman and Managing Director
Godavari Biorefineries Ltd.
Mumbai

Anand Mohan Tiwari, IAS

Chairman & Managing Director
Gujarat State Fertilizers and Chemicals
Ltd.
Vadodara

Arvind Agarwal

Managing Director
Gujarat State Financial Corporation
Gandhinagar

Piyush O. Desai

Chairman
Gujarat Tea Processors and Packers Ltd.
Ahmedabad



Contd. Appendix

B.P. Biddappa

Executive Director - Human Resources
Hindustan Unilever Limited
Mumbai

Akhilesh Joshi

COO and Wholetime Director
Hindustan Zinc Ltd.
Udaipur

Mukesh D. Ambani

Chairman
Indian Petrochemicals Corpn. Ltd.
Vadodara

T.K. Srirang

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

Rahul N Amin

Chairman and Managing Director
Jyoti Ltd.
Vadodara

Rajesh Khandelwal

Khandelwal Brothers Limited
Mumbai

Hasit Joshipura

Member-Executive Management
Committee & (Head - Corporate Centre)
Larsen & Toubro Limited
Mumbai

S.N. Subrahmanyan

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

S.R. Subramanian

Board Member
L&T Cutting Tools Limited
Mumbai

N.V. Venkatasubramanian

Chief Executive
L&T Valves Ltd.
Chennai

Chairman

Life Insurance Corporation of India
Mumbai

Managing Director

Linde India Limited
Kolkata 700088

Hrshikesh A. Mafatlal

Chairman
Mafatlal Industries Ltd.
Mumbai

Rajiv Dayal

Managing Director and Chief Executive
Officer
Mafatlal Industries Ltd.
Mumbai

Rajeev Dubey

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

Ashank Desai

Founder and Past Chairman
Mastek Limited
Mumbai

A.K. Tyagi

Chairman-cum-Managing Director
MECON Limited
Jharkhand

Ved Prakash

Chairman and Managing Director
M.M.T.C. Limited
New Delhi

Niraj Bajaj

Chairman and Managing Director
Mukand Ltd.
Mumbai

Suhas R. Lohokare

Managing Director
National Peroxide Limited
Mumbai

G. Srinivasan

Chairman & Managing Director
The New India Assurance Company
Limited
Mumbai

Arun Jain

Managing Director
N.R.C. Limited
Mumbai

Himanshu Joshi

Circle Head
Punjab National Bank
Ahmedabad

Sanjay Sawarkar

Ralliwolf Limited
Mumbai

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Vice Chairman
Rohit Group of Enterprises
Ahmedabad

Anuj R. Mehta

Director
Rohit Group of Enterprises
Ahmedabad

Saurabh N. Shodhan

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Sakarlal Balabhai and Company Ltd.
Ahmedabad

Suhrid S. Sarabhai

Director
Sarabhai Holdings Pvt. Ltd.
Ahmedabad

Kartikeya V. Sarabhai

Sarabhai Management Corpn. Pvt. Ltd.
Ahmedabad

Tapan Haresh Chokshi

Saurabh Corporation
Ahmedabad

Priyam B. Mehta

Chairman and Managing Director
Sayaji Industries Ltd.
Ahmedabad

P.R. Mafatlal

Shanudeep Private Ltd.
Mumbai

S.K. Luharuka

Shree Ram Urban Infrastructure Limited
Shree Ram Mills Premises
Mumbai

Amit D. Patel

Group Managing Director
Sintex Industries Ltd.
Kalol

Ravi Malhotra

Managing Director
Sirhind Steel Ltd.
Ahmedabad

S.A. Ramesh Rangan

Chief General Manager
State Bank of India
Ahmedabad

Baldev Singh, IAS

Managing Director
SICOM Ltd.
Mumbai

Chairman and Managing Director

The State Trading Corporation of India
Ltd.
New Delhi

B.B. Kathpalia

Vice President-Manufacturing
Tata Chemicals Limited
Mithapur

H.M. Nerurkar

Managing Director
Tata Steel Limited
Jamshedpur

Contd. Appendix

**Prabir Jha**

Senior Vice President – Human Resources
Tata Motors Limited
Mumbai

Chetan Tolia

Chief Human Resource Officer
The Tata Power Company Ltd.
Mumbai

T.P. Vijayasathy

Director
Torrent Power Limited
Ahmedabad

R. Haresh

Secretary and Treasurer
T V S Charities
Madurai

R. Haresh

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

Narendren Nair

EVP & CHRO
Voltas Limited
Mumbai

Chakor Doshi

Chairman
Walchandnagar Industries Ltd.
Mumbai

S. Chaudhuri

Vishnu Farm
Distt. Hardwar

Mahipal Dalal

Ahmedabad

Gokul M. Jaykrishna

Ahmedabad

Dr. Biharilal Kanaiyalal

Ahmedabad

Rajiv C. Lalbhai

Ahmedabad

Jyotindra N. Mehta

Ahmedabad

Category: Individual/ Retired Faculty / Alumni**Professor Subhash Chandra Bhatnagar**

Ahmedabad

Professor Varun Arya

Founder and Director
Marwar Education Foundation
Jodhpur

Professor T.V. Rao

Chairman, TVRLS
Ahmedabad

Pramod Agarwal

Switzerland

Anupam Martins

Chief Executive Officer
New Chapter Inc
USA

ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

ADMINISTRATION

Director

Ashish Nanda
Ph.D. (Harvard)

Dean (Programmes)

Ajay Pandey
Fellow (IIMA)
(up to December 31, 2015)

Shailesh Gandhi
Fellow (IIMA)
(w.e.f. January 1, 2016)

Dean (Faculty)

G. Raghuram
Ph.D. (Northwestern)
(up to December 31, 2015)

Errol D'Souza
Ph.D. (JNU)
(w.e.f. January 1, 2016)

Dean (Alumni and External Relationships)

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

Chief Administrative Officer

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

Librarian

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

FACULTY

Business Policy

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

Akhileshwar Pathak
Ph.D. (Edinburgh)

Amit Karna
Fellow (IIMA)

Anish Sugathan
Fellow (IIMB)

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

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

Ashish Nanda
Ph.D. (Harvard)

Chitra Singla
Fellow (IIMB)

D. Karthik
Fellow (IIMA)

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

Mukesh Sud
Fellow (IIMB)

Pavan Mamidi
Ph.D. (Oxford)

Sunil Sharma
Fellow (IIMA)

Centre for Management in Agriculture

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

Poornima Varma
Ph.D (Jawaharlal Nehru Uni., New Delhi)

Sukhpal Singh
Ph.D. (Bangalore)

Vaibhav Bhamoriya
Fellow (IIMA)

Vasant P. Gandhi
Ph.D. (Stanford)

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

Communications

Asha Kaul
Ph.D. (IIT, Kanpur)

Meenakshi Sharma
Ph D (Queensland)

Vaibhavi Kulkarni
Ph.D. (California)

Contd. Appendix

R

Information Systems

Kavitha Ranganathan
Ph.D. (Chicago)

Rekha Jain
Ph.D. (IIT, Delhi)

Srikumar Krishnamoorthy
Fellow (IIML)

Manish Aggarwal
Ph.D. (IIT, Delhi)

Sanjay Verma
Fellow (IIMC)

Economics

Abhiman Das
Post-Doctoral Reseach Fellow
(MIT, USA)
Ph.D. (IIPS, Mumbai)

Pritha Dev
Ph.D. (New York University)

Satish Deodhar
Ph.D. (Ohio State)

Anindya Chakrabarti
Ph.D. (Boston University)

Rakesh Basant
Ph.D. (Gujarat)

Sebastian Morris
Fellow (IIMC)

Errol D'Souza
Ph.D. (JNU)

Ravindra H. Dholakia
Ph.D. (MSU)

Shruti Sharma
Ph.D. (California)

Sanket Mohapatra
Ph.D (Columbia Uni., New York)

Viswanath Pingali
Ph.D (Northwestern)

Finance and Accounting

Ajay Pandey
Fellow (IIMA)

Neerav Nagar
Fellow (IIMC)

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

Jayanth R. Varma
Fellow (IIMA)

Premchander
Fellow (IIMA)

Sobhesh Kumar Agarwalla
Fellow (IIMA)

Joshy Jacob
Fellow (IIML)

Rajendra Patel
AICWA, ACA, PGDM (IIMA)

T.T. Ram Mohan
Ph.D. (Stern School, NYU)

Naman Desai
Ph.D. (Florida)

Shailesh Gandhi
Fellow (IIMA)

Vineet Virmani
Fellow (IIMA)

Human Resource Management

Biju Varkkey
Fellow (NIBM, Pune)

Miguel Sarrion
Ph.D (Strathclyde Business School, UK)

Rajesh Chandwani
Fellow (IIMB)

Manjari Singh
Fellow (IIMC)

Promila Aggarwal
Ph.D. (Delhi)

Sunil Kumar Maheshwari
Fellow (IIMA)

Marketing

Abhishek
Fellow (IIMA)

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

Sanjeev Tripathi
Fellow (IIMA)

Abraham Koshy
Fellow (IIMA)

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

Soumya Mukhopadhyay
Ph.D (NTU, Singapore)

Anand Kumar Jaiswal
Fellow (XLRI)

Piyush Kumar Sinha
Ph.D. (SP University)

Arindam Banerjee
Ph.D. (State University of NY)

Ramanathan Subramaniam
Ph.D. (Pittsburgh)

Organizational Behaviour

Ernesto Noronha
Ph.D. (TISS, Mumbai)

Neharika Vohra
Ph.D. (Manitoba)

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

George Kandathil
Ph.D. (Cornell)

Parvinder Gupta
Ph.D. (IIT, Kanpur)

Vishal Gupta
Ph.D (IIML)

Kirti Sharda
Fellow (IIMC)

Pradyumana Khokle
Fellow (IIMA)

Contd. Appendix

Production and Quantitative Methods

| | | |
|--|---|---|
| A.K. Laha Ph.D. (ISI, Calcutta) | Dhiman Bhadra Ph.D (Florida) | Prahalad Venkateshan Ph.D. (Case Western Reserve) |
| Ankur Sinha Ph.D (Aalto Uni., Finland) | Diptesh Ghosh Fellow (IIMC) | Sachin Jayaswal Ph.D. (Uni. of Waterloo) |
| Apratim Guha Ph.D (California) | Goutam Dutta Ph.D. (Northwestern) | Samir K. Barua Fellow (IIMA) |
| Chetan Soman Ph.D. (Groningen) | Karthik Sriram Fellow (IIMB) | Saral Mukherjee Fellow (IIMC) |
| Debjit Roy Ph.D. (Wisconsin-Madison) | N. Ravichandran Ph.D. (IIT, Madras) | Tathagata Bandyopadhyay Ph.D. (Calcutta) |

Public Systems Group

| | | |
|--|--|---|
| Amit Garg Fellow (IIMA) | Navdeep Mathur Ph.D. (Rutgers) | Ramesh Bhat Ph.D (Delhi University) |
| Ankur Sarin Ph.D. (Chicago) | P.R. Shukla Ph.D. (Stanford) | Sharon Barnhardt Ph.D (Harvard) |
| G. Raghuram Ph.D. (Northwestern) | Prem Pangotra Ph.D. (Wisconsin) | Sundaravalli Narayanaswami Ph.D (IIT, Bombay) |
| Hans Huber Ph.D (Universite de Geneve) | Rama Mohana Turaga Ph.D. (Georgia Institute of Technology) | |

Ravi Matthai Centre for Educational Innovation

| | |
|--|---|
| P.G. Vijaya Sherry Chand Ph.D. (Gujarat) | Rajeev Sharma Ph.D. (Allahabad) |
|--|---|

Adjunct Faculty

| | | |
|-------------------------|---------------------------|-----------------------|
| A.K. Jain | K.V. Ramani | P.R. Shukla |
| B.H. Jajoo | Mahendra Gujarathi | Premchander |
| Brij Kothari | Mukul Vasavada | Rajendra Patel |
| Deepti Bhatnagar | N. Balasubramanian | S.C. Bhatnagar |

Officers

| | | |
|---|---|--|
| Albert Xavier B.Sc./MLM/PGD in IRPM/MBA Manager, HR | Gandhi Kamlesh B.E. (Civil) (Gujarat) Manager – Projects, Estate & Maintenance | Nagori Jatin M. M.Com., LL.B. (Gujarat) Dip. in Export Mktg. Mgmt. (IIE, Baroda) Manager - PGP |
| Badlani Nina M.B.A. (Finance) (Gujarat) ICWA (Inter) Chief Manager, Finance and Budgets | Gohil Laxmandev B. B. Com., ACS Chief Manager, Accounts | Pravin G. Christian M.Com, L.L.B. (Second) Programmes Officer, Student Activities |
| Bhatt Kaushik D. M.Com., Second L.L.B. Accounts Officer | Garg Sunil Kumar M.Sc. (Udaipur) MBA (IGNOU) Manager-IT Services | Paliwal Mohan M.Com. (Gujarat) PG Dip. Comp. Sc. (Guj. Vidyapith) IT Officer (Academic Services) |
| Bhatt Pankajkumar K. M.Com. Accounts Officer | Jansari Kanchanben K. B.A. Material Reproduction Officer | Pushpa Hariharan M.A. Diploma in HRM/DMS House Keeping Officer |
| Bhattacharya S. B.Sc. (Calcutta) Manager-Facilities | Lad Avinash G. MBA (Gujarat) BE (Electrical) (Saurashtra University) Manager - Electrical | Pandya Ravindranath N. B.Sc. (Physics), Diploma in EDP and Computer Management Diploma in Business Entrepreneurship Officer-ERP |
| Bhavsar U.B. M.Com., Inter CA Group-I Programmes Officer - EEP | | |

Contd. Appendix**R****Pareira Victor**

M.A.
Manager – Alumni Relations

Ramachandran K.V.

B.Com. (Madras University)
PG Dip. in H.R.M. and Personnel
(AIIMS, Chennai)
Diploma in Comp. Applications
(Ahmedabad)
Officer-HR

Solanki Ishita Nilesh

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

Srivastava Pranaya

B.Tech. (Civil) (Awadh)
MBA (Nirma University)
Chief Manager - Project, Estate and
Maintenance

Sudarsanan M.S.

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

Vadher Harendra J.

B.E. (Civil) (SPU)
MBA (Gujarat)
Chief Manager - Engineering Services
and Estate

Pandya U.P. Dr.

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

Soni Hima B.

B.A., M.Lib. Sc. (Sagar)
Deputy Librarian
Muralidharan K.N.
M.Lib. Sc. (IGNOU)
B.Com. (Gujarat Uni.)
Assistant Librarian

Jain Neeraj

BE (Roorkee Uni.)
Manager – CIIE

Dr. Sharma Mukesh

MA (Public Administration)
(Rajasthan Uni.)
MA (Hindi) (Osmania University)
M.Phil. (Kurukshetra Uni.)
Ph.D. (Sardar Patel Uni.)
Hindi Officer

Permanent Research Staff**Jayant Bhatt**

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

Shruti Dave

Ph.D. (SP University)

Sonal Kureshi

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

Mitali Sarkar

M.A. (Patna)



सत्यमेव जयते

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

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

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

No. CA(E)SAR/IIM/A'bad/2015-16/OW/740
Date: 02/11/2016

Sub: SAR on the accounts of the Indian Institute of Management, Ahmedabad for the Year 2015-16.

Sir,

The Annual account of the Indian Institute of Management, Ahmedabad for the year 2015-16 were audited between 28/06/2016 and 15/07/2016 under section 20(1) of the Comptroller & Auditor General of India's (DPC) Act, 1971. The following documents are sent herewith:

- 1) Separate Audit Report and Annexure-A for the year 2015-16.
- 2) Certified copy of Annual Accounts of IIM, Ahmedabad for the year 2015-16.

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

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

Your faithfully

Sd/-
Dy. Director/ITRA&CA (E)

End: as above

Copy to

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

A certified copy of the Annual Accounts and Separate Audit Report is enclosed which may please be treated as confidential till it is placed on the table of both the houses of parliament. The date of placement of Separate Audit Report before both the houses of parliament along with a printed copy of the Audit Report, may be furnished to Audit. The printed report may carry the name of the principal Director of Audit (Central) with Designation.

Sd/-
Dy. Director /ITRA&CA(E)

Separate Audit Report of the Comptroller and Auditor General of India on the Accounts of Indian Institute of Management, Ahmedabad for the year ended 31 March 2016.

We have audited the attached Balance Sheet of Indian Institute of Management, Ahmedabad as of 31 March 2016, Income and Expenditure Account and Receipts and Payments Account for the year ended March 31, 2016 under Section 20(1) of the Comptroller and Auditor General's (Duties, Powers & Conditions of Service) Act, 1971 read with Rule 18 of the Memorandum of Associations and Rules of Indian Institute of Management, Ahmedabad. The audit has been entrusted for the period 2015-16. These financial statements are the responsibility of the Indian Institute of Management, Ahmedabad's Management. Our responsibility is to express an opinion on these financial statements based on our audit.

2. This Separate Audit Report contains the comments of the Comptroller and Auditor General of India (CAG) on the accounting treatment only with regard to classification, conformity with the best accounting practices, accounting standards and disclosure norms, etc. Audit observations on financial transactions with regard to compliance with the Law, Rules and Regulations (Propriety & Regularity) and efficiency-cum-performance, etc. if any, are reported through inspection reports/ CAG's Audit Reports separately.
3. We had conducted our audit in accordance with auditing standards generally accepted in India. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements. An audit includes examining, on test basis, evidences supporting the amounts and disclosure in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the management, as well as evaluating the overall presentation of financial statements. We believe that our audit provides a reasonable basis for our opinion.
4. Based on our audit, we report that:
 - i. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of our audit.
 - ii. The Balance Sheet, Income & Expenditure Account and Receipt and Payments Account dealt with by this Report have been drawn up in the Format prescribed by the Ministry of Human Resources Development, Government of India.
 - iii. In our opinion, proper books of accounts and other relevant records have been maintained by the Indian Institute of Management, Ahmedabad in so far as it appears for our examination of such books.

We further report that:

A) Balance Sheet Account

1) Loans, Advances and Deposits (Schedule 7) - INR 5656.31 lakh.

SI. 5 Income accrued - On investments - INR 2811.72 lakh.

- (i) The above account is understated by INR 150.59 lakh due to calculation of accrued interest on fixed deposits as simple interest instead of quarterly cumulative basis, as offered by the banks. This has also resulted in understatement of INR 110.32 lakh in current year's Income from investments (Schedule 10) and INR 40.27 lakh in prior period income.

Thus understatement of Income from investments account and prior period income worked out to INR 15.05 lakh and INR 5.50 lakh respectively in the Income and Expenditure

Statement for the year ended 31, March 2016 and INR 130.04 lakh in designated/Earmarked/Endowment funds of the balance sheet as at March 31, 2016.

- (ii) Further, as per Balance Sheet as at March 31, 2016, IIMA maintained House Building Advance (HBA) Fund (Schedule 2). However, income accrued but not recovered in respect of HBA granted to employee have been neither maintained nor accounted during 2015-16.

B. Income & Expenditure Statement

2) Other Income (Schedule 12)

C - Others - Miscellaneous Receipts (Schedule No.10) - INR 246.40 lakh

As per Accounting Standard - 5, "Net profit or loss for the period, prior period items and changes in accounting policies", Prior period items are income or expenses which arises in the current period as a result of errors or omissions in the preparation of the financial statements of one or more prior periods.

A fire occurred in IIMA campus in June 2013. Accordingly, a claim was lodged with insurance company but no entry was passed on in the books of account for insurance claim.

During 2015-16, IIMA received an amount of INR 53.04 lakh which was accounted as Miscellaneous Income under Other Income (Schedule 12) instead of accounting it as Prior Period Income. This has resulted in overstatement of Other Income and understatement of prior period income to the extent of INR 53.04 lakh.

3) Depreciation / Amortization - INR 942.65 lakh (Schedule 18)

- (i) Above account is overstated by INR 31.62 lakh due to providing excess depreciation on library books other than annual publications at the rate of 100 per cent instead of 60 per cent as specified in the Income Tax Act, 1961 based on which depreciation has been provided in the accounts by IIMA
- (ii) This amount is also overstated by INR 3.15 lakh due to providing amortization of intangible assets at the rate of 60% instead of 40% as mentioned in the Note No. 5 of Significant Accounting Policy (Schedule 21).

4) Contingent Liabilities and Notes to Accounts (Schedule 22)

Contingent Liabilities

IIMA disclosed INR 191.87 lakh as Service Tax demands in disputes in the above schedule. However, penalty payable as per the Service Tax Demand notices amounting to INR 139.51 lakh were not disclosed in Schedule 22.

C. Grants in Aid

Out of grant in aid of INR 262.38 lakh received during 2015-16, the Institute could utilize INR 217.09 lakh. Unspent balances of previous year was INR 173.80 lakh and closing balances for the year was INR 219.09 lakh including interest of INR 12.38 lakh earned as interest on investment of surplus GIA.

iv. Effects of comments on Accounts

- Understatement of INR 150.59 lakh in Loans, Advances and Deposits (Schedule 7)
- Overstatement of Other Income of INR 53.04 lakh (Schedule 12)

- Overstatement of INR 31.62 lakh and INR 3.15 lakh in Depreciation/Amortization (Schedule 18)
- v. Subject to our observations in preceding paragraphs, we report that the Balance Sheet, Income & Expenditure Account and Receipts and Payments Account dealt with by this report are in agreement with the books of accounts.
- vi. In our opinion and to the best of our information and according to the explanations given to us, the said financial statements read together with the Accounting Policies and Notes on Accounts, and subject to the significant matters stated above and other matters mentioned in Annexure to this Audit Report gives a true and fair view in conformity with accounting principles generally accepted in India.
 - a. In so far as it relates to the Balance Sheet, of the state of affairs of the Indian Institute of Management, Ahmedabad as at 31 March 2016 and
 - b. In so far as it relates to Income and Expenditure Account for the year ended on that date.

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

Place: Ahmedabad

Sd/-

Date: 02-11-2016

Principal Director of Audit (Central)

PROFORMA

Proforma on progress of audit to be sent to the Office of the Comptroller and Auditor General of India, New Delhi alongwith the audited accounts and audit Report.

| Sr. No | Name of the Autonomous Body | IIM Ahmedabad | | |
|--------|---|----------------------|-----------|-------------|
| 1 | Date of submission of the accounts to the audit by the autonomous body | 28/06/2016 | | |
| 2 | Where applicable reasons for returning the accounts for revision indication why the accounts could not be certified with qualification | Not Applicable | | |
| 3 | Date of submission of revised accounts to Audit where revision was not considered essential | Not Applicable | | |
| 4 | Dates on which audit was taken up and completed | 28/6/16 to 15/7/2016 | | |
| 5 | Date of issue of draft SAR to Autonomous body for replies/comments | 02/08/2016 | | |
| 6 | Date of receipt of replies/comments from Autonomous Body (if received) | 19/08/2016 | | |
| 7 | Date of issue of draft SAR including replies/comments of Autonomous Body along with an aide-memoire to CAG's office for approval | 09/09/2016 | | |
| 8 | (a) Date of CAG's office letter communicating approved SAR (b) Date if receipt of letter and approval at 8(a) | 18/10/2016 | | |
| 9 | Date of issue of final audit Report to Government/CAG's office. English version Hindi version(if required) | | | |
| 10 | Reasons for delay, if any , at various stages | | | |
| 11 | Date of presentation of the previous Audit reports before Parliament/Legislature (Where the Audit Reports for previous years have not been place, years to which these pertain, may also be indicated) | Year | Lok Sabha | Rajya Sabha |
| | | | | |

Sd/-
Deputy Director/ITRA & CA(E)

Annexure A to Audit Report

1. Adequacy of Internal Audit System:

Internal audit of the Institute is carried out by Chartered Accountants. Internal auditor has to submit the report half-yearly. Internal auditor has not submitted the report for the period from **October 2015 to March 2016**. Thus Internal Audit system needs to be strengthened.

2. Adequacy of Internal Control System:

The internal control system is inadequate as :

- (i) Interest accrued on fixed deposit taken on account for simple interest instead of quarterly cumulative bases [A 1 (i)].
- (ii) System of lodging the insurance claim was not exist at the time of occurrence of fire.
- (iii) Improper computation of depreciation.
- (iv) No system of recognizing the contingent liability in respect of Service Tax demand for penalty.

3. System of Physical verification of fixed assets:

Physical verification of fixed assets is being carried out at regular interval. Last physical verification was conducted in 2016.

4. System of Physical verification of inventory:

Physical verification of inventory is being carried out at regular interval. Last physical verification was **not** conducted in 2016.

5. Regularity in payment of statutory dues:

The Institute is regular in depositing the statutory dues.

Sd/-
Sr. Audit Officer CA(E)

BALANCE SHEET AS AT MARCH 31,2016

(Rs. in Lacs)

| | Schedule | 2016 | 2015 |
|--|----------|------------------|------------------|
| SOURCES OF FUNDS | | | |
| CORPUS / CAPITAL FUND | 1 | 15,638.79 | 14,898.76 |
| DESIGNATED / EARMARKED / ENDOWMENT FUNDS | 2 | 38,337.93 | 30,437.40 |
| CURRENT LIABILITIES & PROVISIONS | 3 | 31,448.25 | 25,499.80 |
| TOTAL | | 85,424.97 | 70,835.96 |
| APPLICATION OF FUNDS | | | |
| FIXED ASSETS | | | |
| Tangible Assets | 4 | 4,492.80 | 5,507.74 |
| Intangible Assets | | 15.31 | - |
| Capital Work-in-Progress | | 130.48 | 122.56 |
| INVESTMENTS | 5 | | |
| Long Term | | 53,707.12 | 37,615.76 |
| Short Term | | - | - |
| CURRENT ASSETS | 6 | 21,422.95 | 22,247.14 |
| LOANS, ADVANCES & DEPOSITS | 7 | 5,656.31 | 5,342.76 |
| TOTAL | | 85,424.97 | 70,835.96 |
| Significant Accounting Policies | 21 | | |
| Contingent Liabilities and Notes to Accounts | 22 | | |

As per our report of even date

Sd/-

Audit Officer/C.A. Expenditure

Office of the Principle director of Audit (Central), Gujarat
Audit Bhavan, Navrangpura, Ahmedabad 380 009

Date : June 24, 2016

Place: Ahmedabad

Sd/-

Ashish Nanda

Director

Sd/-

Manoj Bhatt

Chief Administrative Officer

Sd/-

Laxmandev Gohil

Chief Manager- Accounts

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED MARCH 31, 2016

| Particulars | Schedule | (Rs. in Lacs) | |
|--|------------------|------------------|------------------|
| | | Current Year | Previous Year |
| INCOME | | | |
| Academic Receipts | 8 | 16,303.08 | 14,279.81 |
| Grants / Subsidies | 9 | 215.67 | 223.94 |
| Income from Investments | 10 | 821.01 | 618.43 |
| Interest Earned | 11 | 99.63 | 29.47 |
| Other Income | 12 | 2,807.03 | 4,923.21 |
| Prior Period Income | - | - | - |
| | Total (A) | 20,246.42 | 20,074.86 |
| EXPENDITURE | | | |
| Staff Payment & Benefits (Establishment Expenses) | 13 | 8,457.50 | 8,831.64 |
| Academic Expenses | 14 | 5,755.43 | 5,936.48 |
| Administrative and General Expenses | 15 | 1,161.09 | 1,011.64 |
| Transportation Expenses | 16 | 2.62 | 2.99 |
| Repairs & Maintenance | 17 | 822.10 | 754.05 |
| Finance Costs | - | - | - |
| Depreciation/Amortization | 18 | 942.65 | 1,085.50 |
| Other Expenses | 19 | 1.41 | 17.48 |
| Prior Period Expenses | - | - | - |
| | Total (B) | 17,142.80 | 17,639.78 |
| Balance being excess of Income over Expenditure (A-B) | | 3,103.62 | 2,435.08 |
| Transfer to Designated Fund | 20 | 3,000.00 | 2,435.00 |
| Balance Being Surplus Carried to Capital Fund | | 103.62 | 0.08 |
| Significant Accounting Policies | 21 | | |
| Contingent Liabilities and Notes to Accounts | 22 | | |

As per our report of even date

Sd/-

Audit Officer/C.A. Expenditure

Office of the Principle director of Audit (Central), Gujarat
Audit Bhavan, Navrangpura, Ahmedabad 380 009

Sd/-

Ashish Nanda
Director

Sd/-

Manoj Bhatt
Chief Administrative Officer

Sd/-

Laxmandev Gohil
Chief Manager- Accounts

Date : June 24, 2016

Place: Ahmedabad

**SCHEDULE 1
CORPUS/CAPITAL FUND**

(Rs. in Lacs)

| Sr. No. | Particulars | Balance as on 01.04.2015 | Assets Purchased / Donations Received | | | | Debitd during the year | Balance as on 31.03.2016 | | |
|---------|-------------------------------|--------------------------|---------------------------------------|------------------------|---------------------------|-----------------|------------------------|--------------------------|---------------|------------------|
| | | | Out of Grant (Govt./State Govt.) | Out of Earmarked Funds | Out of Sponsored Projects | Donation / Gift | | | Interest | Others |
| 1 | Corpus Fund | 9,802.52 | | | | 1,000.00 | (d) | 10,802.52 | | |
| 2 | Capital Fund | 4,956.40 | 1.42 | 57.32 | 21.61 | 14.34 | (a) (b) | 423.68 32.10 | | |
| 3 | Income & Expenditure Account | 4.64 | | | | 86.70 103.62 | (c) (d) | 194.96 | | |
| 4 | General Fund | 89.20 | | | | | (c) (e) | 86.70 2.50 | | |
| 5 | IIIMA Society Membership Fund | 46.00 | | | | | | 46.00 | | |
| | Total | 14,898.76 | 1.42 | 57.32 | 21.61 | 14.34 | - | 1,190.32 | 544.98 | 15,638.79 |
| | Previous Year | 12,783.49 | - | 36.47 | - | - | 7.13 | 2,461.49 | 389.82 | 14,898.76 |

- (a) Transferred to Income & Expenditure Account to the extent of Depreciation
(b) Adjustment on account of Sale/write off of Fixed Assets
(c) Transferred to/from Fund Account
(d) Transferred from Income & Expenditure Account
(e) Transferred to Fund for Staff Welfare

**SCHEDULE 2
EARMARKED FUNDS**

| Sr. No. | Particulars | (Rs. in Lacs) | | | | | | | | | |
|--------------|--|--------------------------|-----------------|-----------------|--|---------------|---------------------|---------------------|--------------------------|--|--|
| | | Balance as at 01-04-2015 | Income Earned | Interest | Transfer from Income & Expenditure Account | Other Income | Capital Expenditure | Revenue Expenditure | Balance as at 31-03-2016 | | |
| 1 | Fund for CMA Programme | 485.16 | 3.33 | 40.27 | - | - | - | 4.04 | 524.72 | | |
| 2 | Fund for Alumni Activities | 295.97 | 107.08 | 24.57 | - | - | - | 70.29 | 357.33 | | |
| 3 | Fund for Expense on Computer | 1,265.19 | 0.17 | 105.01 | - | - | 57.32 | - | 1,313.05 | | |
| 4 | Students' Welfare Fund | 209.85 | 99.71 | 34.41 | - | - | - | 59.40 | 284.57 | | |
| 5 | Campus & Infrastructure Development Fund | 19,435.19 | - | 2,641.96 | 1,000.00 | - | - | 25.03 | 23,052.12 | | |
| 6 | Centre for Innovation & Incubation | 90.80 | 30.75 | 5.64 | - | - | - | 28.81 | 98.38 | | |
| 7 | Research, Publication & Thrust Area Fund | 2,621.17 | 322.09 | 195.99 | 500.00 | - | - | 271.53 | 3,367.72 | | |
| 8 | Fund for Conveyance Advance | 58.58 | 0.20 | 4.96 | - | 0.96 (a) | - | - | 64.70 | | |
| 9 | House Building Advance Fund | 530.89 | 5.83 | 44.59 | - | 0.56 (a) | - | - | 581.87 | | |
| 10 | Faculty, Officers & Staff Development & Welfare Fund | 278.67 | 239.27 | 19.17 | 500.00 | 2.50 (b) | - | 136.15 | 903.46 | | |
| 11 | Chair Funds | 350.36 | 30.00 | 31.10 | - | - | - | 7.50 | 403.96 | | |
| 12 | Endowment Fund (Schedule 2A) | 1,919.56 | - | 208.60 | - | 556.69 (c) | - | - | 2,684.85 | | |
| 13 | Donation Funds | - | - | - | - | - | 14.34 | 61.97 | 1,902.31 | | |
| | -Campus & Infrastructure Development | 1,115.70 | 774.29 | 88.63 | - | - | - | - | 308.57 | | |
| | -Research & Publication | 279.72 | 12.48 | 19.87 | - | - | - | 3.50 | 308.57 | | |
| | -Students Aid | 1,255.07 | 540.86 | 112.04 | - | - | - | 104.11 | 1,803.86 | | |
| | -Staff Welfare | 40.66 | 56.90 | - | - | - | - | 3.68 | 93.88 | | |
| | -Faculty Award, Fellowship | 92.42 | 63.00 | - | - | - | - | 3.00 | 152.42 | | |
| | -Others | 112.43 | 282.44 | 45.28 | - | - | - | - | 440.15 | | |
| Total | | 30,437.40 | 2,568.40 | 3,622.09 | 2,000.00 | 560.71 | 71.66 | 779.01 | 38,337.93 | | |
| | Previous Year | 25,032.76 | 3,039.34 | 2,943.53 | - | 20.26 | 36.47 | 562.02 | 30,437.40 | | |

Notes

- (a) Loan to Employees (Net)
(b) Transferred from General Fund
(c) Corpus Endowment received

**SCHEDULE 2A
ENDOWMENT FUNDS**

(Rs. in Lacs)

| Sr. No. | Name of Endowment | Balance as at 01.04.2015 | | Addition during the year | | Total | Expenditure on the object during the year | Balance as at 31.03.2016 | | |
|--------------|-------------------|--------------------------|----------------------|--------------------------|---------------|-----------------|---|--------------------------|----------------------|-----------------|
| | | Endowment | Accumulated Interest | Endowment | Interest | | | Endowment | Accumulated Interest | Endowment |
| 1 | Chair Fund | 1,401.00 | 518.56 | 556.69 | 208.60 | 1,957.69 | - | 1,957.69 | 727.16 | 2,684.85 |
| Total | | 1,401.00 | 518.56 | 556.69 | 208.60 | 1,957.69 | - | 1,957.69 | 727.16 | 2,684.85 |

SCHEDULE 3 CURRENT LIABILITIES & PROVISIONS

(Rs. in Lacs)

| Particulars | As at 31-03-2016 | As at 31-03-2015 |
|---|------------------|------------------|
| A. CURRENT LIABILITIES | | |
| 1 Deposits from Staff | 7.91 | 2.00 |
| 2 Deposits from Students | 159.01 | 80.63 |
| 3 Deposit-Others (including EMD, Security Deposit) | 251.49 | 352.81 |
| 4 Sundry Creditors | | |
| For Goods & Services | 433.52 | 354.61 |
| Others | - | - |
| 5 Fee Received in Advance | 2,603.60 | 2,077.29 |
| 6 Statutory Liabilities | | |
| Overdue | - | - |
| Others | 396.18 | 177.48 |
| 7 Other Current Liabilities | - | - |
| Salaries | 220.67 | 199.84 |
| Pension | 78.22 | 70.54 |
| Receipts against Sponsored Projects / Programmes | 1,905.11 | 1,901.12 |
| Receipts against Sponsored Fellowships & Scholarships (Schedule - 3a) | 14.62 | 7.82 |
| Unutilised Grant (Schedule 9) | 219.09 | 173.81 |
| CAT 2015 | 1,813.79 | - |
| IIM Nagpur | 750.00 | - |
| Students Account | 35.37 | 15.24 |
| Other Liabilities | 567.84 | 318.51 |
| Total A | 9,456.42 | 5,731.70 |
| B. PROVISIONS | | |
| 1 Superannuation Pension | 17,922.22 | 16,222.04 |
| 2 Accumulated Leave Encashment | 1,884.74 | 1,329.61 |
| 3 Gratuity | 1,032.45 | 1,073.94 |
| 4 Others | 1,152.42 | 1,142.51 |
| Total B | 21,991.83 | 19,768.10 |
| Total (A+B) | 31,448.25 | 25,499.80 |

SCHEDULE 3A SPONSORED FELLOWSHIPS AND SCHOLARSHIPS

(Rs. in Lacs)

| Sr. No. | Name of Sponsor | Opening Balance as on 1.4.2015 | | Transactions during the year | | Closing Balance as on 31.3.2016 | |
|--------------|--------------------|--------------------------------|----------|------------------------------|--------------|---------------------------------|----------|
| | | 3 | 4 | 5 | 6 | 7 | 8 |
| | | CR. | DR. | CR. | DR. | CR. | DR. |
| 1 | IIM Scholarship | 6.02 | - | 15.25 | 14.44 | 6.83 | - |
| 2 | Central Government | 1.80 | - | 15.27 | 9.28 | 7.79 | - |
| Total | | 7.82 | - | 30.52 | 23.72 | 14.62 | - |

**SCHEDULE 4
FIXED ASSETS**

(Rs. in Lacs)

| Sr. No. | Assets Heads | Gross Block | | | Depreciation | | | Net Block | | |
|------------------|---------------------------------------|------------------|---------------|--------------|------------------|------------------|-----------------|--------------|------------------|------------------|
| | | As at 01-04-2015 | Additions | Deductions | As at 31-03-2016 | As at 01-04-2015 | For the Year | Deductions | As at 31-03-2016 | As at 31-03-2015 |
| 1 | Freehold Land | 107.00 | - | - | 107.00 | - | - | - | 107.00 | 107.00 |
| 2 | Buildings | 12,231.13 | 30.14 | - | 12,261.27 | 8,603.40 | 984.02 | - | 9,587.42 | 2,673.85 |
| 3 | Electrical Installation and Equipment | 788.48 | 31.45 | - | 819.93 | 479.99 | 50.34 | - | 530.33 | 289.60 |
| 4 | Plant & Machinery | - | 14.43 | - | 14.43 | - | 1.74 | - | 1.74 | 12.69 |
| 5 | Office Equipment | 1,781.41 | 38.55 | 48.43 | 1,771.53 | 1,239.91 | 84.75 | 37.18 | 1,287.48 | 484.05 |
| 6 | Audio Visual Equipment | - | 11.14 | - | 11.14 | - | 1.65 | - | 1.65 | 9.49 |
| 7 | Computers & Peripherals | 1,543.87 | 73.52 | 19.15 | 1,598.24 | 1,479.03 | 73.70 | 19.06 | 1,533.67 | 64.57 |
| 8 | Furniture, Fixtures & Fittings | 1,980.57 | 90.13 | 3.67 | 2,067.03 | 1,136.75 | 103.75 | 3.65 | 1,236.85 | 830.18 |
| 9 | Vehicles | 30.48 | 11.26 | 3.92 | 37.82 | 16.12 | 3.75 | 3.42 | 16.45 | 21.37 |
| 10 | Library Books | 1,326.26 | 53.17 | - | 1,379.43 | 1,326.26 | 53.17 | - | 1,379.43 | - |
| Total (A) | | 19,789.20 | 353.79 | 75.17 | 20,067.82 | 14,281.46 | 1,356.87 | 63.31 | 15,575.02 | 4,492.80 |
| Previous Year | | 19,596.57 | 245.91 | 53.28 | 19,789.20 | 12,863.23 | 1,468.31 | 50.08 | 14,281.46 | 5,507.74 |

| | | | | | | | | | | |
|------------------|------------------------------|---------------|--------------|--------------|---------------|----------|----------|----------|----------|---------------|
| 11 | Capital Work in Progress (B) | 122.56 | 76.33 | 68.41 | 130.48 | - | - | - | - | 130.48 |
| Total (B) | | 122.56 | 76.33 | 68.41 | 130.48 | - | - | - | - | 130.48 |

| Sr. No. | Intangible Assets | Gross Block | | | Amortization | | | Net Block | | |
|----------------------------|-------------------|------------------|---------------|---------------|------------------|------------------|-----------------|--------------|------------------|------------------|
| | | As at 01-04-2015 | Additions | Deductions | As at 31-03-2016 | As at 01-04-2015 | For the Year | Deductions | As at 31-03-2016 | As at 31-03-2015 |
| 12 | Computer Software | - | 24.77 | - | 24.77 | - | 9.46 | - | 9.46 | 15.31 |
| Total (C) | | - | 24.77 | - | 24.77 | - | 9.46 | - | 9.46 | 15.31 |
| Previous Year | | - | - | - | - | - | - | - | - | - |
| Grand Total (A+B+C) | | 19,911.76 | 454.89 | 143.58 | 20,223.07 | 14,281.46 | 1,366.33 | 63.31 | 15,584.48 | 4,638.59 |
| Previous Year | | 19,719.13 | 245.91 | 53.28 | 19,911.76 | 12,863.23 | 1,468.31 | 50.08 | 14,281.46 | 5,630.30 |

**SCHEDULE 4A
FIXED ASSETS - PLAN**

| Sr. No. | Assets Heads | Gross Block | | | Depreciation | | | Net Block | | | |
|---------|---------------------------------------|------------------|-------------|--------------|------------------|------------------|---------------|--------------|------------------|------------------|-----------------|
| | | As at 01-04-2015 | Additions | Deductions | As at 31-03-2016 | As at 01-04-2015 | For the Year | Deductions | As at 31-03-2016 | As at 31-03-2015 | |
| 1 | Buildings | 3,321.36 | - | - | 3,321.36 | 1,161.89 | 279.67 | - | 1,441.56 | 1,879.80 | 2,159.47 |
| 2 | Electrical Installation and Equipment | 275.44 | - | - | 275.44 | 80.75 | 29.21 | - | 109.96 | 165.48 | 194.69 |
| 3 | Office Equipment | 392.62 | 1.50 | 28.53 | 365.59 | 316.80 | 11.28 | 26.64 | 301.44 | 64.15 | 75.82 |
| 4 | Computers & Peripherals | 154.68 | 1.15 | 1.78 | 154.05 | 154.39 | 0.86 | 1.78 | 153.47 | 0.58 | 0.29 |
| 5 | Furniture, Fixtures & Fittings | 544.28 | 2.58 | 1.21 | 545.65 | 258.56 | 28.70 | 1.19 | 286.07 | 259.58 | 285.72 |
| 6 | Library Books | 582.76 | - | - | 582.76 | 582.76 | - | - | 582.76 | - | - |
| | Total | 5,271.14 | 5.23 | 31.52 | 5,244.85 | 2,555.15 | 349.72 | 29.61 | 2,875.26 | 2,369.59 | 2,715.99 |

(Rs. in Lacs)

**SCHEDULE 4B
FIXED ASSETS - OTHERS**

(Rs. in Lacs)

| Sr. No. | Assets Heads | Gross Block | | | | Depreciation | | | Net Block | |
|---------|---------------------------------------|------------------|---------------|---------------|------------------|------------------|-----------------|--------------|------------------|------------------|
| | | As at 01-04-2015 | Additions | Deductions | As at 31-03-2016 | As at 01-04-2015 | For the Year | Deductions | As at 31-03-2016 | As at 31-03-2015 |
| 1 | Freehold Land | 107.00 | - | - | 107.00 | - | - | - | 107.00 | 107.00 |
| 2 | Buildings | 8,909.77 | 30.14 | - | 8,939.91 | 7,441.51 | 704.35 | - | 8,145.86 | 1,468.26 |
| 3 | Electrical Installation and Equipment | 513.04 | 31.45 | - | 544.49 | 399.24 | 21.13 | - | 420.37 | 113.80 |
| 4 | Plant & Machinery | - | 14.43 | - | 14.43 | - | 1.74 | - | 1.74 | 12.69 |
| 5 | Office Equipment | 1,388.79 | 37.05 | 19.90 | 1,405.94 | 923.11 | 73.47 | 10.54 | 986.04 | 465.68 |
| 6 | Audio Visual Equipment | - | 11.14 | - | 11.14 | - | 1.65 | - | 1.65 | 9.49 |
| 7 | Computers & Peripherals | 1,389.19 | 72.37 | 17.37 | 1,444.19 | 1,324.64 | 72.84 | 17.28 | 1,380.20 | 64.55 |
| 8 | Furniture, Fixtures & Fittings | 1,436.29 | 87.55 | 2.46 | 1,521.38 | 878.19 | 75.05 | 2.46 | 950.78 | 558.10 |
| 9 | Vehicles | 30.48 | 11.26 | 3.92 | 37.82 | 16.12 | 3.75 | 3.42 | 16.45 | 14.36 |
| 10 | Library Books | 743.50 | 53.17 | - | 796.67 | 743.50 | 53.17 | - | 796.67 | - |
| | Total (A) | 14,518.06 | 348.56 | 43.65 | 14,822.97 | 11,726.31 | 1,007.15 | 33.70 | 12,699.76 | 2,123.21 |
| 11 | Capital Work in Progress (B) | 122.56 | 76.33 | 68.41 | 130.48 | - | - | - | - | 122.56 |
| | Total (C) | - | 24.77 | - | 24.77 | - | 9.46 | - | 9.46 | 15.31 |
| | Grand Total (A+B+C) | 14,640.62 | 449.66 | 112.06 | 14,978.22 | 11,726.31 | 1,016.61 | 33.70 | 12,709.22 | 2,269.00 |
| | | | | | | | | | | 2,914.31 |

| Sr. No. | Intangible Assets | Gross Block | | | Amortization | | | Net Block | | |
|---------|----------------------------|------------------|---------------|---------------|------------------|------------------|-----------------|------------------|------------------|-----------------|
| | | As at 01-04-2015 | Additions | Deductions | As at 31-03-2016 | For the Year | Deductions | As at 31-03-2016 | As at 31-03-2015 | |
| 12 | Computer Software | - | 24.77 | - | 24.77 | - | 9.46 | - | 9.46 | 15.31 |
| | Total (C) | - | 24.77 | - | 24.77 | - | 9.46 | - | 9.46 | 15.31 |
| | Grand Total (A+B+C) | 14,640.62 | 449.66 | 112.06 | 14,978.22 | 11,726.31 | 1,016.61 | 33.70 | 12,709.22 | 2,269.00 |
| | | | | | | | | | | 2,914.31 |

SCHEDULE 5 INVESTMENTS FROM EARMARKED / ENDOWMENT FUNDS

(Rs. in Lacs)

| Sr. No. | Particulars | As at 31-03-2016 | As at 31-03-2015 |
|---------|---|------------------|------------------|
| | Long Term | | |
| 1 | In Central Government Securities | 7,008.35 | 5,700.00 |
| 2 | In State Government Securities | 1,000.00 | 1,000.00 |
| 3 | Bonds | 45,698.56 | 31,101.30 |
| | | 53,706.91 | 37,801.30 |
| | Provision for Premium/(Discount) on Redemption of Investments | 0.21 | (185.54) |
| | Total | 53,707.12 | 37,615.76 |

SCHEDULE 6 CURRENT ASSETS

(Rs. in Lacs)

| Sr. No. | Particulars | As at 31-03-2016 | As at 31-03-2015 |
|---------|---------------------------------|------------------|------------------|
| 1 | Stock | | |
| | a) Electrical Material | 14.58 | 11.08 |
| | b) Stationery | 14.82 | 12.03 |
| | c) Others | 2.82 | 4.56 |
| | | 32.22 | 27.67 |
| 2 | Cash and Bank Balances | | |
| | a) With Scheduled Banks: | | |
| | In Current Accounts | | |
| | Rupee Account | 529.70 | 676.64 |
| | FC Account | 5.64 | 9.21 |
| | In term deposit Accounts | 18,935.71 | 21,224.15 |
| | In Savings Accounts | 1,169.37 | 309.21 |
| | In Savings Accounts(IIM Nagpur) | 750.00 | - |
| | | 21,390.42 | 22,219.21 |
| | b) Cash on hand | 0.25 | 0.25 |
| | c) Stamps on hand | 0.06 | 0.01 |
| | Total | 21,422.95 | 22,247.14 |

SCHEDULE 7 LOANS, ADVANCES & DEPOSITS

(Rs. in Lacs)

| Sr. No. | Particulars | As at 31-03-2016 | | As at 31-03-2015 | |
|---------|--|------------------|-----------------|------------------|-----------------|
| 1 | Advances to Employees: (Non-interest bearing) | | | | |
| | a) Festival | 1.63 | | 1.44 | |
| | b) Other | 17.16 | 18.79 | 18.68 | 20.12 |
| 2 | Advances and Other Amounts Recoverable in Cash or in Kind or for Value to be Received: | | | | |
| | a) Advances to Others | 165.24 | | 127.21 | |
| | b) Students | 10.25 | | 4.45 | |
| | c) Service Tax Paid in Advance | 3.66 | | 18.44 | |
| | d) CENVAT Credit Receivable | 60.06 | | 86.61 | |
| | e) TDS Receivable | 1,287.18 | 1,526.39 | 1,206.91 | 1,443.62 |
| 3 | Prepaid Expenses | | | | |
| | a) Insurance | 9.93 | | 9.78 | |
| | b) Other expenses | 172.56 | 182.49 | 131.36 | 141.14 |
| 4 | Deposits | | | | |
| | a) Telephone | 0.20 | | 0.20 | |
| | b) Security Deposits | 80.11 | 80.31 | 79.53 | 79.73 |
| 5 | Income Accrued | | | | |
| | a) On Investments | 2,811.72 | | 2,693.34 | |
| | b) Others (includes income due unrealized) | 980.84 | 3,792.56 | 688.20 | 3,381.54 |
| 6 | Other Current Assets receivable from Grant/ Sponsored Projects | | | | |
| | a) Debit balances in Sponsored Projects | 55.77 | | 85.19 | |
| | b) Grants Receivable | - | 55.77 | 191.41 | 276.60 |
| 7 | Claims Receivable | | | | |
| | a) GSLIS Claim Account | | 0.01 | | 0.01 |
| | Total | | 5,656.31 | | 5,342.76 |

**SCHEDULE 8
ACADEMIC RECEIPTS**

(Rs. in Lacs)

| | Current Year | Previous Year |
|--|------------------|------------------|
| FEES FROM STUDENTS | | |
| Academic | | |
| 1. Tuition Fee | 7,242.84 | 6,590.81 |
| 2. Admission Fee | 24.07 | 4.15 |
| 3. Enrolment Fee | 4.24 | 5.28 |
| 4. Academic Support | 1,804.18 | 1,644.70 |
| 5. International Immersion Programme | 318.75 | 276.25 |
| Total (A) | 9,394.08 | 8,521.19 |
| Examinations | | |
| 1. Admission Test Fee - CAT (Net) | 165.55 | 262.58 |
| 2. Mark Sheet, Certificate Fee | 25.80 | 28.38 |
| Total (B) | 191.35 | 290.96 |
| Other Fees | | |
| 1. Fine / Miscellaneous fee | 18.05 | 4.42 |
| 2. Medical fee | 24.31 | 23.22 |
| 3. Hostel fee | 676.47 | 576.68 |
| 4. Mess Charges | 57.51 | 53.20 |
| 5. Forfeited Fees | - | 83.20 |
| Total (C) | 776.34 | 740.72 |
| Other Academic Receipts | | |
| (a) Executive Education Programmes | | |
| 1. Registration fee for workshops, programmes | 3,109.34 | 2,133.32 |
| 2. Registration fee for Customised Executive Education Programme | 2,765.01 | 2,551.78 |
| | 5,874.35 | 4,685.10 |
| (b) Registration fees (Academic Staff) | 66.96 | 41.84 |
| Total (D) | 5,941.31 | 4,726.94 |
| GRAND TOTAL (A+B+C+D) | 16,303.08 | 14,279.81 |

SCHEDULE 9 GRANTS / SUBSIDIES (IRREVOCABLE GRANTS RECEIVED)

(Rs. in Lacs)

| Particulars | Govt. of India | | | Govt. of India | | |
|---|----------------|---------------|--------------------|----------------|---------------|---------------------|
| | FPM | CMA | Current Year Total | FPM | CMA | Previous Year Total |
| Balance Brought forward | 149.09 | 24.71 | 173.80 | 38.31 | 22.95 | 61.26 |
| Add: Grants received/receivable during the year | - | 250.00 | 250.00 | 133.15 | 200.00 | 333.15 |
| Add: Interest received during the year | 12.38 | - | 12.38 | 3.33 | - | 3.33 |
| Total | 161.47 | 274.71 | 436.18 | 174.79 | 222.95 | 397.74 |
| Less: Refund | - | - | - | - | - | - |
| Balance | 161.47 | 274.71 | 436.18 | 174.79 | 222.95 | 397.74 |
| Less: Utilised for Capital expenditure | - | 1.42 | 1.42 | - | - | - |
| Balance | 161.47 | 273.29 | 434.76 | 174.79 | 222.95 | 397.74 |
| Less: Utilized for Revenue Expenditure (A) | - | 215.67 | 215.67 | 25.70 | 198.24 | 223.94 |
| Balance Carried forward (B) | 161.47 | 57.62 | 219.09 | 149.09 | 24.71 | 173.80 |

A Appears as Grant Income in the Income & Expenditure Account.

B Appears under Current Liabilities in the Balance Sheet in Schedule 3.

SCHEDULE 10 INCOME FROM INVESTMENTS

(Rs. in Lacs)

| Particulars | Current Year | Previous Year |
|--|-----------------|-----------------|
| 1. Interest | | |
| a. On Government Securities | 216.98 | 259.64 |
| b. Other Bonds | 3,866.17 | 2,315.89 |
| 2. Interest on Term Deposits | 1,930.13 | 2,358.39 |
| Total | 6,013.28 | 4,933.92 |
| Less : | | |
| 1. Amortization of Premium/(Discount) on Redemption of Investments | - | (7.69) |
| 2. Transferred to Earmarked/Endowment Funds | 3,622.09 | 2,950.66 |
| 3. Transferred to Project Account | 52.73 | 70.91 |
| 4. Transferred to Grant Account | 12.38 | 3.33 |
| 5. Transferred to Provision for Retirement Benefit Account | 1,505.07 | 1,298.28 |
| Balance | 821.01 | 618.43 |

**SCHEDULE 11:
INTEREST EARNED**

| Particulars | (Rs. in Lacs) | |
|--|---------------|---------------|
| | Current Year | Previous Year |
| On Savings Accounts with Scheduled Banks | 99.63 | 29.47 |
| Total | 99.63 | 29.47 |

**SCHEDULE 12
OTHER INCOME**

| Particulars | (Rs. in Lacs) | |
|--|-----------------|-----------------|
| | Current Year | Previous Year |
| A. Income from Land & Buildings | | |
| 1. Hostel Room Rent | 10.58 | 16.80 |
| 2. License fee | 17.93 | 18.75 |
| 3. Hire Charges of Auditorium/Play ground/Convention Centre, etc | 96.83 | 98.15 |
| 4. Facilities (MDC/ IMDC/New Campus etc.) | 770.64 | 857.22 |
| Total A | 895.98 | 990.92 |
| B. Sale of Institute's publications | - | 18.45 |
| Total B | - | 18.45 |
| C. Others | | |
| 1. Income from Consultancy | 552.54 | 821.82 |
| 2. Consultancy Project Balances Written Back | - | 1,915.38 |
| 3. Income from Research Projects | 224.05 | 241.12 |
| 4. Placement Fee | 442.83 | 457.74 |
| 5. Scholarships | 245.05 | 307.59 |
| 6. RTI Fees | 0.01 | 0.01 |
| 7. Income from Royalty | - | 0.03 |
| 8. Brokerage on Investments | 168.46 | 39.77 |
| 9. Profit on Sale/Disposal of Assets - Own Assets | 3.78 | 2.22 |
| 10. Misc. Receipts (Sale of tender form, waste paper, etc.) | 246.40 | 121.67 |
| 11. Depreciation Fund Written Back to extent of Sale of Assets | 27.93 | 6.49 |
| Total C | 1,911.05 | 3,913.84 |
| Total (A+B+C) | 2,807.03 | 4,923.21 |

SCHEDULE 13 STAFF PAYMENTS & BENEFITS (ESTABLISHMENT EXPENSES)

(Rs. in Lacs)

| Particulars | Teaching | Non-Teaching | Unallocable | Current Year | Previous Year |
|--|-----------------|-----------------|---------------|-----------------|-----------------|
| Non Plan | | | | | |
| a) Salaries and Wages | 2,355.99 | 1,498.31 | - | 3,854.30 | 3,601.77 |
| b) Allowances and Bonus | - | 20.91 | - | 20.91 | 21.06 |
| c) Contribution to Provident Fund | 23.87 | 8.57 | - | 32.44 | 32.46 |
| d) Staff Welfare Expenses | - | - | 64.57 | 64.57 | 70.73 |
| e) Retirement and Terminal Benefits (Refer Schedule 13A) | 446.63 | 1,597.07 | - | 2,043.70 | 2,914.68 |
| f) LTC Facility | 19.39 | 32.22 | - | 51.61 | 51.13 |
| g) Medical Facility | - | - | 86.80 | 86.80 | 81.93 |
| h) Children Education Allowance | 6.87 | 19.06 | - | 25.93 | 24.94 |
| Total A | 2,852.75 | 3,176.14 | 151.37 | 6,180.26 | 6,798.70 |
| Other Establishment Expenses | | | | | |
| a) CMA Project | 105.20 | 92.37 | - | 197.57 | 179.28 |
| b) Consultancy Projects | 347.38 | 37.34 | - | 384.72 | 607.29 |
| c) Research Projects | 11.03 | 96.84 | - | 107.87 | 105.94 |
| d) Centre Activities | - | 1.92 | - | 1.92 | 9.42 |
| e) Customised Executive Education Programme | 741.98 | 61.72 | - | 803.70 | 687.13 |
| f) Open Enrollment Programme | 689.88 | 91.58 | - | 781.46 | 443.88 |
| Total A | 1,895.47 | 381.77 | - | 2,277.24 | 2,032.94 |
| TOTAL | 4,748.22 | 3,557.91 | 151.37 | 8,457.50 | 8,831.64 |

SCHEDULE 13 A EMPLOYEES RETIREMENT AND TERMINAL BENEFITS

(Rs. in Lacs)

| Particulars | Pension | Gratuity | Leave Encashment | Current Year | Previous Year |
|--|------------------|-----------------|------------------|------------------|------------------|
| Opening Balance as on 1.4.2015 | 16,222.04 | 1,073.94 | 1,329.61 | 18,625.59 | 15,653.96 |
| Addition: Interest credited to Fund | 1,310.85 | 86.78 | 107.44 | 1,505.07 | 1,298.28 |
| Total (a) | 17,532.89 | 1,160.72 | 1,437.05 | 20,130.66 | 16,952.24 |
| Less: Actual Payment during the Year (b) | 995.74 | 127.02 | 106.41 | 1,229.17 | 1,187.67 |
| Balance Available on 31.03.2016 c (a-b) | 16,537.15 | 1,033.70 | 1,330.64 | 18,901.49 | 15,764.57 |
| Provision required on 31.03.2016 as per Actuarial Valuation (d) | 17,922.22 | 1,032.45 | 1,884.74 | 20,839.41 | 18,625.59 |
| A. Provision to be made in the Current year (d-c) | 1,385.07 | (1.25) | 554.10 | 1,937.92 | 2,861.02 |
| B. Contribution to New Pension Scheme | | | | 104.22 | 49.16 |
| C. Travel to Hometown on Retirement | | | | 1.56 | 4.50 |
| Total (A+B+C) | | | | 2,043.70 | 2,914.68 |

SCHEDULE 14 ACADEMIC EXPENSES

| Particulars | (Rs. in Lacs) | |
|---|--------------------|-----------------|
| | Current Year | Previous Year |
| Non Plan | | |
| A - Academic Expenses | | |
| a) Field work/Participation in Conferences | 19.65 | 22.61 |
| b) Expenses on Seminars/Workshops | - | 2.93 |
| c) Payment to Visiting Faculty | 227.41 | 198.46 |
| d) Admission Expenses | 97.68 | 94.93 |
| e) Convocation Expenses | 17.83 | 26.70 |
| f) Stipend/Means-cum-Merit Scholarship | 1,230.30 | 1,349.64 |
| g) Books & Case Materials | 288.73 | 217.73 |
| h) Electricity - Students | 111.93 | 101.15 |
| i) Medical expenses | 16.09 | 13.65 |
| j) Misc. Expenses | 122.61 | 120.29 |
| k) Placement Expenses | 152.11 | 182.10 |
| l) Student's Exchange Programme | 6.18 | 8.31 |
| m) International Immersion | 291.28 | 254.06 |
| n) Mess Expenses | 57.51 | 53.39 |
| o) Room Rent | 146.49 | 150.81 |
| p) Library Expenses | 549.81 | 507.88 |
| q) Marketing, Promotion Development Exps | 22.46 | 15.82 |
| r) Review Committee | 2.54 | 0.65 |
| | Total A | 3,360.61 |
| | | 3,321.11 |
| B - Other Projects / Programmes Expenses | | |
| a) Open Enrollment Programme | 1,098.19 | 979.58 |
| b) Customised Executive Education Programme | 1,062.13 | 1,077.38 |
| c) Consultancy Projects | 22.20 | 388.40 |
| d) Faculty Development Programme | 40.93 | 26.43 |
| e) Research Projects | 74.33 | 51.58 |
| f) CMA Other Expenses | 18.09 | 18.96 |
| g) Centre Activities | 13.48 | 3.17 |
| h) Faculty & Professional Development Expenses | 65.47 | 56.26 |
| i) Research Assistance to New Faculty | - | 13.61 |
| | Total B | 2,394.82 |
| | | 2,615.37 |
| | Total (A+B) | 5,755.43 |
| | | 5,936.48 |

SCHEDULE 15 ADMINISTRATIVE AND GENERAL EXPENSES

(Rs. in Lacs)

| Particulars | Current Year | Previous Year |
|---|-----------------|-----------------|
| Non Plan | | |
| A Infrastructure | | |
| a) Electricity and Power | 188.55 | 167.04 |
| b) Water Charges | 81.70 | 72.45 |
| c) Insurance | 16.66 | 15.15 |
| d) Rent, Rates and Taxes (including Property Tax) | 75.40 | 47.04 |
| Total A | 362.31 | 301.68 |
| B Communication | | |
| a) Postage and Stationery | 3.22 | 1.07 |
| b) Telephone, Fax and Internet Charges | 67.42 | 62.91 |
| Total B | 70.64 | 63.98 |
| C Others | | |
| a) Printing and Stationery | 14.52 | 14.49 |
| b) Travelling and Conveyance Expenses | 97.14 | 76.48 |
| c) Hospitality | 44.17 | 45.58 |
| d) Auditors Remuneration | 5.50 | 4.00 |
| e) Professional / Legal Charges | 41.48 | 33.90 |
| f) Advertisement and Publicity | 17.31 | 10.55 |
| g) Security Charges | 184.67 | 152.83 |
| h) Service Tax borne by the Institute | 221.83 | 227.49 |
| i) Staff Mess Expenses | 19.54 | 19.19 |
| j) Misc. Expenses | 69.34 | 57.21 |
| k) Loss on Sale of Assets | 9.17 | 1.21 |
| l) Bank Commission | 3.47 | 3.05 |
| Total C | 728.14 | 645.98 |
| TOTAL (A+B+C) | 1,161.09 | 1,011.64 |

SCHEDULE 16 TRANSPORTATION EXPENSES

| Particulars | (Rs. in Lacs) | |
|-----------------------------------|---------------|---------------|
| | Current Year | Previous Year |
| Non Plan | | |
| 1 Vehicles (owned by Institution) | | |
| a) Running expenses | 1.41 | 1.65 |
| b) Repairs & maintenance | 0.67 | 0.86 |
| c) Insurance expenses | 0.54 | 0.48 |
| Total | 2.62 | 2.99 |

SCHEDULE 17 REPAIRS & MAINTENANCE

| Particulars | (Rs. in Lacs) | |
|-------------------------|---------------|---------------|
| | Current Year | Previous Year |
| Non Plan | | |
| a) Buildings | 154.66 | 177.78 |
| b) Furniture & Fixtures | 40.38 | 19.04 |
| c) Office Equipments | 35.80 | 41.93 |
| d) Computers | 65.96 | 72.14 |
| e) Estate Maintenance | 525.30 | 443.16 |
| Total | 822.10 | 754.05 |

SCHEDULE 18 DEPRECIATION/AMORTIZATION

| Particulars | (Rs. in Lacs) | |
|---------------------------------------|---------------|-----------------|
| | Current Year | Previous Year |
| Depreciation on Tangible Assets | 1,356.87 | 1,468.31 |
| Amortization of Intangible Assets | 9.46 | - |
| | 1,366.33 | 1,468.31 |
| Less : Transferred from Capital Funds | 423.68 | 382.81 |
| Total | 942.65 | 1,085.50 |

SCHEDULE 19 OTHER EXPENSES

(Rs. in Lacs)

| Particulars | Current Year | Previous Year |
|---------------------------------------|--------------|---------------|
| Non Plan | | |
| a) Irrecoverable Balances Written off | 1.41 | 17.48 |
| Total | 1.41 | 17.48 |

SCHEDULE 20 TRANSFER TO DESIGNATED FUND

(Rs. in Lacs)

| Particulars | Current Year | Previous Year |
|---|-----------------|-----------------|
| a) Endowment Fund (Corpus) | 1,000.00 | 2,435.00 |
| b) Campus & Infrastructure Development Fund | 1,000.00 | - |
| c) Faculty & Staff Welfare Fund | 500.00 | - |
| d) Research, Publication & Trust Area Fund | 500.00 | - |
| Total | 3,000.00 | 2,435.00 |

SCHEDULE 21

SIGNIFICANT ACCOUNTING POLICIES

1. ACCOUNTING CONVENTION

The financial statements are prepared in accordance with the Indian Generally Accepted Accounting Principles (GAAP) under the historical cost convention, and on the accrual method of accounting except for subscription to Journals & Periodicals and development allowance to staff and Accounting Standards as Notified by the Institute of Chartered Accountants of India.

The financial statements are broadly prepared on the basis of format prescribed by the Ministry of HRD for Central Higher Educational Institutions.

2. USE OF ESTIMATES

The preparation of Financial Statements in conformity with Indian GAAP requires the management to make estimates and assumptions in the reported amounts of assets and liabilities (including contingent liabilities) as of the date of the financial statements and the reported income and expenses during the reporting period. Management believes that the estimates used in preparation of the financial statements are prudent and reasonable. Future results could differ from these estimates. Difference between the actual results and estimates are recognized in the period in which the results are known or materialize.

3. INVENTORY VALUATION

The inventories of Stores, Stationery and Consumables are valued at cost.

4. FIXED ASSETS

Tangible Assets

Tangible Fixed Assets are stated at cost less accumulated depreciation. Cost of acquisition is inclusive of freight, duties and taxes and incidental and direct expenses related to acquisition.

In respect of projects under construction, related pre-operational expenses form part of the value of the assets capitalized.

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

Intangible Assets

Intangible assets are stated at their cost of acquisition, less accumulated amortization and impairment losses. An intangible asset is recognized, where it is probable that the future economic benefits attributable to the asset will flow to the enterprise and where its value/cost can be reliably measured.

The Institute capitalizes software and related implementation costs where it is reasonably estimated that the software has an enduring useful life.

5. DEPRECIATION

On Tangible Assets

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

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

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

Amortization of Intangible Assets

Software is amortized at the rate of 40%.

6. INVESTMENTS

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

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

Cost includes acquisition expense like brokerage, transfer stamps.

7. REVENUE RECOGNITION

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

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

Interest on Investments is recognized on time proportion basis.

Donations/contributions are recognized on its ultimate collection.

8. INTEREST ON INVESTMENT

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

Interest on Investments out of Earmarked, Endowment and other Funds are allocated to respective Fund Account based on average rate of interest earned on investments as the Institute has a pool of investments.

9. FOREIGN CURRENCY TRANSACTIONS

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

10. GOVERNMENT GRANTS

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

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

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

11. RETIREMENT BENEFITS

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

12. PROVISIONS, CONTINGENT LIABILITIES AND CONTINGENT ASSETS

Provisions involving a substantial degree of estimation in measurement are recognized when there is a present obligation as a result of past events and it is probable that there will be an outflow of resources. Contingent liabilities are not recognized but are disclosed in the accounts by way of a note. Contingent assets are neither recognized nor disclosed in the financial statements.

SCHEDULE 22

CONTINGENT LIABILITIES AND NOTES TO ACCOUNTS

1. CONTINGENT LIABILITIES

(a) Service Tax demands in dispute

Rs. 191.87 Lacs (Previous year Rs. 23.91 Lacs).

(b) Claims against the Institute not acknowledged as debts

Rs. 1.59 Lacs (Previous year Rs. 1.59 Lacs)

2. UNEXECUTED CAPITAL CONTRACT

Unexecuted Capital Contract (Net of Advances) is Rs. 318.34 Lacs (Previous year Rs. 202.57 Lacs), for which sufficient fund is available in Campus & Infrastructure Development Fund.

3. CURRENT ASSETS, LOANS AND ADVANCES

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

4. TAXATION

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

5. EXPENDITURE IN FOREIGN CURRENCY

(Rs. in Lacs)

| Particulars | 2015 - 16 Rs. | 2014 - 15 Rs. |
|-----------------------------|------------------|------------------|
| a) Foreign Travel | 59.62 | 37.30 |
| b) Books and Case Materials | 693.99 | 353.72 |
| c) Others | 175.59 | 242.69 |

6. EARNING IN FOREIGN CURRENCY

(Rs. in Lacs)

| Particulars | 2015 - 16 Rs. | 2014 - 15 Rs. |
|-----------------------------------|------------------|------------------|
| a) Project, Program & Fees Income | 642.03 | 403.36 |
| b) Placement Income | 30.80 | 40.17 |

7. CHANGE IN ACCOUNTING POLICY

Amortization of Discount on Acquisition of Investments

Hitherto, Premium as well as Discount on acquisition of Investments were amortized on a time proportion basis up to the date of their maturity. However, as per the new format of financial statements for Central Higher Educational Institutions prescribed by Ministry of Human Resource Development, Department of Higher Education, discount on acquisition can not be amortized.

Accordingly, the institution has stopped amortizing discount on acquisition of Investments from current year and also reversed the unamortized portion of discount.

Due to this, Interest Income and Surplus for the year are lower by Rs. 185.90 Lacs and Unamortized Balance of Premium/Discount Account higher to that extent.

8. Figures below Rs. 500/- which are required to be shown separately have been shown at actual in the brackets.
9. Corresponding figures for the previous year have been regrouped / rearranged, wherever necessary to make them comparable with those of current year.

Signature to Schedules 1 to 22

As per our report of even date

Sd/-

Audit Officer/C.A. Expenditure

Office of the Principle director of Audit (Central), Gujarat
Audit Bhavan, Navrangpura, Ahmedabad 380 009

Date : June 24, 2016

Place: Ahmedabad

Sd/-

Ashish Nanda

Director

Sd/-

Manoj Bhatt

Chief Administrative Officer

Sd/-

Laxmandev Gohil

Chief Manager- Accounts

Receipts and Payments Account For the Year Ended 31st March 2016

(Rs. in Lacs)

| RECEIPTS | Current Year | PAYMENTS | Current Year |
|--|--------------|---|--------------|
| I. Opening Balances | | I. Expenses | |
| a) Cash balances | 0.25 | a) Establishment Expenses | 7,748.75 |
| b) Bank Balances | | b) Academic Expenses | 3,360.61 |
| i. In Rupee accounts | 676.64 | c) Administrative Expenses | 1,153.33 |
| ii. In Deposit accounts | 21,224.15 | d) Transportation Expenses | 2.62 |
| iii. Savings accounts | 309.21 | e) Repairs & Maintenance | 822.10 |
| iv. In FC accounts | 9.21 | f) Prior Period Expenses | - |
| c) Stamps on Hand | 0.01 | | |
| II. Grants Received | | II. Payments against Earmarked/Endowment Funds | 779.01 |
| a) From Government of India | 441.41 | | |
| b) From State Government | - | | |
| c) From Other sources | - | | |
| III. Academic Receipts | 16,829.39 | III. Payments against Sponsored Projects/Schemes | 2,394.82 |
| IV. Receipts against Earmarked/Endowment Funds | 3,125.09 | IV. Payments against Sponsored Fellowships and Scholarships | 23.72 |
| V. Receipts against Sponsored Projects/Schemes | 29.42 | V. Investments and Deposits made | |
| | | a) Out of Earmarked/Endowment Funds | - |
| | | b) Out of own Funds(Investment Others) | 16,091.36 |
| VI. Receipts against Sponsored Fellowships and Scholarships | 30.52 | VI. Term Deposits with Scheduled Banks | - |
| VII. Income on Investments from | | VII. Expenditure on Fixed assets and Capital Works-in-Progress | |
| a) Earmarked/Endowment Funds | - | a) Fixed Assets | 378.56 |
| b) Other Investments | 4,083.15 | b) Capital Works-in-Progress (Including Capital Advances) | 7.92 |
| VIII. Interest received on | | VIII. Other Payments including Statutory Payments | |
| a) Bank Deposits | 1,759.02 | a) Deposits Given | 0.58 |
| b) Loans and Advances | - | b) Deposits Repaid | 17.03 |
| c) Saving Bank Accounts | 99.63 | c) Statutory Payments | 177.48 |
| IX. Investments Encashed | - | IX. Refund of Grants | |
| X. Term Deposits with Scheduled Banks Encashed | - | X. Deposits and Advances | 42.52 |
| XI. Other Income | | XI. Other Payments | |
| a) Income from Land & Buildings | 895.98 | a) Sundry Debtors and Loans and Advances | |
| b) Other | 1,608.31 | b) Sundry creditors and Other Liabilities | |
| | | c) Changes in Stock | 4.55 |
| | | c) TDS Receivable | 80.27 |

(Rs. in Lacs)

| RECEIPTS | Current Year | PAYMENTS | Current Year |
|--|------------------|------------------------------|------------------|
| XII. Deposits and Advances | | XII. Closing Balances | |
| a) Caution money Deposits Received | | a) Cash balances | 0.25 |
| b) Security Deposits | | b) Bank Balances | |
| c) Loan to Employees | 1.52 | i. In Rupee accounts | 529.70 |
| | | ii. In Deposit accounts | 18,935.71 |
| | | ii. Savings accounts | 1,919.37 |
| | | ii. In FC accounts | 5.64 |
| | | c) Stamps on Hand | 0.06 |
| XIII. Miscellaneous Receipts (Statutory Receipts) | 396.18 | | |
| XIV. Any Other Receipts | | | |
| a) Changes in Provisions | 9.91 | | |
| b) Sundry Creditors and Other Liabilities | 2,944.66 | | |
| c) Sale of Assets | 2.30 | | |
| TOTAL | 54,475.96 | TOTAL | 54,475.96 |

Laxmandev Gohil
Chief Manager - Accounts

Manoj Bhatt
Chief Administrative Officer

Ashish Nanda
Director

GOLD MEDALISTS 1966-2016

1966

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

1967

- Vijay Bhargava
- Jayant Kumar Dey

1968

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

1969

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

1970

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

1971

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

1972

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

1973

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

1974

- Rajiv Burman
- Janardhanmohan G. Rao
- Ravi R.
- S. Ravichandran

1975

- R. Balagangadharan
- S. Balasubramanian
- Raaj Kumar Sah
- Sridhar S.

1976

- Gautam Chakravarti
- Shrikant P. Pande
- Rita Mohan
- Sudhir Krishnamurthi

1977

- Manvinder Singh Banga
- Laxmi Chand Bhandari
- Hemant Shah
- B. Ramaswamy (SPA)

1978

- B. Anantaram
- Srikant Madhav Datar
- Sandeep Mathur
- Vasant Prakash Gandhi (SPA)

1979

- Mr. K. Chandrasekhar
- Mehar Karan Singh
- Vijay Srirangan

1980

- Sanjay Bhargava
- Vipul Prasad Jain
- Sridhar Seshadri

1981

- Alok Agarwal
- Rajeev Kapoor
- Vijay Mahajan
- V.S. Sitaram

1982

- Jagmohan Singh Raju
- Shasi Kant Sachdeva
- Jayanth Rama Varma

1983

- Prakash Mirchandani
- Ashish Nanda
- Ramkumar S.
- Suresh Madan (SPA)

1984

- Sunil Gulati
- Pappu Jagdish Rao

1985

- Harsh Lal
- Cadambi P. Janardhan
- Srinath Mukherji

1986

- Anil Ahuja
- Rajeev Ahuja
- Devina Mehra

1987

- Harish R. Bhat
- Venkatesh Narasiah
- Raghuram G. Rajan

1988

- Rajiv Agarwal
- Sanjay Gupta
- Saurabh Garg

1989

- R. Subramanian
- K.R.S. Jamwal
- Sachit Jain

1990

- Vipin Gupta
- Monish Kumar
- Milind Shahane

1991

- Aggarwal Vijay
- S. Nagarajan

1992

- Chetankumar B. Shah
- Sanjeev Chhabra
- Vivek Rastogi

1993

- Sanjay Kumar Jain
- Gautam Kumra
- Rohit Chatterjee

1994

- Hrishikesh B. Parandekar
- S. Ramesh
- Anand Sanghi

1995

- Ashutosh Padhi
- Nitin Malhan
- Sanjay Purohit

1996

- Samit A. Parekh
- Bhupender Singh
- Purva Indurkar

1997

- Rajeev E.K.
- Rajat Bhargava
- Sandeep Gupta

1998

- Sumat Rajpal
- Avinash Agarwal
- Vipul Bansal

1999

- Amit Bordia
- Anupam Mortins
- Prashant

2000

- Priyanka Arora
- Surendra Kuman Jain
- Shishir R. Mankad

2001

- Krishna Y.S.R.
- Bharadwaj V.T.
- Anand Sridharan

2002

- Vikas Gupta
- Manikandan Natarajan
- Mohit Khurana
- Suman Ann Thomas (PGP-ABM)

2003

- Amar Makhija
- Ramnath Balasubramanian
- Nitin Dahiya
- Ramprasad V.K. (PGP-ABM)

2004

- Mukundan D.
- G.V. Ravishankar
- K.N. Ramganesh
- Dhruva Jyoti Banerjee (PGP-ABM)

2005

- Philip T. Jacob
- Manoj Gupta
- Gaurav Saigal

2006

- Kanish Sarin
- Vishai Grover
- Ankur Saboo
- Amit Jani (PGP-ABM)

2007

- Mayank Rawat
- Sumit Kumar
- Bala Vamsi Tatavarty
- James Beeson (PGPX)

2008

- Kapil Modi
- G. Arjun
- Prateek Jain
- Shaleen Garg (PGPX)
- Syed Ali Murtaza Rizvi (PGP-PMP)

2009

- Gagandeep Singh
- Abhishek Verma
- Ishant Goyal
- Sauri Gudlavalleti (PGPX)
- Rakesh Ranjan (PMP)

2010

- Samrat Ashok Lal
- Rohan Choudhary
- Himanshu Sharma
- Vinod Kumar Ramachandran (PGPX)
- Sanjeet Kumar Pandy (PGP-PMP)

2011

- Mr. Jaideep Shankar Jagannathan
- Mr. Mayank Kukreja
- Mr. Mohit Garg
- Mr. Rahul. (PGPX)

2012

- Mr. Gaurav Jagdish Singhal
- Mr. Nehul Malhotra
- Mr. Aditya Khandelia
- Mr. Shivram Ramakrishnan (PGPX)

2013

- Nikhil Agarwal
- Aniketh Talwai
- Sumit Somani
- Shashank Rathi (PGP ABM)
- Aditya Bansal (PGPX)

2014

- Hemant Omprakash Mundra
- Sanchit Bansal
- Prashant Sarkar
- Aditya Kiran Paranjpe (PGPX)

2015

- Agrawal Rahul Satish
- Rakshit U. Agarwal
- Abhinav Gupta
- Sidharth Aggarwal (PGP-ABM)
- Anshul Srivastav (PGPX)

2016

- Ayush Agarwal
- Shah Ashay Subhash
- Anurag Agarwal
- Prasanna Venkatesan Srinivasan Iyengar (PGPX)



Chief Guests at Convocations

| | | |
|---------------------------------|-----------------------------|----------------------------------|
| 1966 Mr. M.C. Chagla | 1983 Mr. Nani Palkhiwalla | 2000 Mr. R.K. Laxman |
| 1967 Dr. Vikram Sarabhai | 1984 Mr. P.L. Tandon | 2001 Dr. Desh Deshpande |
| 1968 Mrs. Indira Gandhi | 1985 Mr. K. C. Pant | 2002 Mr. Azim Premji |
| 1969 Dr. Karan Singh | 1986 Mr. Hiten Bhaya | 2003 Dr. A.P.J. Abdul Kalam |
| 1970 Mr. L. K. Jha | 1987 Dr. Raja Ramanna | 2004 Dr. Bimal Jalan |
| 1971 Mr. Dharma Vir | 1988 Mr. V. Kurien | 2005 Mr. Raghuram Rajan |
| 1972 Mr. C. Subramaniam | 1989 Mr. A.S. Ganguly | 2006 Mr. M.S. Banga |
| 1973 Mr. D.P. Dhar | 1990 Mr. Russi Mody | 2007 Mr. P. Chidambaram |
| 1974 Professor Nurul Hasan | 1991 Mr. Sarup Singh | 2008 Mr. Montek Singh Ahluwalia |
| 1975 Mr. T. A. Pai | 1992 Mr. Rajmohan Gandhi | 2009 Shri Deepak Parekh |
| 1976 Dr. V.M. Dandekar | 1993 Mr. P.V. Narasimha Rao | 2010 Dr. C. Rangarajan |
| 1977 Mr. M.S. Swaminathan | 1994 Dr. Manmohan Singh | 2011 Dr. Manmohan Singh |
| 1978 Mr. H. M. Patel | 1995 Mr. Sam Pitroda | 2012 Shri K. V. Kamath |
| 1979 Mr. V. G. Rajadhyaksha | 1996 Mr. A.M. Ahmadi | 2013 Shri L. N. Mittal |
| 1980 Justice Mr. M. Hidaytullah | 1997 Mr. Adi Godrej | 2014 Mr. Anand Mahindra |
| 1981 Mr. Keshub Mahindra | 1998 Mr. Vikram Lal | 2015 Mr. Ajay Banga |
| 1982 Mrs. Sharda Mukherjee | 1999 Mr. K.B. Dadisheth | 2016 Smt. Arundhati Bhattacharya |

