

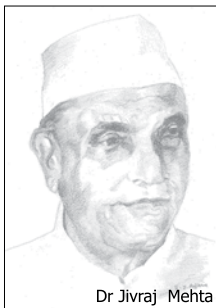


55Th

2016-17

**वार्षिक प्रतिवेदन
ANNUAL REPORT**

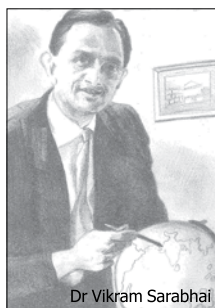
Founding Fathers



Dr Jivraj Mehta



Kasturbhai Lalbhai



Dr Vikram Sarabhai

Our Past Chairmen



Dr. Jivraj N. Mehta



Shri Prakash Tandon



Shri. S.L. Kirloskar



Shri Keshub Mahindra



Mr. V. Krishnamurthy



Mr. A.P. Venkateswaran



Prof. S.K. Khanna



Dr. I.G. Patel



Mr. N.R. Narayana Murthy



Dr. Vijaypat Singhania



Shri A. M. Naik



Shri Pankaj Patel

Our Present Chairman



Shri Kumar Mangalam Birla

Our Present Director



Prof. Ashish Nanda

Our Past Directors



Dr. Vikram A. Sarabhai



Prof. Ravi J. Matthai



Dr. Samuel Paul



Prof. V.S. Vyas



Dr. I.G. Patel



Prof. N.R. Sheth



Prof. P.N. Khandwalla



Prof. Jahar Saha



Prof. Bakul H. Dholakia



Prof. Samir K Barua

55TH

2016-17
वार्षिक प्रतिवेदन
ANNUAL REPORT





THE YEAR IN RETROSPECT	5
ACADEMIC PROGRAMMES	10
1. POST-GRADUATE PROGRAMME IN MANAGEMENT (PGP)	10
2. POST-GRADUATE PROGRAMME IN FOOD AND AGRI-BUSINESS MANAGEMENT (PGP-FABM)	14
3. POST-GRADUATE PROGRAMME IN MANAGEMENT FOR EXECUTIVES (PGPX)	16
4. FELLOW PROGRAMME IN MANAGEMENT	17
PLACEMENT	18
CONVOCATION	22
FACULTY DEVELOPMENT PROGRAMME IN MANAGEMENT	23
RESEARCH AND PUBLICATIONS	24
CASE CENTRE	26
EXECUTIVE EDUCATION PROGRAMMES	27
INTERDISCIPLINARY CENTRES AND GROUPS	28
1. CENTRE FOR GENDER EQUITY, DIVERSITY, AND INCLUSIVITY	28
2. CENTRE FOR INNOVATION INCUBATION AND ENTREPRENEURSHIP	29
3. INDIA GOLD POLICY CENTRE	33
4. CENTRE FOR MANAGEMENT IN AGRICULTURE	35
5. CENTRE FOR MANAGEMENT OF HEALTH SERVICES	35
6. CENTRE FOR RETAILING	37
7. PUBLIC SYSTEMS GROUP	37
8. RAVI J. MATTHAI CENTRE FOR EDUCATIONAL INNOVATION	38
DISCIPLINARY AREAS	39
1. BUSINESS POLICY	39
2. COMMUNICATION	40
3. ECONOMICS	40



4. FINANCE AND ACCOUNTING	41
5. HUMAN RESOURCE MANAGEMENT	42
6. INFORMATION SYSTEMS	43
7. MARKETING	43
8. ORGANIZATIONAL BEHAVIOUR	44
9. PRODUCTION AND QUANTITATIVE METHODS	45
ALUMNI ACTIVITIES	47
COMMUNICATION, PUBLIC RELATIONS, AND DIGITAL MARKETING	52
GLOBAL PARTNERSHIP AND CORPORATE AFFAIRS	53
GRANT-IN-AID	59
INFRASTRUCTURE DEVELOPMENT	60
OFFICIAL LANGUAGE IMPLEMENTATION	61
PERSONNEL	62
STUDENT ACTIVITIES	63
VIKRAM SARABHAI LIBRARY	79
WELFARE ACTIVITIES	81
Appendices	85



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 Institute's vision is **to educate leaders of enterprises**. Our focus is on leadership and our alumni contributing as leaders to a range of enterprises: national and international companies, family businesses, entrepreneurial start-ups, not for profits, social enterprises, governmental institutions, and academics.

Towards that vision, the Institute has focused on three sets of priorities: **connect, nurture, and grow**. In each of these priorities, let me identify areas where I think we have progressed significantly, and areas where we still have a way to go.

We tried to proactively **connect** with five constituencies: *research, practice, policy, alumni, and community*.

To **connect** better with the *research* community, we have significantly enhanced research funding and support to ensure our faculty could collaborate with the best academic worldwide and participate in the best conferences worldwide. We must focus intensively on faculty recruitment processes to ensure we recruit the best and brightest faculty from all over the world.

To **connect** better with the world of *practice*, we have strengthened executive education. We learn from the participants about their challenges and approaches even as we teach them about management practices. Each of the past three years, our executive education activities have grown rapidly and we intend to continue to grow it in coming years.

We have built capacity for editorial and research support for case writing, as also distribution channels for cases. Quality of cases produced has improved substantially. However, number of cases produced has not grown significantly. We should try and increase substantially the number of cases produced annually.

To **connect** better with the world of *policy*, we are establishing the JSW School of Public Policy. We have the funding to set up the school, a design for the school building, and a faculty committee to steer the school in its early years. We must continue to push this initiative actively so that, within three years, we are offering a long duration programme, in addition to multiple executive education programmes, research and policy papers, and public policy oriented conferences under the aegis of the school.



To **connect** better with *alumni*, we have ensured that the Director and the Dean (Alumni and External Relations) visit with at least ten local chapters every year and meet with our alumni. We have also increased the number of reunions held on campus from two per year to eight or more per year. This past year, a record 540 alumni and their families participated in nine reunions, in addition to 70 plus alumni and their families who organized reunions in Goa. We must continue this frequency and intensity of connection with alumni.

We must strengthen means to bring our alumni's wealth of knowledge and experience to the Institute, so that alumni can contribute to case development and as visiting faculty and guest speakers. We must also establish a Global Alumni Council to further strengthen ties between alumni and the Institute, to provide a community of support, and also offer a pool of potential candidates for the Board.

To **connect** better with *community*, we have taken initiatives that link us closer to the local community; to the community of IIMs, management schools, and local professional schools; and to society. Our students work with children belonging to weaker socio-economic backgrounds through student-led Prayaas and SMILE initiatives. Once every year we organize an Open Day for children of local schools to visit the Institute and hopefully be motivated to go for higher education. We are building links with other academic institutions in Ahmedabad/ Gandhinagar area through the A-league initiative.

Student and faculty exchange programmes link us with management schools globally. Our doctoral programme produces fellows who contribute as faculty at other management institutions in India and abroad. Our long running Faculty Development Programme offers valuable education to management scholars. The Armed Forces Programme provides an effective channel to help retiring military personnel succeed in second careers in management.

This year we hosted the annual Pan-IIM research conference, which brings together academics from various IIMs to present their research. We have also mentored IIM Nagpur since its inception these past two years. Their first batch has its convocation in April 2017.

To **nurture** a high performance work environment, we have tried to strengthen the three legs of the tripod: *autonomy*, *stretch*, and *community*.

The Institute takes pride in the *autonomy* it gives to its faculty and students to carve their paths and do work that is most meaningful to them. It has sought similar autonomy from the government in operating its programmes. When the IIM Bill took a deleterious turn towards centralized decision-making, the Institute took a principled stand against it, for curbing autonomy would be a sure path to mediocrity. The current draft of the Bill, placed in Parliament, acknowledges the pivotal importance of autonomy to ensure excellence in academia. We must be ready with our rules once the Bill becomes an Act.

The other side of the coin, if institutions and individuals have autonomy, is to ensure accountability. We have tried to build a culture of *stretch* so that the Institute and our constituent members do our very best to achieve results of which we can be proud. We have implemented a Faculty Confirmation and Promotion (FCP) guideline as well as a Faculty Performance Credit System (PCS) to ensure our faculty maintain and surpass the standards of excellence befitting

the Institute. We must continue to use the FCP and PCS systems actively and consistently to encourage and reward superior performance and address weak performance.

Institutionally, too, we must be developing goals and guidelines to ensure we achieve and surpass our ambitions. In fact, this is a requirement of the IIM Bill. We should seek accreditation with AACSB to complement EQUIS and ensure we learn from outside and also benchmark our operations and processes.

The Institute's DNA has elements of teaming and collaboration. Institutional excellence has long thrived in an atmosphere of faculty and students working together to address complex problems in teams. Through institutional mechanisms and cultural interventions, we have tried, and must continue to try, to preserve and strengthen this sense of *community*.

A sense of community is strengthened when everyone has meaningful work to do and high performers are recognized. To nurture this spirit of high performance, we must conduct a review of staffing of various activities, ERP should be implemented, staff promotion rules should be reviewed so that high performers feel rewarded and recognized.

To achieve its rightful place among the world's elite management institutions, the Institute must **grow** strategically, while ensuring quality.

Programmatically, we plan to grow in PGP, PGPM, Executive Education, and Doctoral Programmes, while initiating ePGP and Long Duration Public Policy programmes.

Our PGP programme is sub-scale, compared to most other top MBA programmes globally. Once physical capacity is available, we must grow our PGP programme. Currently we have about 400 students in the PGP programme and 40 students in the PGP-FABM programme. Once physical capacity expands, we should grow class size by at least 50 per cent in the next few years, to 600+.

Even as we grow PGP, we must continue to have a diverse group of students enter the programme. Inductive discussion based learning, such as at the Institute, flourishes best if our class has participants with diverse life experiences. We have done well in recruiting students from all parts of India and from a broad range of socio-economic backgrounds.

We have worked hard over the past four years to increase the diversity of our student body on two dimensions where we have tended to have great asymmetry in our entering classes: gender and discipline background. We have tried to increase diversity without establishing any quotas or bonus marks to particular groups. Changes in the CAT exam and the interview process have led, over the past few years to an increase in the proportion of non-engineers and women in our entering class. In the entering class for 2017-18, for example, of offers we have made for PGP, 27 per cent are to women, and 32 per cent are to non-engineers. The percentage of women is the second highest ever (the highest, 28 per cent, was three years ago). The percentage of non-engineers has not been this high for almost two decades.

Additionally, we are offering deferred admissions to candidates who are selected but do not have work experience. Twenty-six candidates who had opted for deferment are joining this year; and we have offered deferment to 14 applicants

this year. To encourage international students to join against our supernumerary quota, we have continued international outreach, with five offers made this year, compared to two last year. In coming years, we must continue to encourage diversity in our entering class, while maintaining high quality standards.

Our one-year programme for experienced executives, PGPX has established a strong presence over the past eleven years. Alumni of the programme have distinguished themselves and there is an appreciation of the programme in industry. There is a sentiment that owing to our small class size, we suffer in public awareness, compared to other programmes with large class sizes, particularly the ISB programme. Beginning 2017-18, we are growing the PGPX class from one section to two. We should grow class size in the next few years so that we have 150 or so PGPX students graduating every year within the next three years.

PGPX placement is more challenging than PGP placement, since graduates of the programme are placed as mid-career lateral recruits. To ensure that all PGPX students graduating from the larger classes are placed well, we must strengthen our PGPX placement services.

Our Executive Education programmes have grown in a robust manner over the past three years. We are strong on delivery, but our outreach and marketing have been weak. To continue to grow executive education in coming years, we must segment the Executive Education market as follows: open enrollment and custom programmes; classroom and blended learning offerings; private businesses, and government departments; and domestic and international clients. We must develop a mix of in-house capabilities and partnerships and a mix of channels including conventional pull advertising, corporate relationships, and digital marketing to proactively reach out to each segment.

Our Doctoral Programme is relatively small. We should endeavour to grow it to strengthen our research ecosystem. However, the doctoral programme requires significant investment. We should seek government, industry, and philanthropic financial aid to grow the programme in coming years.

We hope that the School of Public Policy will develop into an institution of excellence comparable to the best public policy schools internationally. To ensure that, the School should begin to offer, definitely within three years, in addition to executive education programmes and conferences, some Long Duration Programmes in Public Policy within three years. Care should be taken not to push for separation of the SPP from the rest of the Institute. It should be an integral part of the institute.

Through ePGP, we have begun offering a blended learning programme that will allow working executives to get IIMA education and post-graduate diploma. By focusing on better B2B marketing and strengthening in-house capabilities, we should grow the programme, while maintaining quality, from an estimate 60 participants in 2017-18 to close to 150 participants in three years.

To achieve this growth, we must aggressively recruit world class faculty. We have established Faculty Chairs to honour existing faculty who have contributed significantly to the Institute and to attract high quality faculty to the Institute. However, attracting high quality faculty to the Institute, even with Chairs, has been difficult. Our alumni and supporters have contributed funding for 15 faculty

chairs. Thus far, we have named four faculty members to chaired positions, recognizing their contributions to the academy and thereby encouraging others to contribute their best as well. All four faculty identified are internal; despite our best efforts, we have faced challenges in recruiting and then absorbing external faculty to these chaired positions.

We should explore other mechanisms, such as Visiting Professorships from abroad, and Professor of Management Practice hiring, in addition to targeted faculty recruitment campaigns, in order to strengthen our faculty ranks. We must proactively try to be present in major conferences as also reach out to doctoral students and faculty in top institutions on a regular basis.

As programmes grow, we need to grow our *infrastructure*. Thus, a major part of our growth strategy is maintaining and growing our physical infrastructure.

The Louis Kahn complex is iconic. One of the great 20th century academic architectures, the Complex was in a state of disrepair and fragility. We have launched a multi-year conservation and restoration project to preserve and upgrade this beloved building complex. We must see this project through over the next five years.

Additionally, we have launched five new infrastructure projects: the School of Public Policy building, a new academic classroom complex, student housing, faculty housing, and student athletic complex. Their designs are in advanced stages of approval. We must see these projects through to completion over the next three years.

Along with the physical infrastructure, we must upgrade our paleolithic IT infrastructure through an overhaul of the IT hardware and establishment of an ERP system, which can only be pushed through by championing by senior leadership.

We have developed a 25-year infrastructure growth plan for the Institute. This suggests that our growth ambitions over these 25 years can well be met by renewing our existing campus. We have no plans for developing additional campuses.

However, we do plan to set up engagement centres, in Mumbai and New Delhi to start with. Each engagement centre would have three elements: a classroom facility for executive education, space for incubating start-ups, and a space to have gatherings of practitioners and alumni. We are in advanced conversations with the Maharashtra government to set up an Engagement Centre there. We must push ahead to establish engagement centres in New Delhi and Mumbai within the next two years.

All these plans are possible only through the generosity of our alumni and well-wishers. Over the past three years, we have raised commitments of over Rs.200 crore, more than what was raised cumulatively through donations in the fifty years prior, to fund these initiatives. Alumni outreach and fundraising efforts must continue with the same intensity.

Much has been achieved, but much remains ahead for us to do. There is a sense of alignment among the various constituencies of the Institute and sense of momentum as to our direction. Taken together, these steps will build on the strengths of our Institute and take us to greater success.

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 53rd batch of the Post-Graduate Programme in Management (PGP) got off to a start on June 20, 2016, with 396 students. At the end of the year, 395 students were promoted to the second year.

The second year of the programme commenced on June 8, 2016, with 395 students. At the end of the second year, 401 students (including those in the double degree exchange programme) graduated after having satisfactorily completed the academic requirements.

Details are given in **Appendix A1**.

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

Students	GEN	NC-OBC	SC	ST	DA	Total
First Year	191	105	58	29	13	396
Second Year	187	106	57	30	15	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, 122 students attended this programme from June 6 to 18, 2016.

Orientation Programme

An orientation programme for new students was

conducted from June 22 to 24, 2016. In addition to addresses by the Director, the Dean (Programmes), and the PGP Chairperson, a dialogue with the PGP Executive Committee and briefing on administration, computer, and library facilities available to students' formed part of the programme. A session on case preparation and case method was held to familiarize the students with case method of teaching.

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.

First year students took 34 compulsory courses (23 credits) spread over three terms. In the second year, students had to complete a minimum of 19 and a maximum of 22 credits of elective courses.

During the second year, a total of 132 courses were offered as electives; 17 courses were new. Eighteen courses were offered in two sections, and five courses were offered in three sections. During the year 97 project courses were also offered.

New Courses

New elective courses offered in the second year were:

- ▶ Analytics of Financial Risk Management
- ▶ Bitcoin and the Blockchain
- ▶ Business Taxation
- ▶ Consumer Behaviour
- ▶ Digital Product and Service Design: A Design Thinking Perspective on Ecommerce and ERetail
- ▶ Financial Statement Analysis

- ▶ Gender Lens on Corporate Policies
- ▶ Hitchhiker's Guide to Business and Economies Across Five Centuries
- ▶ Indian Economy and Society Today
- ▶ Intelligent Transport Systems
- ▶ Managerial Applications of OR
- ▶ Managerial Econometrics
- ▶ Managing Omni Retail
- ▶ Semiotics: Strategies for Media and Brand Communication
- ▶ Strategic Choice, Ethics, and Morality: Lessons from Bhagavad Gita
- ▶ Structured Products
- ▶ World Economy: Business, Government, and Policy

Double Degree 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 is offering a double degree exchange programme in collaboration with the following universities:

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

Twelve second year students from the Institute participated in the double degree exchange programmes at the University of Bocconi, ESCP, European Business School, HEC School of Management, and the University of Cologne during the year. Five students from the University of Bocconi, two students from HEC, and two students from ESSEC Business School participated in the second year of PGP.

One-Term Exchange Programme

With a view to providing international exposure to students, the Institute is collaborating with various international business schools for exchange of students.

One hundred and forty seven one-term exchange and 12 double-degree IIMA students took courses at various foreign universities, while 83 one-term and 9 double-degree students from the collaborating

universities took courses at the Institute.

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

Scholarships

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

Industry Scholarship

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

Aditya Birla Scholarships

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

IIMA Special Need-Based Scholarships (SNBS)

The Institute gave need-based scholarships amounting to ₹ 3,61,25,000 during the year. Scholarship amounts ranged from ₹ 50,000 to ₹ 2,45,000. Programme-wise break-up of students receiving these scholarships is as follows:

Programme	No. of Students	Amount (₹)
PGP II	123	1,48,05,000
PGP-FABM II	27	47,30,000
PGP I	106	1,46,15,000
PGP-FABM I	15	19,75,000
Total	271	3,61,25,000

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

SC – Ten applications of the first year students were forwarded to the Ministry of HRD along with five renewal applications. Grant for these scholarships is awaited. Grants received for the previous year were disbursed to the concerned students.

ST – Three applications of the first year students were forwarded to the Ministry of HRD along with four renewal applications. The grant for one student was received and disbursed.

IIMA SC/ST Scholarships

During the year, 177 students received the SC/ST scholarships amounting to ₹ 1500 each.

IIMA Exit scholarships

Two PGP 2014-16 batch students who graduated in

2016 were awarded a monthly stipend of ₹ 30,000 each as exit scholarship meant for those who chose to become entrepreneurs. The recipients were identified by the Institute's Centre for Innovation Incubation and Entrepreneurship (CIIE) and they would continue to receive the stipend for three years.

Scholarships Instituted by Other Agencies

- ▶ The OP Jindal Scholarship worth ₹ 1,50,000 each were awarded to following four PGP-II students:
 - ▶ Siddharth Daga
 - ▶ Anirudh Jain
 - ▶ Pradip Singhi
 - ▶ Samyak Daga
- ▶ The T. Thomas Scholarship of ₹ 1,00,000, was awarded to Siddharth Daga of PGP II.
- ▶ The Dunia Finance Scholarships for scholastic excellence of ₹ 1,00,000 each were awarded to following five students:
 - ▶ Sachit Tandon, PGP I
 - ▶ Gunjan Mehta, PGP I
 - ▶ Samyak Daga, PGP II
 - ▶ Srejan Goyal, PGP II
- ▶ Several PGP alumni have generously contributed to the Institute to support the needy students. While some of the funds were utilized to award the SNBS, some were awarded as top-up to SNBS awardees on a returnable basis.

The table gives the details of these scholarships:

Sponsor	Amount (₹)	Awardee/s	Class/Batch
Tega Industries (Shri Madan Mohanka)	1,00,000	Uttam Kumar	PGP-II/2015-17
Europa Industry	1,00,000	Siddharth Daga	PGP-II/2015-17
	1,00,000	Akash Gupta	PGP-II/2015-17
NRN Ayyar	1,00,000	Ankur Garg	PGP-II/2015-17
	1,00,000	Ganesh Kumar Bhaskar	PGP-II/2015-17
	1,00,000	Pradip Singhi	PGP-II/2015-17
Peri Viswanath Scholarship, Class of 2001	4,00,000	Ms. Garima Tulsyan	PGP-II/2015-17(for two years)
Scholarships merged with SNBS			
Warburg Pincus	16,80,000		PGP-I/PGP-II & FABM-I/FABM-II
Shri Arun Nanda	16,50,000		PGP-I /PGP-II & FABM-I/FABM-II
Industry NBS Fund	10,000		PGP-I /PGP-II & FABM-I/FABM-II

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

Awards

Shri S.K. Seth Memorial Award

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

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 Siddharth Daga.

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

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

Desh Ratna Dr. Rajendra Prasad Gold Medal for Scholastic Performance

This award was instituted by Kamdhenu Foundation in memory of Dr. Rajendra Prasad, the first President of India. It is given to a student who obtains the highest

grade points in the two years of the programme. This year, the award was given to Ashish Khullar.

Woman All-Rounder Awards

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

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 Ms. Arika Tulsyan.

Smt. J. Nagamma Memorial 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 a student who obtains highest CGPA at the end of the first year. This year, the award was given to Siddharth Daga.

Other Awards

Shri G.C. Mital Entrepreneurship Aid 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 Deepak Mohan.

Outstanding Sportsperson Award was instituted by Mr. Sunil Chainani (PGP 1980). It is awarded to a student for all round performance in sports during the tenure at the Institute. This year, the award was given to Shailesh Mohan and Ms. Rinitha A.

DA Scholarship was instituted by Mr. Neil Shastri and Mrs. Shilpi Shastri (PGP 2006). This year, the

scholarship was given to Animesh Banerjee.

Europa Industry Scholarship (Merit-cum-Means Scholarship) was instituted by Mr. Raghunath Narayan (PGP 1983). This year, the scholarships were given to Siddharth Daga and Akash Gupta.

N.R.N. Ayyar Scholarship (Merit-cum-means scholarship) was instituted by Mr. Raghunath Narayan (PGP 1983). This year, the scholarship was given to Mr. Ganesh Kumar Baskar, Mr. Ankur Garg, and Mr. Pradip Singhi.

IIM Averages was instituted by CIIE. This year, aid was given to Arvind Kumar, Deepak Mohan, Hrishikesh Pardeshi, Karthik Sridharan, Mehul Verma, Shrikant Shelke, and Suvansh Bansal.

Admissions

Classification of students who joined the PGP 2016-2018 batch are as follows:

Category	Male	Female	Total
General	147	44	191
NC-OBC	90	15	105
SC	45	13	58
ST	20	9	29
DA	10	3	13
Total	312	84	396

CAT 2016 was conducted as a computer based test on December 4, 2016.

The Post-Graduate Programme, commencing June 2017 attracted 183309 applications including those from overseas/foreign national candidates. Comparative figures for the two years are as follows:

Category	Batch 2016-2018				Batch 2017-2019			
	Male	Female	Transgender	Total	Male	Female	Transgender	Total
General	86150	43087		129237	93656	47663		141319
NC-OBC	16406	5510	37	21953	18462	6716	16	25194
SC	8497	3163		11660	9033	3619		12652
ST	2157	892		3049	2327	1054		3381
DA	577	90		667	601	124		725
GMAT/Indian Overseas	17	2		19	21	6		27
SNQ	9	2		11	10	1		11
Total	113813	52746	37	166596	124110	59183	16	183309
%	68.32	31.66	0.02	100.00	67.71	32.29	0.01	100.00

Details of the number of applications received, candidates called for Academic Writing Test and Personal Interview (AWT & PI), and attended the AWT&PI for PGP 2017-2019 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. Right from the beginning 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 Institute received 1,18,109 applications in 2016-17. After an intensive selection process, which included

the Common Admission Test, group discussion, and personal interview, 46 students joined the programme.

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

Preparatory Programme

In order to strengthen agriculture, mathematical, communication, and computer skills, selected students were asked to attend a preparatory programme from June 6 to 18, 2016.

Orientation Programme

An orientation programme for the new batch was held during June 22-24, 2016. There was an 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 case method of instruction.

The second year of PGP-FABM programme got off to a start on June 8, 2016 with 46 students. At the end of the first year (2016-18), 46 students were promoted to the second year.

Details are given in **Appendix B3**.

Curriculum

The first year of the programme is common with PGP. Students took 31 compulsory courses (22.50 credits) spread over three terms. In the second year four sector-specific compulsory courses and 22 elective courses covering different aspects of agribusiness were offered. Three new compulsory courses were offered during the second year: Management for Agri-Business Projects, Agri-Business Entrepreneurship, and Agri-Business Leadership.

Second year students were required to register for a minimum of 17 credits and a maximum of 20 credits. They were also allowed to register for 3.5 credit units from other programmes in any of the three combined slots.

Rural Immersion Module

The objective of the Rural Immersion Module is to give students exposure to rural life, help them learn from interaction with villagers, and become familiar with the rural environment, society, institutions and economy. The first phase of the module was organized from March 18 to 30, 2016. Students were divided into eight groups. The new areas introduced

were Vasant Farm in Dholka; Excel in Kutch; two projects under ICT, Sabarkantha; and Jamnalal Bajaj Foundation in Wardha, Maharashtra. The second phase was organized with seven groups from December 7 to 17, 2016 in the aforesaid locations.

Alumni Meet for PMA/SPA/FABM

PGP-FABM organized its first-ever sector-specific alumni meet on January 7-8, 2017. Professionals from industry and the developmental sector, academicians, and entrepreneurs in agri-business domain constituted the alumni pool. Over the two day event, they discussed the role of current students, faculty and the alumni in developing and contributing to the Indian agri-business sector – small and medium enterprises in particular. The meet brought together alumni from various batches and provided a common platform for students to interact.

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.

Awards

Mr. R. C. Mathur (PMA 1972 batch) Award for the Best All Rounder PGP-FABM Woman Student was given to Ms. Shakshi Ginodia.

Two new awards were introduced this year:

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

Chinmaya Gawde received both the awards for 2016-17.

Exchange Programme

Five second year students of PGP-FABM went to ESSEC MS Agri-business School, one student to the University of British Columbia and both spent a term there from September to December 2016. This year a new exchange tie-up was done with the Antai College of Economics and Management, Shanghai Jiao Tong University, and two FABM students spent a term there from September to December 2016. One more new tie-up with the Norwegian School of Economics is under process.





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

The programme commenced on April 14, 2016. The batch had 90 students including 20 women.

The profile of the PGPX 2016-17 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 54 elective courses including 13 new courses were offered during the academic year of which 37 courses sailed including seven new courses.

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

International Immersion Programme

This is a two-week academic training at foreign institutions. The programme was offered from September 5 to 16, 2016. Students travelled in two groups to:

- ▶ Chinese University of Hong Kong, Hong Kong (48 students)
- ▶ Ecole Supérieure de Commerce de Paris (ESCP), Paris (42 students)

Modules for Exchange Students

A module on “Doing Business in India” was organized for 22 exchange students from Warwick Business School. It covered topics such as:

- ▶ A brief introduction to Indian Culture
- ▶ Business in India – Arbitration
- ▶ Crisis Communication
- ▶ Engaging with Stakeholders
- ▶ Inclusive Innovation
- ▶ Indian Economy
- ▶ Indian Financial System

- ▶ Marketing to the Indian Customer
- ▶ Patent Protection in India
- ▶ PPPs in India
- ▶ Setting up Shop and Growing a Business in India
- ▶ Social Context of Business
- ▶ Tackling the Indian Distribution System
- ▶ Understanding India and Indian Customer

As part of the programme, students visited Wagh Bakri Tea Group; Havmor Ice Cream Factory, and GVK EMRI (108 Ambulance Service) Centre in Ahmedabad.

Another module was organized for 40 exchange students from ESCP, Paris. It covered topics such as:

- ▶ Entrepreneurship
- ▶ Grassroot Innovation
- ▶ Indian Culture
- ▶ Indian Economy
- ▶ Indian Energy Sector
- ▶ Indian Finance System
- ▶ Indian Legal System
- ▶ Indian Pharma Sector
- ▶ Indian Social Policies
- ▶ Meditation
- ▶ Telecom Sector in India

As part of the programme, students visited the National Dairy Development Board, Amul Dairy, and Amul Chocolate Plant, all in Anand.

Academic Performance and Scholarships

All 90 PGPX students graduated successfully. Following commendations were made:

- ▶ Gold Medal to the PGPX topper: Mr. Mihir Parekh
- ▶ Academic Merit Awards carrying cash of ₹ 30,000 each to the top five students: Mr. Mihir Parekh, Mr. Ishan Channa, Mr. Soubhagya Ranjan Mohapatra, Mr. Dhritiman Ghosh, Mr. Akhil Kumar Gawar.
- ▶ All-round Excellence Award carrying cash of

₹ 1,00,000 sponsored by Shri Arun Duggal (Chairman, Shriram Capital Ltd., IIMA Visiting Faculty, and alumnus 1974 batch) was given to Mr. Akhil Kumar Gawar.

- ▶ Shapoorji Pallonji Rising Star Award of Academic Merit to Mr. Mihir Parekh.

International Recognition

The PGPX continued to be ranked among the best in the world in the Financial Times' FT Global MBA Rankings 2017. It was globally ranked third in Career Progress and 29th overall.

Student Activities

ConneXions 2016, the annual knowledge summit, was held from October 14-15, 2016. The theme was "Transforming India: Ideas to Implementation". The event saw six panel discussions, a CEO dinner event, and the PGPX annual alumni reunion. More than 25 top leaders from industry, academia, and government addressed the participants.

PGPX Alumni Meet: Xpressions 2016

The PGPX class of 2017 organized an alumni meet (Xpressions) on November 16, 2016. Inspired by the previous year's alumni meet, it was held as a continuation of ConneXions. The objective is to create a stronger alumni base and provide PGPX alumni a platform to interact with all batches. Around 70 alumni attended this event.

The Alumni Committee also conducted an Alum Connect programme with experience sharing sessions arranged with alumni in different industries. The alumni helped current batch understand the know-how of collaborating their previous experiences with learnings in PGPX.

PGPX Speaker Series

In the Speaker Series, senior corporate leaders and



eminent citizens are invited to share their experiences with PGPX students. Twenty-two speakers delivered talks.

Details are given in **Appendix C3**.

Admissions for 2017-18

Nine hundred and forty-five applications were received for PGPX 2017-18 and 463 were shortlisted for interviews. Offers were made to 121 candidates and 30 were waitlisted of which all 30 were activated. Finally 115 candidates (including 3 from previous year's deferrals) joined the programme of which 29 are women students. Five candidates have deferred their admission to next batch starting in April 2018.

4. FELLOW PROGRAMME IN MANAGEMENT

Until this year 349 students have received the title of Fellow of IIMA including 18 students who graduated in 2017. There are 43 students in the thesis phase and 42 students are doing course work.

The names of graduating students of 2016-2017 are given in **Appendix D**.



Awards

IFCI Awards

	Title of Thesis	Award (₹)
Preet Deep Singh (Finance and Accounting)	Essay 1: Audit Committee Members' Attendance and its Impact on Earnings Management, Essay 2: Exogenously Reduced Busyness and its Impact on Earnings Management	50,000
Ankur Kapoor (Marketing)	The Impact of Non-volitional Interferences on Product Evaluation and Choice	25,000
Anita Kerai (Business Policy)	Impact of Structural Power Equality of TMT on Family Firm's Performance and Strategic Decisions	25,000

Professor Tirath Gupta Memorial Awards

	Title of Thesis	Award (₹)
Jatin Pandey (Human Resource Management)	Job Performance of Women at Work in Rural India: Job Demands-Resources (JD-R) Perspective	50,000
Rajesh Nanarpuzha (Marketing)	Interplay of Religion and Marketplace Transactions	50,000

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

- Priya Narayanan - (₹) 10,000

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

Conferences	
International Conferences	28
Domestic Conferences	14
Total Conferences	42
Total Students Participated	31
Doctoral Colloquium / Consortium	
International Doctoral Colloquium	00
Domestic Doctoral Colloquium	03
Total Doctoral Colloquium	03
Total Students Participated	03
Paper Publications	
Total Papers published	15 (A -1, B-2, C-7 and Others - 5)
Total number of students involved	13

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

PLACEMENT

PGP

Final Placement for the Class of 2017 of the Post Graduate Programme in Management (PGP) was successfully completed. Firms from multiple domains participated across three clusters in final placement, with students being placed across more than 10 cohorts.

Process

The placement process was conducted in two stages. The first was the lateral process where firms interviewed students with prior work experience and offered them mid-level managerial positions. More than 30 firms hired from diverse sectors such as technology, consulting, pharmaceuticals, and analytics. In the second stage, firms were grouped into cohorts based on 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 on hand. There were 110 dream applications this year. This gave students the flexibility and choice to build careers in sectors of their preference. Students also had the 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 the process. Recruiters in the management and niche consulting domain included Accenture Strategy, A.T Kearney, Bain & Co., McKinsey & Company, and Oliver Wyman among others.





Prominent recruiters in the investment banking and markets space included Citibank, Credit Suisse, Deutsche Bank, Goldman Sachs, JP Morgan, Kotak IB, and Standard Chartered. Among the banking, financial services and insurance sectors, recruiters included American Express, FinIQ, Fullerton, and RBL. Sales and marketing roles were offered by regular recruiters like Airtel, Asian Paints, HUL, ITC, Nestle, P&G, and Reckitt Benckiser. The general management cohort saw participation from Aditya Birla Group, Tata Administrative Services, C.K. Birla, and Mahindra & Mahindra. The enterprise tech and consumer tech cohorts saw participation from firms like MobiKwik, Rivigo, and Sprinklr.

Top Recruiters

More than 100 firms participated in placement. Firms which made the most offers included Accenture Strategy, Amazon, Bain & Co., McKinsey & Company, and The Boston Consulting Group. Amazon made the most offers with 18. McKinsey & Company made the highest number of offers in the consulting domain with 15. Among global banks, Goldman Sachs was the largest recruiter, having picked nine students. In the sales and marketing domain, HUL extended seven offers followed by Procter & Gamble, SC Johnson, and Samsung with six offers each. With 10 offers, TAS was the largest recruiter in the general management cohort. Sprinklr extended nine offers in the consumer tech cohort.

Entrepreneurship

In recent years a growing preference has been seen among students to reject lucrative job offers in order to start their own venture. This year also saw as many as seven PGP students opting out of placement to start their own enterprise.

In response to the enthusiasm of such entrepreneurs, the Placement Committee is giving them two years of placement holidays. Students who opt out of

placement on the basis of taking up entrepreneurship will be eligible for taking placement assistance from the Institute during next two years.

Final Placement Details

A total of over 450 job offers were made to 386 students who participated in the placement process.

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 through recruiting large numbers but many new companies also recruited for the first time.

PPO Placement

Based on the performance of students in summer internships, 106 students accepted PPOs.

Lateral Placement

With almost 50 per cent of the batch eligible for lateral placement, more than 30 firms hired 75 students from diverse sectors.

PGP-FABM

The placement process for PGP-FABM was successfully completed for this year also. The batch of 2017 comprising 46 students was presented with job opportunities in food, agri-business and allied sectors. Recruiters and participants alike appreciated the robust process, efficaciously matching talent with opportunities.

The niche combination of sector specific knowledge and managerial competence facilitated by the programme is highly valued by industry. Recruiters further corroborated this by creating new positions to better utilize the wide pool of talent offered. A total of 25 firms took part in the process from varying sectors and extended 50 offers to students. Godrej Group of



Companies and TGI were the top recruiters, recruiting eight and four students respectively. The process saw participation from a number of first time recruiters like Pioneering Ventures, TGI, and Tilvila. Regular recruiters like Yes Bank, ADM, Reckitt Benckiser, and Amazon-Cloudtail made multiple offers.

A notable fact about placement this year was the inclination of students to work in the social and development sector.

Pre-Placement Offers

Based on the performance of students in summer internships, 13 pre-placement offers were made by eight companies out of which 10 offers were accepted.

New Recruiters

- ▶ Dudhsagar Dairy
- ▶ Pioneering Ventures
- ▶ Privi Life Sciences
- ▶ TGI
- ▶ Tilvila

Summer Placement (2016-18 batch)

Summer placement process for batch of 2018 was successfully completed on November 8, 2016. Forty two students opted for placement through the Institute and were placed in less than a day. Four students opted out to work on projects with CIIE.

PGPX

PGPX placement started on November 14 on a rolling basis and the participants are considered for middle to senior level positions. The focus of PGPX placement is on ensuring a good fit between the participant and the potential job/role.

The placement season has attracted a diverse pool of recruiters across multiple sectors and included many first-time recruiters.

Firms that visited for recruitment included Accenture, Persistent Systems, Telangana Government, KEC International, IBM, Apptus, HCCB, Amazon, Adani Group, Bharti Airtel, and ICICI Bank.

The placement office continues to provide full support to students still in placement process.

FPM

The FPM final placement process has moved from fixed placement to rolling placement process since past five years. Students using the placement process were from Finance and Accounting (1), Production and Quantitative Methods (1), Public Systems Group (1), and Human Resource Management (1). This year, PGP placement did not support FPM candidates except for the membership on www.mba-exchange.com portal. All the four candidates looked for specific and niche roles aligned to their broad research interests and background. One student from the P&QM area has been hired by Amazon through his own efforts; the student from PSG worked as post-doctoral scholar at the Institute. Remaining two students are still looking for appropriate roles.

Two first year FPM students opted for corporate summer placement. Both candidates looked for specific roles; however, their interest did not match with firms' job description. The Information Systems student has received an offer from the Ecole-IIM Ahmedabad collaboration through a faculty member along with two FPM students (who were not part of the FPM Placement process). The FABM student opted out of the process and decided to work on a project with a faculty member.

Summer Placement Debriefing Session - PGP and PGP-FABM

Objective

The summer internship debriefing sessions are

conducted to give first year students a brief idea of the kind of domains and roles they are likely to be engaged in in the summer internship programme. Second year PGP students share their summer internship experience with the first year students.

First year students found the sessions extremely useful, and enlightening.

Recruiter's Conclave

Maitri, a Pan-B-School Placement Committee Conference, was hosted by the Institute on January 28, 2017. The objective was to promote collaboration between top management institutes in India with regard to placement. The conference, held for the first time, was attended by representatives from nine institutes including IIM Ahmedabad, Bangalore, Calcutta, Indore, Kozhikode, Lucknow, S.P. Jain, IIFT, and MDI, Gurgaon. The meet acted as a common platform for coordination between students and a means to address common areas of concern.

City Connect Initiative

The city connect initiative was held during August 2016 wherein the placement committee along with two faculty members visited cities like New Delhi, Mumbai, Hyderabad, etc. The objective was to create awareness about PGP, PGP-FABM and PGPX programmes among regular recruiters.

Entrepreneurship Fair

The Placement Committee, in association with the Entrepreneurship Cell, and the Centre for Innovation Incubation and Entrepreneurship (CIIE), organized Entre Fair 2016 on October 7 and 8, 2016, in Ahmedabad.

The objective was to provide students exposure to working for an entre firm. It is created as a platform to serve two objectives:

- ▶ 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 experience before deciding to plunge into entrepreneurship.

The fair witnessed participation from over 25 start-ups and young ventures such as Freshdesk, Feltso, MHFC, Suyash, Predible health, Plexus MD, Campusaari, etc. participated with enthusiasm.

The two-day event kicked off with a lively discussion on "Life in a Startup". The panel comprised a mix of professors and founders of start-ups.

The main event was undoubtedly the startup job fair. Startups present this year covered a broad spectrum of sectors such as education, healthcare, technology, sports, media, and textiles. Students took full advantage of this opportunity to interact with the founders.

Startups that participated in Entre Fair 2016

EduTech

- ▶ Swayum
- ▶ Almamapper
- ▶ IWizard

Events

- ▶ Bookevents
- ▶ Poletalks
- ▶ Mytripkarma

Finance

- ▶ MHFC
- ▶ Suyash

FinTech

- ▶ IndiabizforSale
- ▶ Dobox
- ▶ Bharosa club

Food and Agri

- ▶ Karna kandy
- ▶ Mr Hot Foods

HealthTech

- ▶ Predible health
- ▶ Plexus MD

Media

- ▶ Friday Friction Films
- ▶ Baroda Beat

Sports:

- ▶ Athletto

Tech and Analytics

- ▶ Freshdesk
- ▶ Feltso

Textile

- ▶ Campusaari
- ▶ Openfuel

Details are given in **Appendix F**.

CONVOCATION

The fifty-second convocation was held on March 25, 2017. Smt. Shikha Sharma, CEO and Managing Director, Axis Bank Ltd., delivered the Convocation address. At the convocation, 18 FPM students were awarded the title of Fellow of the Indian Institute of Management, Ahmedabad; 401 students were awarded the Post Graduate Diploma in Management; 45 students were awarded the Post Graduate Diploma in Food and Agri-Business Management; and 90 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

- ▶ Ashish Khullar
- ▶ Akash Gupta
- ▶ Samyak Daga

PGPX

- ▶ Mihir Parekh

Gold Medalists



ASHISH KHULLAR



AKASH GUPTA



SAMYAK DAGA



MIHIR PAREKH





FACULTY DEVELOPMENT PROGRAMME IN MANAGEMENT

The Faculty Development Programme (FDP) is specially designed for faculty members of management education and training institutes. Over the years the FDP's structure and curriculum have been reworked to address emerging developmental needs of management educators. 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.



The 38th FDP was conducted from June 6 to September 24, 2016. Thirty five management teachers, including one each from Bangladesh, Nepal, Saudi Arabia, and Sri Lanka attended the programme. There were fifteen women faculty members. Sixteen of them with doctorates in various disciplines related to management.

Three sets of courses were offered in the 38th FDP: discipline-based courses, foundational courses, and a set of electives. The first set of courses included Strategy Formulation and Implementation, Information Technology for Management, Economic Environment and Policy, Fundamentals of Financial and Cost Accounting, Fundamentals of Corporate Finance, Marketing, Understanding Organizational Behaviour, Qualitative Research Methods, Human

Resource Management, Statistics for Data Analysis, Human Resources Management, and Operations Management.

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

Electives were offered from three areas as shown below:

- | | |
|-----------|---|
| OB & HR | Advanced Organizational Behaviour, Perspectives on Contemporary HRM Research |
| Finance | Compulsory Accounting Topics in Finance |
| Marketing | Applications of Experimental Methods in Marketing and Marketing Business Strategies for the Bottom of the Pyramid
Marketing Analytics and Consumer Response Modelling
Neuroscience and Consumer Behaviour |

Advanced Multivariate Analysis, Publication and Writing for Management Teachers, and Designing and Conducting Executive Education Programmes and Consulting Assignments were also part of the programme.

Participants undertook a field visit to Amul Chocolate Plant, Vidya Dairy, and Amul Dairy.



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

During the year, the academic community wrote 12 books, one monograph, and 118 articles in journals. They contributed 25 chapters in Books, presented 101 papers in conference, and wrote 23 working papers.

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

Vikalpa: The Journal for Decision Makers

Vikalpa: The Journal for Decision Makers is a quarterly, peer-reviewed academic journal of the Institute. Currently in its 42nd year of publication, *Vikalpa* is an open access journal, marketed, published, and distributed by Sage Publishers while the ownership and editorial control lies with *Vikalpa*. It is recognized as a premier management journal, communicating developments in the field of management to academicians and managers. The focus of the journal is on applied research that meets the standards of academic rigour and reflections that are relevant to practising managers.

Vikalpa 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. 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 manager or by an organization at the strategic, functional, or operational level; Diagnoses: Analyses of the Case by academicians/practitioners. *Vikalpa* also publishes book reviews.

In an effort to encourage dialogue and engagement among a wide range of audiences globally, the *Vikalpa* Editorial Advisory Board includes prominent scholars from top universities across the world. *Vikalpa's* editorial team has been further strengthened during 2016-17 with the inclusion of three new members to the team of Associate Editors. This team of Associate Editors along with the Editor serves as *Vikalpa's* Executive Committee within the Institute.

In the past few years, *Vikalpa* has steadily expanded its international audience with 27 per cent of its subscription coming from the United States. Western Europe and South America with 13 per cent and 11 per cent respectively also contribute to *Vikalpa's*



geographic spread. Full-text downloads have seen a steep increase from 5001 last year to exceeding 77,000 this year.

During 2016-17, *Vikalpa* received 294 manuscripts. Out of this, 234 were rejected during preliminary screening and four were rejected after several rounds of blind review. The remaining manuscripts are in different stages of the review process. Only 17 manuscripts were accepted, thus the acceptance rate of *Vikalpa* is 5.78 per cent.

One of the achievements for *Vikalpa* during 2016-17 has been the acceptance to be indexed in Scopus, one of the largest abstract and citation databases of peer-reviewed literature, including scientific journals,

books, and conference proceedings. Currently, *Vikalpa* is indexed with J-Gate, EBSCO, and Scopus. The goal for the coming few years is to expand *Vikalpa*'s visibility through inclusion in more well-established global databases and journal ranking systems such as the Australian Business Dean's Council (ABDC) list of journals.

Vikalpa has a branded home page on the Sage platform (<http://vik.sagepub.com>) where researchers are able to search across the journal's content including the archive. A more recently added feature is the Article Metrics' option that lists details like article usage, citations, altmetric score, etc. *Vikalpa* has a dedicated, active profile on social media platforms such as Facebook and Twitter.



CASE CENTRE

The primary activity of the Case Centre is to provide support in case writing, funding for case development, and distribution of cases. The centre has a collection of 4146 cases, teaching notes, technical notes, and exercises. During 2016-17, the centre registered 36 case studies, 37 teaching notes, six technical notes, and one exercise. The centre had a sale of ₹ 9,80,281 through online payment gateway and ₹ 5,19,400 through offline. It has signed contract agreements worth ₹ 25,23,100 (including ₹ 7,50,000 internal usage fee) with different management institutions and had a sale of ₹ 40,22,781.

The centre has established case distribution partnerships with Harvard Business Publishing, Ivey Publishing, The Case Centre (formerly: ECCH), and Sage Publications with an aim to widen the case distribution network. The centre has sent 33 cases, teaching notes, and technical notes to Harvard

Business Publishing, 64 to the Case Centre (ECCH), 33 to Ivey Publishing, and 180 to Sage Publications for global distribution.

The centre has been organizing a Case Method Teaching Seminar (CMTS) in collaboration with Harvard Business Publishing since 2015. On October 21, 2016, the centre conducted the CMTS seminar which had 62 participants.

The case centre honours the best case with Philip Thomas Memorial Case Award every year. This award was started in 2014 by Professor Rishikesh T. Krishnan, an alumnus. For 2016-17, the award was given to Professor Jayanth R. Varma and Professor Joshy Jacob.

Details of Cases, Research, and Consulting in the last 10 years are given in **Appendix J**.



Case Method Teaching Seminar (CMTS) in collaboration with Harvard Business Publishing held on October 21, 2016



EXECUTIVE EDUCATION PROGRAMMES

In 2016-17, the Institute offered 69 programmes under open-enrollment offerings and 123 customized executive education programmes. These programmes attracted more than 7000 executives from private and public sectors including government. Over the broad spectrum of programmes offered under various areas/functions, ten new open enrollment programmes were offered in five areas. Sixty-eight customized new executive programmes were offered.

The programmes have shown an impressive growth in terms of programme offerings, participation, and revenue. This is also reflected in the Financial Times Rankings, 2017, where customized education programmes leaped to 63, from the 74th rank in 2016. Open enrolment programmes' rank jumped to 66 from 67 the preceding year.

The Second IIMA Annual HR Conclave on “Learning and Development in the Context of Digitization” was conducted on March 4, 2017 in New Delhi. More than 100 participants attended the event. There were two panel discussions, one on “Learning Challenges in the Digital World” and the second on “Digitization and Future of Organization”. The Conclave was a platform to present various executive education offerings and

new undertakings. Through the Conclave, contacts with 43 new organizations were established.

Under the hybrid learning model, five programmes are planned as e-Learning programmes through NIIT and Hughes. Accelerated General Management Programme (AGMP), being one of them, commenced in March with the campus module with 115 participants. Other e-Learning programmes will commence shortly.

In 2017-18, 14 new programmes were offered. The Ministry of External Affairs empaneled under ITEC and SCAAP programmes has once again approved sponsorship of two major flagship programmes namely, 3TP: Emerging Leaders' Programme and 3 TP: Senior Leaders' Programme, which will commence soon.

CEP Activities

The Customized Executive Education Programmes (CEP) officially came under the umbrella of Executive Education in 2015 and since then it has been growing by leaps and bounds. In 2016-17, proposals created by the CEP team numbered around 150, while 123 programmes were offered of which 68 programmes were new.

Details are provided in **Appendix K**.





1. CENTRE FOR GENDER EQUITY, DIVERSITY, AND INCLUSIVITY (GEDI)

The centre's primary task is to create, support and sustain gender-sensitive processes for better understanding and address disharmony in the management of gender differences for gender justice. Equity, diversity, and inclusivity were the main planks for the centre. During the year, the centre collaborated with the MS University of Baroda; IIM Bangalore; Punjabi University, Patiala; and the Antarnad Foundation for 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 dissemination.

Research and Capacity Building

Professor Manjari Singh prepared a paper titled "Is Employee Empowerment Gendered?" for the National Conference on Gender Justice for Harmony and Development organized by the L. D. Arts College, Ahmedabad. She was also Chairperson of the Thesis Advisory Committee for the doctoral student Jatin Pandey who completed his doctoral dissertation on "Job Performance of Women at Work in Rural India: Job Demands-Resources (JD-R) Perspective". A research paper co-authored by J. Pandey and Manjari Singh titled "Donning the Mask: Effects of Emotional Labour Strategies on Burnout and Job Satisfaction in Community Healthcare" was published in the *Health Policy and Planning Journal*. A second paper also co-authored by J. Pandey and Manjari Singh titled "Role of Religious Coping in the Lives of Rural Working Women" was presented at the Academy of Management 2016 Annual Meeting in the session titled 'Spirituality, Religion, Mindfulness, and Theology in the Workplace' Anaheim on August 5-9, 2016.

Professor Biju Varkkey continued to contribute to the equal pay for equal work database and highlight

emerging trends. Gender gaps in pay continued to be found across many work categories.

A team from the Women's Studies Centre, M.S. University of Baroda led by Ms. Geetha Srinivasan visited the centre on June 14, 2017, to seek capacity building support for their centre in Baroda and personally experience how the GEDI literature has been especially catalogued and archived by the GEDI Centre in the Vikram Sarabhai Library.

Professor Ajeet N. Mathur conducted an evaluation of the National Policy for Women 2016. This ongoing work was shared by Professor Mathur with the Women's Studies Research Centre at M.S University of Baroda on September 29, 2017. He also delivered a public lecture on "Gendered Division of Labour" in the Samvad series at WSRC of M.S. University, Baroda.

The centre continued to collaborate with Antarnad Foundation. During the year, a film analysis colloquium was organized at PDP, Gandhinagar. Research on sexual harassment and gender inequities in professional service firms, new initiatives for counselling and family therapy capacities, marital counselling, and new designs for group relations conferences and process work are continuing.

Two new initiatives, one on research special challenges faced by women entrepreneurs and another on twinning of gender and religious identity, are under discussion with IIM Bangalore and Punjabi University, Patiala.

Traditional Crafts Heritage Project for Women Artisans

The centre in collaboration with SEWA, Rural Electrification Corporation, and the National Culture Foundation undertook an action study to evaluate the outcomes of capacity building interventions for skilling women in traditional crafts and entrepreneurship

in villages of rural Gujarat. Field visits were made to artisanal clusters in Kadi, Mehsana, Nanichirai, Anjar, Bhuj, Santalpur, and Jakhotra to understand the conditions in which women artisans function. The study found that there is an enormous need for developing supply chain logistics and marketing for skilled artisans to have the quantum of work that can assure economic livelihoods.

2. 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 was established in 2002. In 2008, CIIE Initiatives (CIIEI) was set up as a Section 25 company to carry out incubation and investment related activities. CIIE Initiatives has also been recognized as technology business incubator (TBI) by the Department of Science and Technology (DST), Government of India. CIIEI works closely with investors, entrepreneurs, innovators, service providers, and other ecosystem stakeholders to foster entrepreneurship.

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

CIIE has, over the years, played a multi-dimensional role in the entrepreneurial landscape of India. CIIE's deep understanding of the evolving gaps, needs, and opportunities in the markets and of the entrepreneurial ecosystem has enabled it to design initiatives that have attracted and supported the best entrepreneurs in various sectors. CIIE has also built an unmatched network of partners, mentors, and advisors who have been closely supporting its initiatives and startups. Given its belief and mandate to unlock value in early stage ventures by being the first institutional investor in these ventures, CIIEI has developed strong relationships, programmes, and processes to source, seed, and scale ventures. In a unique manner, these efforts have been institutionalized – enabling them to scale up much faster than otherwise possible.

To date, the business incubator has:

- ▶ motivated 500,000+ people about entrepreneurship

- ▶ helped 48,000+ crystallise their ideas
- ▶ mentored 4500+ entrepreneurs
- ▶ supported 250+ entrepreneurs
- ▶ seeded 120+ enterprises which have leveraged CIIE investment at a 14:1 follow-on level

During 2016-17, the incubator took up the following key activities.

Healthcare, CSR Initiatives

CIIEI has partnered with the Dasra Girl Alliance (Dasra, USAID, Kiawah Trust, Piramal Foundation) to design and run an accelerator programme to support early stage entrepreneurs driving healthcare innovations. It is aimed at identifying high potential innovations in sectors such as Medical Devices, Biotech and Healthcare IT. The program saw collaborative efforts from reputed institutions and organizations such as Centre for Cellular and Molecular Platforms (C-CAMP), Innoven Capital and Robert Bosch Engineering and Business Solutions Private Limited (RBEI). The call for entries employed targeted campaigns in offline and online media including newspaper advertisements (Mint and Business line), press releases (YourStory, etc.), social media (Facebook, Twitter and Google Ad-words) and email campaigns. The programme received an overwhelming response with 222 high-quality applications coming in over one and a half months. Following a rigorous evaluation process where internal as well as external evaluators were involved, 11 applicants were shortlisted as part of the final round.

CIIEI has supported the cohort in various ways including testing and validating their business proposition with potential stakeholders; conducting capacity building workshops at IIM Ahmedabad that covered basic concepts of formulating a business model, looking through investor lens, financial modelling and one-on-one mentoring sessions with industry experts. Mentors that had shared their knowledge about the healthcare industry included Prof K.V. Ramani (IIMA), Prof Piyush Sinha (IIMA), Rajiv Sharma (CEO, Sterling Hospital), Barath Subramaniam (Principal, Accel Partners), Girish Bhambhani (Head M&A, Bosch) and Dr. Ramakant Beesetty (Bosch).

The programme culminated in a Demo Day conducted at the Bosch campus in Bangalore. The Demo Day witnessed these startups pitching to an audience of 40+ people consisting of angel, seed, and growth stage investors. The event was attended by representatives

from various hospitals, CSR bodies and industry experts. CIIEI provided grants to three startups – iCHR, Module Innovations, and WeInnovate BioSolutions from the cohort – to provide technical assistance (product development support).

Activities in Renewable and Cleantech Sector and Infuse

Cleantech sector is spreading its wings through INFUSE, in-house venture fund of CIIEI. This venture fund has made investment in 12 early stage startups operating in fields such as solar, geothermal, energy efficiency, energy analytics and optimization, waste management, re-commerce, and green chemicals. Keeping with its mission of catalyzing 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. With a view to support startups developing innovative products and services at the intersection of information and communication technology (ICT) and cleantech, Infuse partnered with the Asian Development Bank to successfully run PowerStart, an accelerator programme in Bangalore. Infuse has also supported the New Mobility Accelerator (run by WRI and the Shell Foundation).

CIIEI actively used its approach to scout, invest in, and de-risk our portfolio. Overall, they have invested in 15 ventures – typically as seed to begin with, and subsequently providing follow on investments.

Research and Case studies

Over the last year, CIIE undertook several research and teaching related activities. All these activities were aimed at building knowledge about entrepreneurship in India. CIIE divided its activities into three broad categories – research, publications and presentations, and teaching and case writing.

Research

Over the last year, CIIE identified and started working on several research projects.

- ▶ Research efforts spanned across different areas/ aspects about entrepreneurs and startups. Some of the focus areas of research activities include organizational design of startups, psychographic dimensions of entrepreneurs, women and entrepreneurship, discursive strategies of entrepreneurial pitches, the constituents of a social enterprise, entrepreneurial logic and funding

success, opportunity abandonment by budding entrepreneurs, and dimensions of incubator-incubatee relationship, etc.

- ▶ Collaborating with different faculty members on each of these research projects. CIIE also initiated research collaboration conversations with faculty and researchers from various institutions in India and other countries including Israel, Germany, and USA.
- ▶ Undertook an in-depth analysis of emerging sectors/sub-sectors of the Indian economy including healthcare, agriculture, financial technology, Internet of Things, digital technology, etc. Towards this endeavor, we hosted the SAP Innovation Fellowship at CIIE. Six fellows were identified, on-boarded and anchored with sector experts. Over six months, the fellows developed deep insights into the current scenario and expected future trajectories, opportunities, and challenges for entrepreneurship activity in the respective sectors. Several of these insights have been published in leading online and offline publications as opinion pieces.
- ▶ After an expression of interest from the Ministry of Electronics and Information Technology, CIIE submitted a proposal for a study on ‘Women in Technology Entrepreneurship in India’.
- ▶ CIIE continually work on publishing our research in academic and practitioner journals. Over the last year, it also shared some of its research in academic conferences and symposia.

Publications and Presentations

- ▶ CIIE presented preliminary findings of its ongoing study on women and entrepreneurship as part of a symposium on Diversity and Inclusion in India at the Pan IIM World Management Conference “India: Towards Better Governance” organized by IIM Ahmedabad in December 2016.
- ▶ CIIE presented its perspective on how incubators can develop entrepreneurship research from a lifecycle perspective at the 2nd Research Frontiers Conference “The SME Ecology of Transforming Economies: Knowledge Creation, Entrepreneurship, Innovation and Economic Growth” organized by Management and Organization Review and IACMR in February 2017.
- ▶ Reviewed the book “On Entrepreneurship and Impact” by Desh Deshpande. This review has been accepted for publication in *The Journal of Entrepreneurship*.

- ▶ CIIE has also been collaborating with faculty to develop articles for popular media platforms. One such article based on the analysis of application data from Power of Ideas 2015, has been submitted for publication in *The Economic Times*.

Teaching and Case Writing

Over the last year CIIE worked with several professors in designing and conducting courses on entrepreneurship.

- ▶ Connected several entrepreneurs and subject matter experts for guest sessions as part of the ENVP and MNSF course in the academic year 2016-17.
- ▶ Working with Prof. Mukesh Sud to redesign the ENVP course so as to cover a wider range of issues and challenges experienced by entrepreneurs.
- ▶ Assisting Prof. Ranjan Kumar Ghosh with guest sessions in his course on Chain Thinking offered as elective to second year participants of PGP-FABM.
- ▶ Designed and conducted a course “Crafting Identities in New Entrepreneurial Ventures” offered as an elective for PGP2 participants at IIM Nagpur.
- ▶ Over the last year, CIIE initiated writing of seven cases in collaboration with different faculty members. These cases focus on a variety of dilemma/issues and are grounded in diverse contexts such as family business, high technology businesses, informal sector etc. and submitted one of these cases for registration with the IIMA Case Centre.
- ▶ Created 40 one-page notes about portfolio companies and IIMavericks. These notes were shared with faculty to seek their interests in case writing on these startups and entrepreneurs.

Ecosystem Development Activities

In 2016, the ecosystem development activities were focused on two broad segments – supporting aspiring entrepreneurs and startups, and, supporting aspiring incubators and incubator managers. The programmes under which this support was offered are as below:

- ▶ PitchTowns - *Building a pipeline of regional entrepreneurs*
- ▶ A-league - *Promoting inter-institute student and faculty collaboration*
- ▶ Handbook for Non-Profit Incubator Managers – *Supporting newer incubator managers*

- ▶ Incubator Capacity Building (Gujarat) – *Helping prospective incubators understand incubation*

PitchTowns

In 2016, CIIEI scaled up its regional scouting programme ‘PitchTown’ to two new cities including Jaipur and Pune in addition to Ahmedabad. The programme is aimed at helping 8 to 10 high potential start-ups raise funds from local angels. It also enables to build a pipeline of interesting start-ups from a region using a very lean model. Each PitchTown is designed and executed as a two months programme comprising a robust selection process and one week of mentoring, followed by the actual pitch event.

There were three PitchTowns that were conducted across three cities, namely, Ahmedabad, Pune and Jaipur. Each of these PitchTowns began with a call for applications, invitation to start-ups through references, and a screening process of start-ups and invitation to investors. This was followed by a careful selection of start-ups based on pre-determined parameters and one week of intensive mentoring. The whole process culminated into a one day pitching event that brought together the local investors and the selected and mentored start-ups.

The cohort was largely between 8 and 9 startups. The Pitch Ahmedabad cohort had startups majorly from Ahmedabad. We saw the scenario repeating for cohorts of both Pitch Pune and Pitch Jaipur, having majority of startups from Pune and Jaipur, respectively.

A-League

The year 2016 saw a number of initiatives in A-league to catalyze the student communities of A-League institutes. These initiatives are building a technology platform, organizing various events/programmes that include Startathon, Hackathon, Speaker Series, and others, and institutional meetings. Following institutes are part of A-League initiative of CIIE:

- ▶ Adani Institute of Infrastructure Management
- ▶ Ahmedabad University
- ▶ CEPT University
- ▶ Indian Institute of Management Ahmedabad
- ▶ Indian Institute of Technology, Gandhinagar
- ▶ NIRMA University
- ▶ National Institute of Fashion Technology
- ▶ Pandit Deendayal Petroleum University
- ▶ Entrepreneurship Development Institute of India

- ▶ National Institute of Design
- ▶ Mudra Institute of Communication, Ahmedabad
- ▶ Gujarat University
- ▶ Gujarat Technological University
- ▶ Gujarat National Law University
- ▶ Dhirubhai Ambani Institute of Information and Communication Technology

Handbook for Non-Profit Incubator Managers

An incubator undergoes multiple phases during its journey from inception to growth and sustainability. *The Handbook for Non-Profit Incubator Managers* highlights various aspects of the preparatory and development phases of the incubator's journey. Rather than being a theoretical discourse on incubation, this Handbook is aimed to be a hands-on guide for current and future incubator managers. Certain aspects of incubation like designing and measuring impact that necessitates a deeper research-oriented discussion have been intentionally been toned down. Instead, a practical framework that might help incubator managers to plan their immediate actions is put forward. By combining high level strategy and on-ground implementation tools, the *Handbook* is designed to encourage incubator managers to think actively about various topics and develop stronger incubation models.

The *Handbook* was launched by Mr. Amitabh Kant, CEO, NITI Aayog on March 16, 2017, at the Atal Innovation Mission's 'Incubator Connect' event in New Delhi.

Capacity Building of Nodal Institutes (Gujarat)

The 'Incubator Training - Capacity Building Workshop' was aimed at bringing out the various elements of strategizing and managing an incubation centre and start-up support best practices. It focused on sharing incubation practices, processes, and insights to support start-ups that can help foster the economic development of the region. The different sessions of the workshop covered various aspects of incubation such as assessing the needs of the start-ups, start-up support framework, identifying critical success factors of the incubator, developing the capabilities of the human resource of the incubator, engaging with stakeholders, financial and legal aspects of setting up and managing an incubator, and the guidelines that the Nodal Institutions are required to follow with regard to the government schemes and policies. The workshop was more of a platform for the participants to engage with one another and explore different aspects through discussions, break-out sessions, and experience sharing.

VStudent Engagement

IIMavericks Fellows Programme

Seven Fellows in five teams were selected for the current year. They have started in April 2017. The students are being supported by alumni contributions, the IIMavericks Endowment fund, and IIMA grants.

Brief ideas are given below.

IIMaverick Fellowship Recipient	Current Idea	Company Name	Sector
Deepak Mohan	Created algorithms that automatically learn from past medical records and provide physicians with the most relevant clinical insights - ensuring delivery of the best quality care in the quickest amount of time.	Predible Health: Intelligence for Healthcare	Health
Karthik Sridharan Suvansh Bansal	An online freelancing platform that facilitates the discovery of quality talent for short-term projects of a firm. For a company, this solution eliminates the need for investment of time and money into a permanent resource - selection, training & month on month pay. For a talented individual, Flexiple offers flexibility - the growing demand of the hour - while still promising financial stability.	Flexiple	Technology
Hrishikesh Pardeshi	Flexiple's unique approach to solving this problem involves a combination of business model and technological innovation in the categories of Design & creative, Web & mobile app development and Content Writing.		
Shrikant Shelke	Online portal to have student consultants for startups - The idea behind the product is that startups and small enterprises should be able to make better decisions and have better strategies. Startups and small enterprises is the biggest avenue where the unemployment gap can be filled.	Evy	Education

IIMaverick Fellowship Recipient	Current Idea	Company Name	Sector
Arvind Kumar	Developing an adaptive learning product that will help the students to learn on individually on the basis of their understanding. The product will have question with different difficulty levels and students will be presented the questions in the increasing order of difficulty. The product will start presenting the questions from basic level and then will adapt according to the students understanding.		Education
Mehul Verma	Credit ratings for SMEs to help them get access to finance easily.	ScoreMe	Retail

IIMavericks Internship Program

Nine IIMaverick interns in eight teams were selected for the year 2017. We received a total of 21 applications across PGP and PGP-FABM.

Post the summer, five students are continuing to work on their ideas in the second year.

NIDHI - EIR Fellowship

Nidhi EIR is a scheme of the DST that provides financial support to entrepreneurs for the period of one year. We have decided to open this up to recent alums exploring entrepreneurship.

NIDHI EIR Fellowship disbursed to three alums for the year 2017.

- ▶ Amit Singh, PGP 2015. He is working on the Digital Gift Card space
- ▶ Ravish Vasani, PGP 2014. He is working on an AI powered web interface for farmers in Bihar.
- ▶ Prashant Garg PGP2017. He is working on creating a sports coaching platform.

Louis Kahn Prototyping Grant

Louis Kahn grant has been set up with contribution from PGP'16 batch for providing prototyping grant to second year students.

A total of 7 grants were disbursed from LK Fund and IIMavericks Endowment Fund.

Supporting Activities

How To Start A Start-up series (HTSAS)

HTSAS is a flagship lecture series by 10 successful entrepreneurs who share experiences of their journey and also focus on business ideas at different stages of a start-up journey: Ideation, scaling, building tech products, building non-tech products, building enterprise, funding, growth stage concepts, etc.

Till now the following speakers have conducted lectures: Sanjeev Bikhchandani, Raghunandan G, Girish M, Sahil Barua, Ritesh Agarwal, Kunal Shah, Tarun Mehta, and Yashish Dahiya

Innovation Talks series

CIIE started 'Innovation Talk Series' to inspire students. Under the series following talks have been held in Q1 2017.

- ▶ Anirudh Rastogi of TRA Law talked on "Legal Mistakes Startups Should Avoid"
- ▶ Sanjay Jain of India Stack talked on creation of innovative products and services based on Aadhaar that can reduce the cost of providing services to the financially excluded

3. INDIA GOLD POLICY CENTRE

India Gold Policy Centre (IGPC) is a pioneer research and policy centre on India's gold industry at the Institute. It was established with a donation from the World Gold Council and is the newest independent research and policy outfit. The four key constituencies of IGPC are: research, policy/ advocacy, engagement, and training.

Since its inception, IGPC has made its mark in the industry and achieved certain milestones. IGPC plans to enhance the centre's footprints pan-Asia and internationally through research collaborations and cross-border engagement with stakeholders in the gold sector. The centre's focus is on multi-disciplinary, thematic, applied research in several key areas relating to the use of gold as a fungible financial asset in India.

Activities

The year 2016 will be recorded in annals of India's gold sector as a landmark year with the impact of major policy announcements on demonetization and GST and their inadvertent outcomes on the gold ecosystem. Government's policy interventions and



L to R: Professor Ashish Nanda, Director, IIMA; Professor Arvind Sahay, Head, IGPC; Mr. PR Somasundaram, MD (India), WGC



L to R: Ms. Ruchi Agarwal; Professor Joshy Jacob; Mr. P.R. Somasundaram; Professor Errol D'Souza; Professor Ashish Nanda; Professor Arvind Sahay; Ms. Rakhi Khanna



Dr. Saurabh Garg, IAS, JS (Investment), DEA, Ministry of Finance addressing Senior Economists and Delegates

tweaks in gold monetization policy has slowly started enhancing the momentum of mobilizing gold holdings estimated at 20,000 tonnes back to circulation but it is a long way to go to make a substantive change to the Current Account Deficit by reduction of India's gold imports averaging about 800 tonnes annually and mitigating the trade deficits.

In a busy year, IGPC engaged with policy makers and industry stakeholders through several new research projects, workshops, active participation at gold industry events, publishing working papers, authored articles in industry publications, substantial media coverage, and digital communications on the Indian and global gold industry.

IGPC Meetings at IIMA Campus

Members of the Governing Committee and Faculty Members of IGPC meet intermittently to assess and plan activities of the Centre. This year two meetings were held in December 2016 and January 2017.

Events by India Gold Policy Centre

Senior Economists Roundtable, NIPFP

IGPC in collaboration with the National Institute of Public Finance and Policy, New Delhi, hosted a successful forum on "Tax levy in the Gold Sector" by organizing Senior Economists Roundtable at NIPFP, New Delhi, on October 17, 2016. The centre brought together key policy makers, economists, and stakeholders across the gold value chain.

The theme "Tax Levy and its Implications on India's Gold Ecosystem" was pertinent to the current issues in the economy in general and gold sector in particular. The proposed GST legislation is the biggest indirect tax reform envisaged in the country. As the policy

makers are drafting and advocating the proposed Goods and Services Tax (GST) regime which is likely to impact the gold industry significantly, IGPC's plan to host the roundtable was a step to create an open neutral platform for deliberations by experts and stakeholders with the objective to submit a whitepaper to policy makers on taxes levied in the gold sector and recommend a sustainable model for gold trade in the country in the coming years.

Launch of Working Papers

IGPC shared two important research studies on behaviours of individuals and central banks impacting the gold industry in India and globally.

In two studies conducted exhaustively among stakeholders by IGPC, the relevance of gold and need for its monetization remains as strong as ever. The studies are part of a series being conducted by IGPC to obtain a research based independent and in-depth understanding of the gold industry in India – given that India is the second largest consumer of gold in the world and that gold tends to increase current account deficit and is a part of exchange reserves. The two studies, "Gold Monetization in India as a Transformative Policy" and "Global Risk and Demand for Gold by Central Banks" have been uploaded on IGPC's website <https://www.iima.ac.in/web/areas-and-centres/research-centers/igpc/useful-resources>.

Research Seminar

Professor Arvind Sahay, Head, IGPC organized a talk by Ms. Rama Bijapurkar, IGPC Member, on January 11, 2017. People Research on India's Consumer Economy is a not-for profit think tank engaged in disseminating seminal knowledge on India's macroeconomic consumer economy to enable policy formulation, regulatory response, and business decisions.



At the Podium: Dr. Rathin Roy, Director, NIPFP addressing Senior Economists and Delegates (L to R: Mr. PR Somasundaram, MD India, WGC; Professor Errol D'Souza, Dean IIMA; Professor Arvind Sahay, Head, IGPC and Professor Ashish Nanda, Director, IIMA)



(L: IGPC Research Partner Plaque R: Professor Sahay, Head, IGPC felicitated by Mr. Johnson Lewis, MD, Scotia Bank India)

Engagement with Industry Stakeholders

Professor Joshy Jacob, IGPC Member, Ms. Ruchi Agarwal, Manager IGPC, and Mr. Balagopal Gopalkrishnan, FPM student participated in the Bullion Federation Global Convention (BFGC) held in Agra on July 21-24, 2016. The objective of the event was to create awareness for its members about the global bullion market, international and national factors affecting prices, demand and supply of gold and silver bullion, latest policy changes, effective tax rates, and the like.

IGPC was as a Research Partner at Indian Gold Industry's most popular annual event - India International Gold Convention (IIGC) held in Agra from August 11 to 14, 2016. IGPC's research brochures were disseminated through delegate kits at the event.

Professor Arvind Sahay participated as a speaker at Panel 1 of IIBS 4 (India International Bullion Summit 4) organized by India Bullion and Jewellers Association (IBJA) on Bullion Business World Over vs. India on March 16, 2017 in Mumbai.

Professor Arvind Sahay moderated a roundtable on gold policy organized by FICCI on October 27, 2016.

PGP Students Project on Gold

IGPC provided support to the PGP students project on gold titled "Dynamics of Gold Market in India". The report analyses the gold market and the value chain in India from a taxation and policy perspective.

IGPC's Engagement with Policy Makers

Professor Arvind Sahay attended the second meeting of the Gold Working Group hosted by the Ministry of Finance on March 6, 2017, to discuss gold policies and roadmap ahead.

Professor Arvind Sahay has been nominated as a member of the 'Independent Oversight Committee' of the Dubai Multi Commodity Centre. The committee monitors sourcing of gold into Dubai responsibly.

IGPC Research and Publications

IGPC published its second Annual Report for the period March 2016 to March 2017 which can be accessed at https://www.iima.ac.in/c/document_library/get_file?uuid=6c9c2d69-0402-4df6-8e21-9fab4b6283b8&groupId=62390&fileName=Annual%20Report-2016-17_IGPC.

Media Spots and Coverage

Details are given in **Appendix L**.

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. CMA is also involved in teaching, training, and consulting activities in these sectors/ areas.

Research

Completed

The centre completed two research projects during the year:

- ▶ Farmers' Participation in India's Futures Markets: Potential, Experience, and Constraints
- ▶ Sustainability of Self-help and Joint-liability Group Institutions under Micro-finance

In Progress

- ▶ Coping with Climate Change through Agro-Biodiversity: A View from Below
- ▶ Decision-Oriented Information Systems for Farmers: A Study of Kisan Call Centres (KCC), Kisan Knowledge Management System (KKMS), Farmers Portal, and M-Kisan Portal (All India Coordinated Study – Coordination & Consolidation)
- ▶ Decision-Oriented Information Systems for Farmers: A Study of Kisan Call Centres (KCC), Kisan Knowledge Management System (KKMS), Farmers Portal, and M-Kisan Portal - Gujarat Study.
- ▶ Soil Health, Plant Health, and Human Health.

Courses

Post-Graduate Programmes

CMA offered 21 courses in PGP-FABM, PGP, and PGPX.

FPM (Food and Agribusiness)

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

Executive Education Programme

- ▶ Agricultural Input Marketing, January 16-21, 2017.

5. CENTRE FOR MANAGEMENT OF HEALTH SERVICES

The Centre for Management of Health Services (CMHS) was set up in June 2004 in recognition of IIMA's 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

of our country. The overall objectives of CMHS are to address the managerial challenges in the delivery of health services to respond to the needs of different segments of our population efficiently and effectively, build institutions of excellence in the health sector, and influence health policies and wider environments.

CMHS is expected to (i) provide thrust and long term sustainability for our involvement in health sector (ii) highlight our commitment to social sector, (iii) facilitate our involvement in large projects, (iv) attract health care researchers from all over the world, (v) develop synergies with other institutions involved in healthcare management, and (vi) actively participate in the dissemination of knowledge.

CMHS has carried out research projects focused on Health Policy and Planning, Governance and Management Challenges in the Health Sector, Hospital Management, Clinical Lab Management, Imaging Lab Management, Maternal Health, HIV/AIDS, Infection Control, Urban Health, Cancer Care, Management Capacity Assessment, etc.

IIMA-CMHS Seminar Series

CMHS started a seminar series in August 2014. Seminars were organized every month on average of one seminar per month. The details of speakers and topics of seminars organized during 2016-17 are:

- ▶ Quality and Patient Safety by Dr. K K Kalra, Chief Executive Officer, NABH National Accreditation Board for Hospitals and Healthcare Providers, Quality Council of India, New Delhi, India, July 15, 2016.
- ▶ Healthcare Innovation and Entrepreneurship in India: Opportunity and Challenges by Mr. Pradeep K Jaisingh, Founder and Chairman, HealthStart, India, August 24, 2016.
- ▶ Health Care Management: Think Outside Disease Care, for NCD Prevention across the Lifespan by Dr. Kaumudi Joshipura, NIH Endowed Chair and Director, Center for Clinical Research and Health Promotion, University of Puerto Rico, and Adjunct Professor of Epidemiology at Harvard University, December 20, 2016.
- ▶ Challenges in running a Tertiary/Quaternary Care Hospital by Dr. Ram K Narain, Executive Director, Kokilaben Dhirubhai Ambani Hospital and Medical Research Institute, Mumbai, January 24, 2017.

Two-day Workshops

The objective of two-day workshops is to reach professionals, researchers, and 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 organized during February 25-26, 2017 at IIMA.

It aimed at the following objectives:

- ▶ provide an in-depth understanding of important concepts and techniques for analysis of healthcare data
- ▶ dealing with issues such as how effective decisions in the context of healthcare management could be made through proper analysis of data, the use of open source statistical software such as R for analysis of healthcare data, etc.
- ▶ emphasis was given on proper interpretation of the findings of data analysis.
- ▶ issues such as uses of data visualization methods for properly communicating the information obtained from analysis of healthcare data, the pitfalls of inappropriate choice of data analytic tools and data visualization techniques were discussed in the workshop.

A workshop on “Quality Management of Healthcare Organizations” was organized during March 11-12, 2017.

The objective was to provide an in depth understanding of important concepts, techniques and frameworks of quality management for healthcare organizations.

Summer School

A four-day summer school on “Advanced Research Methods in Healthcare Management Services” was organized during September 3-6, 2016, at IIMA. The objective was 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 healthcare institutes such as AIIMS, Apollo Hospital, Amity University, etc. attended the summer school.

International Conference

The Second IIMA International Conference on Advances in Healthcare Management Services was organized during December 10-11, 2016. The objective was to bring together leading academic scientists, researchers, practitioners, healthcare administrators, care providers and policy makers from around the world to share cutting-edge research, new ideas, debate issues and address latest developments in the domain of healthcare management. Speakers

with various expertises in the field of healthcare management were invited to deliver keynote address in the conference. They included academicians, Medical practitioners, Policy makers, etc. About sixty-five participants attended the conference.

Keynote Speakers of the Conference

Keynote Speaker	Designation
Dr. Narottam Puri	Medical Advisor, Fortis Healthcare
Dr. Suresh Sankar	Chief Medical Officer, Davita Renal Care, Chennai
Mr. Pradeep K Jaisingh	Founder and Chairman, HealthStart India
Mr. Amar Jesani	Editor, Indian Journal of Medical Ethics
Prof. Kanti Mardia	Senior Research Professor, University of Oxford and University of Leeds
Prof. Gautam Sen	Chairman, Healthspring Community Medical Centres
Prof. Atanu Biswas	Professor, Indian Statistical Institute
Mr. J.P Gupta	Commissioner of Health, Medical Services & Medical Education & Ex-Officio Principal Secretary to Government, Health & Family Welfare Department (Public Health & Family Welfare)

Executive Education Programmes

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

6. CENTRE FOR RETAILING

The Centre for Retailing (CFR) facilitates research by faculty members in the domain of retail management. CFR is constituted by a group of faculty members from different functional areas such as marketing, supply chain management, and information systems. CFR faculty members undertake research and teaching activities in the area of retail management. They also contribute in executive education and consulting services in retailing.

The Institute has signed an MOU with the Arvind Brands with the aim of undertaking research in various areas which are relevant to the retailing industry in India. CFR received first installment of funding of ₹ 6,75,000 from Arvind Brands in April. CFR faculty members identified four areas for research to be supported with this funding:

- ▶ Human resource management in retailing
- ▶ Customer relationship management
- ▶ Neuroscience techniques and retailing
- ▶ Markdown management strategy

7. PUBLIC SYSTEMS GROUP

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

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

Courses

PGP

Core

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

Electives

- ▶ Good Governance and People Living in Poverty
- ▶ Infrastructural Development and Financing
- ▶ Intelligent Transportation Systems
- ▶ Investigating Corporate Social Irresponsibility
- ▶ Managing Energy Business
- ▶ Manipulation, Myth-Making, and Marketing
- ▶ Participatory Theatre for Development
- ▶ Power and Politics in Organizations
- ▶ Qualitative Research Methods for Understanding Business and Human Development in a Network Society
- ▶ Social Entrepreneurship: Innovating Social Change
- ▶ Urban Economy and Business Environment

PGP-FABM

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

FPM**Core**

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

Electives

- ▶ Economic Development and Growth
- ▶ Energy and Environment Policy
- ▶ Health Policy and Planning
- ▶ Interpretive Research Methods
- ▶ Using Quantitative Methods for Causal Inference in Social Policy Research

PGPX

- ▶ Infrastructure Development and Public Private Partnerships
- ▶ Social Entrepreneurship: Innovating Social Change
- ▶ Managing Energy Business (with PGP)

Executive Education Programmes

- ▶ General Management for Shipping
- ▶ Legal and Regulatory Issues in Infrastructure*

**Jointly offered with Business Policy Area*

8. RAVI J. MATTHAI CENTRE FOR EDUCATIONAL INNOVATION

The 'Educational Innovations Bank' Project continued to work towards developing a culture of innovation in the public system.

The second Educational Innovations Fair was conducted in all the 33 districts of Gujarat in collaboration with the state government. About 1500 innovative teachers displayed their innovations; the best among these were invited to a state level conference at Saputara in February 2017. The idea behind this fair was to encourage and honour innovative teachers, and bring their work into the teacher training curriculum.

One way in which such a curriculum was operationalized was an online training programme for principals of government primary schools of Gujarat in School Governance and Innovation (January to March 2017). This was the first time that such a training programme was being implemented; the idea was to demonstrate a model that could be scaled up during 2017-18. The training covered good governance, the school development plan and management of infrastructure; and was built around 75 cases studies drawn from innovative practices in these topics. Each

case study was supplemented by photographs and a video. The training also required the participants to undergo tests and to undertake a small project. In the first round, 1000 principals were covered, and a second round of another 1000 principals is in progress. On any given day, on average there were 227 users, with the average online presence being 24 minutes per participant—the participants also work offline. About 55 per cent of the principals use mobile access, and only 44 percent used school desktop computers; the rest used personal tablets. An evaluation of the programme is in progress.

The programme is being evaluated by a doctoral student.

A technology-based discussion forum continues to operate, with three questions being discussed every month.

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. These projects highlighted the importance of using a concrete project to focus on positive decision making styles among school governance members who may have low levels of literacy.

Extending an ongoing activity to produce supplementary material for government schools with the help of college-going interns, close to 3500 videos in science and math for classes 6 to 8 have been made open access, and 2500 science and math projects developed. About 1500 digital stories for students of classes 1 to 5 have been generated in Hindi, Gujarati, and Marathi.

Research on the antecedents of innovative behaviour with 350 government primary teachers was completed. A study of the role of non-cognitive competences in the "all round" development of children is in progress. In addition, a doctoral student studied the impact of digital videos in learning mathematics in government primary schools of Ahmedabad.

RJMCEI continued to offer its week-long programmes (one per year) for principals of secondary schools. 53 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 the 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 faculty has teaching and research interests in design thinking, innovation, entrepreneurship, competitive and corporate strategies, leadership, legal aspects of business, international business, large data management, knowledge management, intellectual property rights management, experimental methods and action research. During the academic year 2016-17, the area offered three new core courses for PGP second year:

- ▶ Entrepreneurial Mindset
- ▶ Understanding Global Organizational Context
- ▶ Experiencing Integration

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

PGP

Courses

Compulsory

The area offered two compulsory courses for PGP first year, one each in Strategic Management and Legal Aspects of Business for the first year participants of the two year PGP.

Electives

- ▶ Business and Intellectual Property
- ▶ Business Taxation
- ▶ Business, Government and Law
- ▶ Competence, Capability and Corporate Strategy
- ▶ Design Thinking for Innovative Business Design
- ▶ Digital Product and Service Design : A Design Thinking Perspective on Ecommerce and Retail
- ▶ 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 Organization
- ▶ Mysteries in Management
- ▶ Strategic Management of Technology and Innovation
- ▶ Strategy in Emerging Markets

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 & Acquisitions
- ▶ Strategic Execution
- ▶ Strategic Management

FPM

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

One FPM student from the area completed fellow programme and graduated this year while three new students enrolled for the fellow programme.

Executive Education Programmes

- ▶ Contract Management
- ▶ Design Thinking for Nurturing Innovation
- ▶ Discipline of Strategy Execution
- ▶ Doing Business Abroad
- ▶ Family Business: Organization, Strategies, Internationalisation 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

FDP

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

Research and Publications

Research interests of the members include international business strategy 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****Compulsory**

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

Electives

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

PGPX

- ▶ Management Communication (Core)

FDP

- ▶ Communication for Management Teachers

FPM

- ▶ Communication for Management Teachers

Executive Education Programmes

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

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

- ▶ Macroeconomics and Policy
- ▶ Microeconomics

Electives

- ▶ Economic Development Policy and Growth
- ▶ Economics of Food Quality
- ▶ Economics of Happiness

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

FPM

Compulsory

- ▶ Advanced Microeconomics
- ▶ Econometrics
- ▶ Microeconomic Analysis

Electives

- ▶ Advanced Data Analysis
- ▶ Advanced Macroeconomics
- ▶ Economic Development and Growth – (joint course with BP area)
- ▶ Public Finance – joint course with PSG area
- ▶ Times Series Analysis (joint area course)
- ▶ Topics in Advanced Macroeconomics: Granularity and Networks

PGPX

Compulsory

- ▶ Firms and Markets
- ▶ Open Economy Macroeconomics

Electives

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

FDP

- ▶ Economic Environment and Policy

4. FINANCE AND ACCOUNTING

PGP

Compulsory

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

Electives

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

* New electives

FPM

- ▶ Asset Pricing (Core)
- ▶ Corporate Finance in Emerging Markets
- ▶ Derivatives Pricing (Core/Elective)
- ▶ Empirical Asset Pricing (Core/Elective)
- ▶ Empirical Research in Auditing and Corporate Governance (Core/Elective)
- ▶ Mathematical Finance (Elective)
- ▶ Public Finance

- ▶ Seminar Course in Empirical Accounting Research (Core/Elective)
- ▶ Seminar Course on Corporate Finance (Core)
- ▶ Seminar in Behavioural Finance (Elective)

PGPX

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

FDP

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

Executive Education Programmes

- ▶ Advanced Corporate Finance
- ▶ Developing Commercial and Financial Skills
- ▶ Investment Decisions and Behavioural Finance
- ▶ Mergers, Acquisitions and Restructuring
- ▶ Practical Quantitative Finance
- ▶ Project/Credit Appraisal in a Volatile Business
- ▶ Strategic Cost Management

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

Research

A number of research projects were initiated by the area faculty during the year.

International Conference

The area conducted an international conference titled "India Finance Conference (IFC)" during December 2016 at the Institute. It was jointly organized by the finance areas of IIMA, IIMB, and IIMC.

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

5. HUMAN RESOURCE MANAGEMENT

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

Executive Education Programmes

- ▶ Advance Human Resource Management
- ▶ Developing Internal Talent and Leadership
- ▶ HR Auditing-Preparing the Ground for Strategic HRM
- ▶ Managerial Effectiveness
- ▶ Performance Management for Competitive Advantage
- ▶ Strategic Human Resource Management
- ▶ Strategic Reorientation and Organizational Transformation

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

- ▶ Enhancing Sales Force Performance (Marketing Area) by Professor Biju Varkkey
- ▶ Hospital Management (CMHS Area) by Professor Rajesh Chandwani

Research

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

6. INFORMATION SYSTEMS

Courses

PGP I

Compulsory

- ▶ 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
- ▶ Data Visualization for Decision Making
- ▶ Digital Inclusion for Development
- ▶ Strategies for Internet Economy

The area also conducted preparatory programme for PGP General as well as PGP-FABM students.

FPM

- ▶ Data Structure and Programming
- ▶ Database Management Systems
- ▶ Emerging Frameworks for Internet and Telecommunications Policy, and Regulation
- ▶ Excel Workshop during FPM orientation program
- ▶ Framework for Information Systems
- ▶ Knowledge Systems for Multi-Criteria Decision Making under Uncertainty (elective)
- ▶ Networks and Distributed Systems
- ▶ System Analysis and Design

PGPX

- ▶ Data Visualization for Decision Making
- ▶ Strategic Management of Information Systems

Armed Forces Programme

- ▶ Information System Module
- ▶ Managerial Computing
- ▶ Technology and Management

Executive Education Programmes

- ▶ Managing IT Projects
- ▶ Strategic IT Management for CIOs
- ▶ The New Generation Enterprise Systems: ERP, CRM, BI, and SCM
- ▶ Visual Business Intelligence

FDP

- ▶ IT for Management

7. MARKETING

In 2016-17 also Marketing Area made significant contribution towards teaching, research, consultancy activities, and academic administration at the Institute. 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

Compulsory

- ▶ Marketing I
- ▶ Marketing II
- ▶ Marketing III
- ▶ Business Research Methods

Electives

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

FPM

- ▶ Behavioural Science Applications in Marketing
- ▶ Marketing Strategy
- ▶ Marketing Theory and Contemporary Issues
- ▶ Reading Seminar in Marketing Management

- ▶ Seminar on Quantitative Models in Marketing

PGPX

- ▶ Assessing and Creating Customer Value
- ▶ Delivering and Managing Customer Value
- ▶ Marketing Management in the World of High Technologies and Innovation
- ▶ Pricing
- ▶ Seminar on Customer Business Strategies
- ▶ Seminar on Marketing Data Analytic Practices
- ▶ Strategic Marketing
- ▶ Strategies for Digital Marketing, and e-Business.

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 Modelling
- ▶ 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

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

Area Conference

The Marketing Area organized the 7th IIMA Conference on Marketing in Emerging Economies on January 11-13, 2017. The conference is hosted by the Indian Institute Management Ahmedabad, and supported by Professor Labdhi R. Bhandari Memorial Fund. Shri R.S. Sodhi, Managing Director, GCMMF (Amul), Anand was the chief guest for the Inauguration of the Conference. Dr. Niraj Dawar, Professor of Marketing, Ivey Business School was the chief guest for the valedictory function.

The 8th IIMA Conference on Marketing in Emerging Economies is scheduled during January 2019.

Research and Seminars

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

Research Projects

The following three projects were initiated by the area faculty during 2016-17:

- ▶ Cross-Cultural Content Analysis Studies in Advertising (Seed money project initiated and completed by Professor Abhishek)
- ▶ Identifying the Enablers of Reverse Innovation in Emerging Markets (Research Project by Professor Anand Kumar Jaiswal)
- ▶ Parental LOC as an antecedent to parental style (Seed money project by Professor Akshaya Vijayalakshmi).

Consulting and Customized Programmes

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

8. ORGANIZATIONAL BEHAVIOUR

Courses

Compulsory

PGP

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

Electives**PGP II**

- ▶ Co-Creating Organizational Change
- ▶ Contemporary Indian Workplaces
- ▶ Entrepreneurial Mindset (Compulsory)
- ▶ Explorations in Roles and Identity
- ▶ High Performing Teams: A Journey
- ▶ Investigating Corporate Social Irresponsibility
- ▶ Managing Complex Dynamics in Organizations (Compulsory)
- ▶ Power and Politics in Organizations
- ▶ Talent Management
- ▶ The Creative Self at Work

PGPX

- ▶ Induction
- ▶ Leadership Skills: Workshop
- ▶ Organization Behaviour
- ▶ Potential to Performance: The journey of self-awareness

FPM

- ▶ A Journey into the Conversations on Organizational Change
- ▶ Advanced Micro OB
- ▶ Advanced Topics in Quantitative Social Science Research
- ▶ Basics of Micro OB (FPM-I area compulsory course)
- ▶ Classics and Perspectives in OB
- ▶ Crafting and Publishing of Research
- ▶ Methods of Qualitative Research: Gathering and Analyzing Data
- ▶ Organizational Structure and Processes
- ▶ Organizational Theory and its Social Context
- ▶ Psychology (FPM I compulsory course)
- ▶ Quantitative Methods and Analysis

FDP

- ▶ Understanding Organizational Behaviour
- ▶ Advanced Organizational Behaviour
- ▶ Advanced Multivariate Analysis
- ▶ Qualitative Research for Management

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

9. PRODUCTION AND QUANTITATIVE METHODS**Courses****PGP****Compulsory**

- ▶ 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
- ▶ Managerial Applications of OR
- ▶ Operations Strategy
- ▶ Statistical Methods in Data Analysis
- ▶ The Art and Craft of Decision Making
- ▶ Why Projects Fail? Uncertainty, Complexity, and Risk in Projects

PGP-FABM

- ▶ Food Supply Chain Management

PGPX

- ▶ Analysis of Data
- ▶ Business Analytics
- ▶ Designing Operations to Meet Demand
- ▶ Elephants and Cheetahs: Systems, Strategy and Bottlenecks
- ▶ Logistics Management
- ▶ Modeling for Decisions
- ▶ Quality Management
- ▶ Setting and Delivering Service Levels
- ▶ Supply Chain Management

FPM

- ▶ Advanced Probability in Management
- ▶ Bayesian Methodology for Business Research
- ▶ Discrete Optimization
- ▶ Introduction to Mathematical Programming
- ▶ Large Scale Optimization

- ▶ Problem Solving with Heuristics
- ▶ Queuing Models
- ▶ Real Analysis
- ▶ Seminar in Operations Management I
- ▶ Seminar in Operations Management II
- ▶ Survey of Statistical Methods Used in Management Research
- ▶ Systems Analysis and Simulation
- ▶ Time Series Analysis

FDP

- ▶ Operations Management
- ▶ Statistical Analysis

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.

Executive Education Programmes

- ▶ Advanced Analytics for Management
- ▶ Advanced Quality Management
- ▶ Art and Craft of Decision Making
- ▶ Cutting Edge Analytics
- ▶ Fundamentals of Operations
- ▶ Logistics Management
- ▶ Manufacturing Strategy
- ▶ Project Management
- ▶ Restaurant Management
- ▶ Risk: Modelling and Management
- ▶ Strategic Analytics: Programme on Quantitative Data Analytics and its Application in Business and Marketing.
- ▶ Supply Chain Management
- ▶ Top Management Workshop on Manufacturing
- ▶ Uncertainty, Complexity, and Risk in Projects
- ▶ Warehouse Design and Management



ALUMNI ACTIVITIES

Indian Institute of Management Ahmedabad Alumni Association (IIMAAA)

On the basis of internal discussions and inputs from Alumni Chapters, the constitution of IIMAAA has been modified. In the new constitution, the scope of activities to be performed by the Association has been broadened. It will now have a two-tier structure. The Global Alumni Council (GAC) will constitute the apex body while Chapters would be formal entities that represent the alumni in different geographical locations. The Association through the GAC will initiate, maintain, guide, and empower chapters within India and abroad. GAC will also decide on the recognition/de-recognition of a chapter. Chapters will elect and operate through their own executive committees. A local chapter may be formally initiated if there are at least 25 alumni.

Alumni Subscription

New members consisting of participants of various programmes conducted at the Institute are added. During 2016-17, membership subscription fee increased by about 59.3 per cent as compared to last year (₹ 71.62 lakh during 2015-16 and ₹ 114.24 lakh during 2016-17).

IIMA Alumnus

The magazine is published thrice a year in June, October, and February. Advertisements generate revenue to cover a part of the cost of bringing out the magazine. An amount of ₹ 13.79 lakh was generated during 2016-17.

Reunions

Silver Jubilee Reunion

The Silver Jubilee Reunion of the graduating PGP batch of 1992 (1990-1992) was held during December 23-25, 2016. Around 120+ alumni with their families took part in the gathering. It was a great get-together full of fun, entertainment, and renewal of friendship. During the reunion, faculty members who taught the batch were honoured.

Golden Jubilee Reunion

The Golden Jubilee Reunion of the graduating PGP batch of 1967 (1965-1967) was held during December 27-29, 2017. Around 30+ alumni with their families took part in the gathering. It was a great get-together full of fun, entertainment, and renewal of friendship. During the reunion, faculty members who taught the 1967 batch were honoured.





Other Reunions

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

Reunions at Institute					
Class	Batch	Reunion	Date		No. of Alumni
			From	To	
FPM	1974-2016	Com-bined	12.12.2016	03.12.2016	54
PGP-FABM	1971-2016	Com-bined	07.01.2017	08.01.2017	50
PGPX	2006-2007	10 Year	23.12.2016	25.12.2016	15
PGP Class of 2006	2004-2006	10 Year	16.12.2016	18.12.2016	100
PGP Class of 2001	1999-2001	15 Year	16.12.2016	18.12.2016	70
PGP Class of 1996	1994-1996	20 Year	30.12.2016	01.01.2017	50
PGP Class of 1987	1985-1987	30 Year	09.12.2016	11.12.2016	65

Reunions at GOA					
PGP Class of 1982	1980-1982	35 Year	16.12.2016	18.12.2016	20
PGP Class of 1976	1974-1976	40 Year	09.12.2016	11.12.2016	93
PGP Class of 1977	1975-1977	40 Year	10.02.2017	11.02.2017	60

Golden Jubilee Convocation: Presence of 3rd Batch (1968)

The 52nd batch of PGP (2015-17) graduated on March 25, 2017. The Institute had invited the second PGP batch (PGP 1967) for the convocation celebrations last year. Making it a tradition, the Institute invited the third PGP batch (PGP 1968) for the convocation celebrations this year. Twenty-three alumni from PGP 1968 attended the event. They presented awards for scholastic and other performances to students on the convocation eve event on March 24, 2017. The batch of 1968 was delighted at being a part of the 52nd convocation. Along with the convocation, the 1968 batch organized their Golden Jubilee Reunion during March 24-26, 2017.



Alumni Academic Connect

Several elective courses /guest lectures were taught by alumni. Details are given below:

Alumni	Batch	Guest Lecture
Ajay Srinivasan	PGP 1987	PGPX Speaker Series
Ajay Srinivasan	PGP 1987	Leadership interaction session
Anil Kumar Sharma	PGP 1990	Speaker Session
Geeta Goel	PGP 1995	Speaker Series
Hemant Gaule	PGP 2011	Marketing Speaker Series
John C. Camillus	PGP 1968	Research Seminar
Kamal Kant Kothari	PGP 1972	Speaker Series
Kartikeya Misra	PGP 2006	Innovation Talks
Naresh Khatri	PGP 1984	Research Seminar
Partha S Mohanram	PGP 1992	Research Seminar
Pradeep Bhargava	PGP 1971	Speaker Series
Pradeep K Jaisingh	PGP 1989	IIMA- CMHS Seminar
Prasad M.	PGP 1989	IIMAAAAC Study Circle Meet
Raghunandan G	PGP 2007	Speaker Session
Rajashekar Reddy Seelam	PGP 1988	Speaker Session
Rajdeep Endow	PGP 1998	PGPX Speaker Series
Rajnish Dhall	PGP 1991	Speaker Series
Ram K Narain	MDP 2002	IIMA-CMHS seminar
Sanjeev Bikhchandani	PGP 1989	Speaker Session
Santosh Desai	PGP 1985	Niche Speaker Series
Shankar Krishnan	PGP 1994	PGPX Speaker Series
Siddhi Karnani	PGP ABM 2011	Lecture for PGP
Sushil Jhangiani	PGP 1991	Speaker Series
Vikram Pathania	PGP 1996	Research Seminar
Vikram Sampat	PGP 1991	Speaker Series
Vipin Sondhi	PGP 1984	PGPX Speaker Series
Yashish Dahiya	PGP 1996	Speaker Session

Alumni Identity Cards

During the year 940 identity cards were issued.

LinkedIn Initiative

In an initiative to provide career support system to its alumni, the Institute joined hands with LinkedIn to set up two groups: (a) **IIMA Alumni Group**, which includes all long-term alumni who have passed through the convocation. There are 4560 alumni in this group. The placement office will invite recruiters to be part of the recruiter sub-group in this group; and (b) **IIMA Executive Education Alumni Group**, this group includes short-term programme alumni. There are 700 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, who permit them to do so. For recruiters, the benefits include lower information search costs for middle to senior level hiring. For alumni, the benefits include not just keeping in touch with their alma mater and batchmates, but also connecting with potential recruiters for mid-career shifts. For current students, the benefits include the ability to reach out to seniors and participate in career-specific discussion boards. For the Institute, the benefits include an ability to continuously track the career progression of the alumni and serve the dual purpose of having alumni-connect as well as migration to life-long career support from providing one-time campus placement service.

Funds from Alumni

Alumni in their individual capacity, as part of the batch, and through their organization/ corporate connect (both directly and indirectly) facilitate the contribution to alma mater. This has helped generate funding of ₹ 21.76 crore during 2016-17. Major contributions: the 1992 Silver Jubilee Reunion batch's contribution of ₹ 2.5 crore for supporting conservation/restoration and upgrading of Classroom 4 in the heritage campus; Raghunandan and Aprameya's contribution of ₹ 5 crore to support upgradation and maintenance of Classroom 2 at IMDC; TCS Foundation's support of ₹ 20 crore for restoration and upgradation of Vikram Sarabhai Library.

Contributions from Individual Alumni		(₹)
Alumnus (prefers to remain anonymous)		50,000,000
Alok Mishra	1983	500,000
Aprameya Radhakrishna (Co-founder TaxiForSure)	2007	10,000,000
Deep Kalra, MakeMyTrip (India) Pvt. Ltd.	1992	1,000,000
Madan Mohanka, Tega Industries	1967	1,800,000
Raghunandan G (Co-founder TaxiForSure)	2007	10,000,000
Dipak Gupta	1985	650,000
		73,950,000

Individual Contributions supported through Batch Coordination		
Apoorva Shah	1987	500,000
Giridhar Sanjeevi	1987	500,000
Manek N. Daruvala	1987	500,000
Roopam Asthana	1987	500,000
Sumit Malhotra	1987	500,000
Umesh Shahra (Kumaon Management and Software Consultants)	1987	500,000
Gopalakrishnan Sankar	1987	600,000
Ajay Srinivasan and Mohyna Srinivasan (Khurana)	1987	700,000
G.S. Sundararajan	1987	1,000,000
Subramaniam Narayanan	1987	1,000,000
Prabhat Agarwal	1991	500,000
Kiran Kumar	1991	600,000
Ajay Tandon	1992	500,000
Ambati Venu	1992	500,000
Jaideep Lakshminarayanan	1992	500,000
Manish Kothari	1992	500,000
Raju Shukla	1992	500,000
Ranodeb Roy (TURIYA II)	1992	500,000
Varun Kapur	1992	500,000
Rajeev Raina	1992	500,024
Kaushik Roychoudhury	1992	660,000
Ashok Vemuri	1992	678,000
Deep Kalra	1992	1,000,000
Monish K Tahilramani	1992	1,000,000
Riddhi Mahendra Shah	1992	1,000,000
Sanjeev Chhabra	1992	1,000,000
Sriram K S	1992	1,000,000
Chetan Shah	1992	1,500,000
Pulak Chandan Prasad	1992	2,000,000
Rino Raj	1996	500,000
Sanjay Kumar Garodia	1996	500,000
Shankar Venkatarao Maruwada	1996	500,000
Sae Suresh Joshi	1996	600,000

A.N.Seshadri & Sridevi Ramaswamy	2001	500,000
Nikhil Sahn	2001	500,000
Sequoia Capital India Advisors Pvt Ltd. (matching the contribution made by Mr. V T Bharadwaj)	2001	500,000
Omidyar Network India Advisors Private Limited (Employee Gift Matching Programme: Siddharth Nautiyal)	2001	878,657
Anand Sridharan	2001	1,000,000
VT Bharadwaj	2001	1,000,000
		27,716,681

Contributions through Corporates	
Hurix Systems Pvt. Ltd.	1,000,000
India Infoline Finance Ltd.	10,000,000
TCS Foundation	50,000,000
Rasesh Kanakia, Kanakia Spaces Realty Pvt. Ltd.	1,350,000
SAP India	3,000,000
Shree Ramkrishna Knowledge Foundation	3,200,000
Shree Ramkrishna Knowledge Foundation	15,000,000
	83,550,000
Grand Total	185,216,681

Scholarships and Awards

During the year following scholarships/ Awards were given:

The Marti Mannariah Gurunath Outstanding Teacher Award

This award of ₹ 50,000 has been instituted in memory of Mr. Marti Mannariah Gurunath by Professor Marti Subrahmanyam (PGP 1967-69). The award is given to a faculty member who has taught the batch of the PGP graduating in that convocation. This year the award went to Professor Saral Mukherjee.

The IIMA Alumni VVEF Outstanding Researcher Award

This award has been instituted by the Vidya Vardhini Education Foundation, a Section 25 company run by the alumni. This award is given to two faculty members for their sustained research contribution and/or significant research of a path breaking nature. The award of ₹ 2,00,000 each was given to Professor Ernesto Noronha and Professor Premilla D'Cruz.

Philip Thomas Memorial Strategy-Public Systems Case Award

This award has been instituted in memory of Mr.

Philip Thomas (PGP-1966) by Professor Rishiksha T. Krishnan (FPM-1996). The award is given to the author(s) of one case written in the area of Strategy/ Business Policy and Public Systems during each calendar year. This year the award of ₹ 25,000 each was given to Professor Jayanth R. Varma and Professor Joshy Jacob .

Shri G.C. Mital Entrepreneurship Aid

This aid of ₹ 2,00,000 is set up by Ankit Mital (PGP 2005) and is meant for graduating students who wish to start their own venture, opting out of the placement process. Deepak Mohan (PGP-2017) received the award of ₹ 2,00,000.

Outstanding Sportsperson Award

This award of ₹ 50,000 is set up by Mr. Sunil Chainani (PGP 1980) and is meant to recognize excellence in allround performance in sports during the tenure of a student at the Institute. Shailesh Mohan (2017) and Rinitha A . (2017) received the outstanding sportsperson award of ₹ 25,000 each.

Smt. J. Nagamma Memorial Award

This award of ₹ 15,000 is set up by Pramod Kunju (PGP 1999) for academically performing PGP1 student at the end of the first year. Mr. Siddharth Daga received the award.

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

This scholarship has been set up by Mr. Samir Bhandari (PGP-1989) for five years in memory of Mrs. Sharda Bhandari and Mr. P.K. Rath, who were advocates of higher education, for second year PGP students. Scholarship of ₹ 1,00,000 was given to Mr. Samyak Daga (PGP-2017).

Ritu Banga Industry Scholarship

This scholarship has been set up by Ms. Ritu Banga (PGP-1981) for five years. Mr. Ashish Khullar (PGP-2017) received this scholarship of ₹ 1,00,000.

Ajay Banga Industry Scholarship

This scholarship has been set up by Mr. Ajay Banga (PGP-1981) for five years. Mr. Akash Gupta (PGP 2017) received the scholarship of ₹ 1,00,000.

SRK Award

This PGPX faculty award has been set up by Shree Ramkrishna Exports Pvt. Ltd. Professor Saral Mukherjee was the recipient of this award.

The Madan Mohanka Research Publication Award

This faculty award has been set up by Mr. Madan Mohanka (PGP 1967) of Tega Industries. Professor Amit Karna was the recipient of this award.

Souvenir Items

Souvenir items include T-shirts, silk ties, wall hanging brass plates, coffee mugs, tea cup set, LKP white metal design, etc. During 2016-17, revenue of ₹ 2,50,000 was generated from sale of souvenir items.

Chapter Activities

Chapters located in Ahmedabad, Mumbai, Bangalore, Chennai, Hyderabad, Delhi, Oman, Pune, Singapore, USA, and London were active in organizing various activities during the year.

Details are given in **Appendix M**.



COMMUNICATION, PUBLIC RELATIONS, AND DIGITAL MARKETING

General

- ▶ IIMA Website: Support was provided to the IT Department for upgradation of the new website (www.iima.ac.in)
- ▶ Visual Identity Guidelines were finalized and circulated
- ▶ Communications Policy for Staff, Faculty, and Students has been circulated
- ▶ Assisted Executive Education Office in empanelment of creative agencies and the Fellow Programme office in appointment of Ad agencies.
- ▶ Assisted Executive Education Office, Programme Offices and Staff in release of programmes, recruitment, and tender advertisements.

Media Amplification

As part of media relations activities, the Communications Office engaged and disseminated various Institutional happenings and achievements to regional, national and international broadcast channels through the following:

- ▶ Thirty-five Press Releases were made and sixteen Press Conference were organized at the Institute. The Institute featured in 89 different exclusive media channels.
- ▶ IIMA collaborated with MINT for a monthly OP-ED feature – “View from IIMA”. During 2016-17, 30 faculty articles have been published under this feature.
- ▶ The Communications Office assisted and generated more than 50 feature stories with faculty, student, and alumni interviews all year long with various media publications.
- ▶ News is collated on a daily basis and uploaded on the official website of IIM Ahmedabad <https://www.iima.ac.in/web/media/news>

Design

The Communications Office designed various print, e-brochures, and social media templates for the Institute during the year. These included Executive Education Programmes, Conferences, Programme Offices, Speaker Series, Research Seminars, advertisements, Audio-Video editing, etc.

Digital Marketing/ Social Media

The official IIMA Twitter handles, Facebook page, LinkedIn account, and YouTube channel have all been verified. IIMA's Facebook position shot to no. 2 among the world's top business schools. Earlier it stood at 57th. Twitter received highest online engagement ratio during the year. LinkedIn page of IIMA shot to no. 1 among India's top business schools. Earlier it stood at 13th. An official Instagram channel was launched in February 2017. The channel is showcasing happenings, and lives of students at IIMA. The Convocation 2017 was streamed live through the YouTube channel and generated 18, 227 views. The channel has 2,795 subscribers and 108, 874 views.

Podcast

An official podcast channel was launched in February 2017. The channel is showcasing faculty perspectives and their views in digital format. This podcast channel has 8744 listeners. The Times of India featured a story on this initiative. (Title: IIM Ahmedabad becomes first business-school in country to podcast lectures).

Source:<http://timesofindia.indiatimes.com/city/ahmedabad/iim-ahmedabad-becomes-1st-business-school-in-country-to-podcast-lectures/articleshow/56694388.cms>

The Communications Office assisted various programme offices like Executive Education Programmes, PGP, ePGP, CMHS, and PGPX to set up their social media channels and promotions as and when required.



GLOBAL PARTNERSHIP AND CORPORATE AFFAIRS

The Institute participated in 16 national/international B-School Surveys for rankings during the year. The Institute continued to maintain top position in all the leading and prestigious national surveys for rankings. The Institute's rankings demonstrate that the programmes and students are of high quality and among the best globally.

FT Executive Education Rankings 2016 (Open and Custom Programmes)

The Institute has a clear distinction of being India's foremost executive education provider as it qualifies in the top 100 list globally. The Institute was placed 67th internationally in the Financial Times Executive Education Rankings 2016 (Open Programmes) 2016. This distinction was carried in the customized executive education segment as well, with the Institute ranked at 74th position in the Financial Times Executive Education Rankings 2016 (Custom Programmes) 2016.

FT Masters in Management 2016 Ranking

The Institute was ranked 16th in the FT (Financial Times) Masters in Management 2016 Ranking from among 90 pre-experience MBA level programmes globally. The Post Graduate Programme was ranked first on six criteria 'Salary today (US\$)', 'Weighted Salary (US\$)', 'Employed at three months', 'Placement Success', 'Faculty with doctorates' and 'Company Internships Rank' while it was placed in second position in 'Careers'.

FT Global MBA Rankings 2017

PGPX emerged in the top 30 spot, being ranked 29th in the FT (Financial Times) Global MBA Rankings 2017, among the top 100 list of B-Schools. The Institute was placed at number one position in the criteria of 'Faculty with doctorates', while PGPX was placed at second position in 'Salary today (US\$)', and 'Weighted

salary (US\$)' and at number three position in 'Career progress rank'.

The Economist Ranking 2016

The Institute is the only Indian B-school to be ranked in the Economist full-time MBA ranking for over past seven years. Year after year, the Institute's flagship programme continues to be listed in the top 100 list and was in the 7th position in the Asia and Australasia 2016 regional rankings of the Economist.

The Institute took the first position in 'Diversity of recruiters', 'Percentage who received a job offer within three months of graduation', and 'Career Services' and was number two in 'Percentage who found jobs through the careers service'.

Eduniversal Best Master Ranking 2016

PGP-FABM was ranked first in the Eduniversal Best Master Ranking 2016 in Agri-business/ Food Industry Management, among the 50 top programmes ranked for this sector globally. PGP-FABM has retained its top position consistently over the past five years.

Ministry of HRD's NIRF and AISHE

The Institute participated in the seventh edition of the All India Survey on Higher Education (AISHE) by the Ministry of Human Resource Development (MHRD). The Institute continues to support the Ministry's efforts towards making informed policy decisions and research for development of the education sector.

The Ministry launched the National Institutional Ranking Framework (NIRF) in 2015 to rank institutions across the country. The Institute was ranked second in the Management (Research and Teaching Institutes) category in the first edition.

Details are given in **Appendix N**.

International Accreditation

International accreditation is pursued as part of the Institute's internationalization strategy and to strengthen the Institute brand globally. Elaborate and intensive accreditation processes are undertaken periodically by the Institute to ensure that it meets international standards in delivering high quality education.

EQUIS Re-Accreditation

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

AACSB Accreditation

The Institute is in the process of seeking AACSB (Association to Advance Collegiate Schools of Business) accreditation.

Global Partnerships

The Institute continued its ongoing efforts to strengthen academic cooperation and provide further impetus to retain the academic rigour of its programmes. During the year, the Institute entered into partnerships with reputed foreign B-schools/universities to enhance international student mobility across programmes. Memorandums were signed with:

- ▶ Executive MBA Consortium for Global Business Innovation.
- ▶ Fundaglo Getulio Vargas FGV/EAESP, Brazil
- ▶ The College of Business, Florida International University, Miami, Florida, USA
- ▶ University of Otago, Dunedin. New Zealand

To extend support to the Government of the Republic of Namibia in the area of capacity building of its public officials, the Institute entered into an agreement with the Namibia Institute of Public Administration and Management.

The Institute's 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. In this context, new areas of cooperation were pursued

and proposals reviewed during the year. Some of the dialogues undertaken include:

- ▶ Discussions between Professor Girish M. Shah, President, Shastri Indo-Canadian Institute, Canada and Professor Ashish Nanda, Director, to discuss avenues to intensify collaborative research between IIMA faculty and faculty from Canadian universities on May 30, 2016.
- ▶ Meeting to encourage joint faculty research and exchange between Professor Gennifer Grafton, Associate Dean (Global Engagement); Mr. Chris Parkes, Manager, Marketing and Communications, Faculty of Business and Economics; and Mr. Vinod Mirchandani, Deputy Director, Australia-India Institute, all from the University of Melbourne, Australia; and Professor Ashish Nanda, Director; Professor Shailesh Gandhi, Dean (Programmes); Professor Errol D'Souza, Dean (Faculty); Professor Rakesh Basant, Incoming Dean (Alumni and External Relations); Professor Arvind Sahay, Outgoing Dean (Alumni and External Relations); Professor Debjit Roy, Chairperson, Post-Graduate Programme in Food and Agribusiness Management; Professor Piyush Kumar Sinha, International Student Exchange Coordinator; and Professor Ashis Jalote Parmar on August 30, 2016.
- ▶ Exploratory meeting to discuss collaborative research involving Dr. Jamal Ouenniche, Professor of Management Science from the University of Edinburgh Business School, UK and Professor Rakesh Basant, Dean (Alumni and External Relations); Professor Sachin Jayaswal; Professor Prahalad Venkateshan; and Professor Neerav Nagar on November 10, 2016. Subsequently, Dr. Winston Kwon, University of Edinburgh Business School (UEBS) interacted over video with Professor Rakesh Basant, Dean (Alumni and External Relations); and Professor Amit Karna, Chairperson, CIIE, on January 19, 2017, to take the discussions further.
- ▶ With case development being an area of thrust, elaborate discussion to explore institutional tie-ups were held between Mr. R. Marc Johnson, Executive Director for Global Affairs, Executive Director, Darden Center for Global Initiatives, Darden School of Business, University of Virginia; and Professor Rakesh Basant, Dean (Alumni and External Relations); Professor Anand Kumar Jaiswal Chairperson, Case Centre; and Professor Piyush Kumar Sinha, Faculty Coordinator, Student Exchange Programme on February 2, 2017.

External Engagements

The Institute hosted 21 high level delegations from foreign institutes/international agencies during the year and engaged in consultation and talks to support India's ongoing bilateral relations with foreign countries. Some of the important delegations that dwelt on furthering higher education include:

High Commissions/Consulate Generals/ Ambassadors

- ▶ H.E. Mirzosharif A. Jalolov, Ambassador of the Republic of Tajikistan along with Mr. Milan R Zatakia, Chairman & CEO, Millennium Aero Dymanics Pvt. Ltd.; Cdr. Pradeep Dixit, Director - Corporate & HR, Millennium Aero Dymanics Pvt. Ltd.; and Mr. Vishal Shah, Executive Consultant, Millennium Aero Dymanics Pvt. Ltd.
- ▶ Mr. Søren Pind, Minister of Higher Education and Science, Denmark, along with Mr. Sune Astrup Christiansen, Personal Secretary for the Minister; Mr. Martin Ruby, Special Adviser for the Minister; Ms. Gitte Agerhus, Head of Department, Embassy of Denmark in New Delhi; Mr. Peter Taksø-Jensen, the Danish Ambassador to India; and Mr. Sune Kaur-Pedersen, Counsellor, Innovation and Research
- ▶ Dr. T. Suresh Babu, Ambassador designate of India to Mongolia along with Dr. Ketan Shukla, High Commissioner of India to Botswana; Mr. Ashok Kumar Sharma, Ambassador of India to Finland; Ms. Shamma Jain, Ambassador of India to Panama; and Mr. Sandeep Arya, High Commissioner of India to Tanzania
- ▶ Mr. Nadir Patel, High Commissioner of Canada to India along with Mr. Jordan Reeves, Consul General of Canada; Mr. Joachim Rocha, Trade Commissioner; Mr. Leonard Reil, Consul, Political, Economic and Public Affairs; and Matt Friesen, Counsellor, Advocacy
- ▶ Sir Dominic Asquith, British High Commissioner to India along with Mr. Geoff Wain, British Deputy High Commissioner, Gujarat; Ms. Nandita Rajput, Trade and Investment Adviser, Department for International Trade, British Deputy High Commission



Mr. Nadir Patel, High Commissioner of Canada to India receiving a memento from Prof. Ashish Nanda, Director, IIMA



Mr. Søren Pind, Minister of Higher Education and Science, Denmark with Prof. Rakesh Basant, Dean (Alumni & External Relations) at IIMA



H.E. Mirzosharif A. Jalolov, Ambassador of the Republic of Tajikistan with Prof. Shailesh Gandhi, Dean (Programmes) at IIMA



Sir Dominic Asquith, British High Commissioner to India in a dialogue with Prof. Shailesh Gandhi, Dean (Programmes), IIMA



Mr. Thomas Vajda, Consul General, U.S. Consulate Mumbai receiving a memento from Prof. Errol D'Souza, Dean (Faculty), IIMA

- ▶ Mr. Thomas Vajda, Consul General, U.S. Consulate, Mumbai, along with Mr. Gregory Tavevs, Principal Commercial Officer, U.S. Commercial Service, Mumbai; Mr. Michael Evans, Consular Chief; Mr. Geoffrey Parish, Commercial Officer, U.S. Commercial Service, Mumbai; Ms. Amanda Tollefson, Vice Consul, American Citizens Services, Mumbai; and Ms. Sangeeta Taneja, Commercial Specialist and Office Director, U.S. Commercial Service, Ahmedabad
- ▶ Mr. James Fennel, US Consulate General's Cultural Affairs Officer along with Ms. Sushma Karnik, Director, American Library

Representatives from Foreign Institutions

- ▶ Ms. Lynn Toohey, Deputy Manager from Crawford School of Public Policy, Australian National University, on April 14, 2016.
- ▶ Professor Adam Habib, Honourable Vice Chancellor along with Professor Ian Jandrell, Dean of Engineering and the Built Environment; Professor Imraan Valodia, Dean of Commerce, Law



Prof. Errol D'Souza, Dean (Faculty), IIMA interacting with Prof. Adam Habib, Honourable Vice Chancellor, Witwatersrand University, Johannesburg, South Africa

and Management; Professor Martin Veller, Dean of Health Sciences; Professor Dilip Menon, Director of the Centre for Indian Studies in Africa; Ms. Kanina Foss, Chief of Staff to the Vice Chancellor from Witwatersrand University, Johannesburg, on April 16, 2016.

- ▶ Binod Dhungana, Assistant Campus Chief along with 12 others from Tribhuvan University, Nepal, on September 6, 2016.

Distinguished Visitors

The Institute welcomed the following distinguished visitors during the year:

- ▶ Shri Nandan Nilekani, Chairman, EkStep, and former Chairman, Unique Identification Authority of India on July 21, 2016.
- ▶ Dr. Arvind Panagariya, Vice Chairman, NITI Aayog, on August 18, 2016.
- ▶ Shri Prakash Javadekar, Hon'ble Union Minister of Human Resource Development, on September 16, 2016.
- ▶ Dr. Raghuram Rajan, Distinguished Service Professor of Finance at the University of Chicago Booth School of Business on December 9, 2016.
- ▶ Shri Kumar Mangalam Birla, Chairman, Board of Governors, on December 23, 2016.
- ▶ Lt Gen Nirbhay Sharma, PVSM, UYSM, AVSM, VSM (Retd.), Hon'ble Governor of Mizoram, on January 1, 2017.
- ▶ Dr. John C. Martin, Executive Chairman of Gilead Sciences, on January 11, 2017.
- ▶ Dr. Arvind Subramanian, Chief Economic Advisor to Government of India on February 24, 2017.
- ▶ Professor C. Rangarajan, Ex-RBI Governor of India, and former IIMA faculty, on March 10, 2017.



Shri Prakash Javadekar, Hon'ble Union Minister of Human Resource Development, Government of India on September 16, 2016



Talk by Shri Nandan Nilekani on July 21, 2016



Visit of Dr. Arvind Subramanian, Chief Economic Advisor to Government of India on February 24, 2017

- ▶ Shri C.P. Gurnani, Chairman, Board of Governors of IIM, Nagpur & MD & CEO, Tech Mahindra, Pune, on March 10, 2017.
- ▶ Dr. Asgar Hassan Samoon, IAS, Commissioner/ Secretary Higher Education, Jammu and Kashmir on March 16, 2017.

Community Outreach

Open Day at IIMA for High School Children

On November 20, 2016 the Institute organized the third edition of the Open Day for High School Children to connect and engage with the local community. Over 550 high school children from various schools in Ahmedabad benefited from the programme. In a parallel track, teachers from the high schools accompanying the students participated in an open forum discussion with Professor Rakesh Basant, Dean, Alumni and External Relations, and team members from the SMILE Centre and the Right To Education Centre.

Study Visits

Each year the Institute enables visitors to undertake campus tours and study visits. This provides them a broad understanding of the Institute's activities besides also appreciate its' architectural splendor. The





550 plus student at the 3rd Open Day at IIMA for School Children

Institute received nearly 8100 visitors during 2016-17, including foreign nationals, government officials, and senior executives from the corporate sector, education sector, armed forces, professionals, and students.

Engineering and Architecture Students

- ▶ BMS College of Engineering, Bengaluru
- ▶ Amity School of Architecture and Planning, Amity University, Noida
- ▶ Marathwada Institute of Technology, College of Architecture, Aurangabad
- ▶ Dr. D. Y. Patil College of Architecture, Pune
- ▶ L. S. Raheja School of Architecture, Mumbai
- ▶ Meenakshi College of Engineering, Chennai
- ▶ Guwahati College of Architecture, Guwahati
- ▶ Jamia Millia Islamia, New Delhi
- ▶ Indian Institute of Technology, Kharagpur
- ▶ Birla Institute of Technology, Mesra, Ranchi
- ▶ Goa College of Architecture, Panjim
- ▶ Anna University, Chennai

Management and Commerce Students

- ▶ Guru Nanak Khalsa College, Mumbai
- ▶ Dr. Narayana Group of Management Institutions, Hyderabad
- ▶ R.J. Tibrewal Commerce College, Ahmedabad
- ▶ SASMIRA's Institute of Management Studies and Research, Mumbai
- ▶ Tamilnadu Agricultural University, Department of Agricultural and Rural Management, Coimbatore
- ▶ Garware College of Commerce, Pune

Other Professional Course Students

- ▶ Western India Chartered Accountant Students Association, Ahmedabad
- ▶ Institute of Company Secretaries of India, Ahmedabad Chapter
- ▶ Indian Institute of Teacher Education, Gandhinagar
- ▶ L J School of Law, Ahmedabad
- ▶ School of Maritime Management, Indian Maritime University, Chennai
- ▶ Apollo Institute of Nursing, Gandhinagar

International Students

- ▶ Umeå School of Architecture, Sweden
- ▶ University of Moratuwa, Sri Lanka
- ▶ Shahjalal University of Science and Technology, Sylhet, Bangladesh
- ▶ Columbia University, Graduate School of Architecture, Planning and Preservation, New York
- ▶ Technical University of Vienna
- ▶ Bangladesh University of Engineering and Technology, Dhaka, Bangladesh
- ▶ Carleton University, Ottawa, Canada
- ▶ School of Architecture and Interior Design, University of Cincinnati, USA
- ▶ Melbourne Design School, Melbourne, Australia
- ▶ Bartlett School of Architecture, University College London
- ▶ University of Westminster School of Architecture, London
- ▶ University of Malaya, Kuala Lumpur
- ▶ Department of Architecture, Ming Chuan University, Taiwan

GRANT-IN-AID

During 2016-17, the Institute did not receive any grant-in-aid under Non-Plan (Regular) and Plan (Regular) from the Ministry of Human Resource Development, Government of India.





INFRASTRUCTURE DEVELOPMENT

During the year, the Institute followed a three pronged strategy for infrastructure development: upgradation of existing infrastructure, conservation and restoration of Louis Kahn buildings, and new construction.

Two Seminar Rooms and P.P. Gupta Auditorium were upgraded in 2016. Instructors were uncomfortable in teaching in flat classrooms. Hence, they were converted into 60 seater theater styled classrooms. Interior was redone, advanced audio-visual system was installed, and new AC system was commissioned.

Funding for upgradation of the auditorium came from Shri P.P. Gupta, PGP-1974.

Under conservation and restoration of Louis Kahn buildings, work on D-15 and Vikram Sarabhai Library began in July 2016.

Letters of intent (LOI) were issued for the following projects to the empanelled architects:

Academic block in New Campus	HCP Design Planning and Management
Sport complex in New Campus	HCP Design Planning and Management
Faculty housing in Main Campus	ARCOP
Staff housing in Main Campus	ARCOP
Students dormitory in New Campus	ARCOP
JSW School of Public Policy in New Campus	RMA Architects

The designs are nearing finalization.

The Master Architect, HCP Design Planning and Management, has finalized 25 year Master Plan for the campus.



OFFICIAL LANGUAGE IMPLEMENTATION

For implementing the official language policy of the Government, there is a full-fledged Hindi Section at the Institute. During the year, concerted efforts were made for implementing the provisions of the Official Language Act, rules made thereunder, and orders/instructions issued by the Department of Official Language from time to time regarding progressive use of Hindi in the official working of the Government of India.

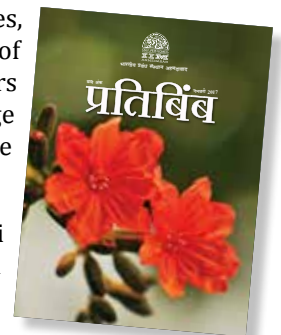
In order to review and monitor the progress of official language implantation in the Institute, four official language implementation committee meetings were held under the chairmanship of Director. As a result of this, the Institute has been rewarded with the Rajbhasha Shield for the year 2015-16 for better implementation of the official language in the Institute.

The Institute celebrated Hindi Fortnight for the promotion of the official language from September 14 to 28 2016. This celebration was inaugurated with the celebration of Hindi Divas on September 14, 2016. During this Hindi Fortnight various competitions such as Hindi essay, Hindi poem recitation, Hindi words knowledge, Hindi slogan, Hindi antaksahri, and Hindi handwriting were organized. More than 100 Hindi speaking and non-Hindi speaking staff members took part in these competitions. On the concluding day, cash prizes and certificates were distributed by Professor Rakesh Basant, Dean (Alumni and External Relations). An exhibition of Hindi books on various subjects available in the Vikram Sarabhai Library was organized on September 21, 2016. Copies of messages from the Hon'ble Minister of Human Resource Development

and Hon'ble Home Minister were displayed on all notice boards.

Three Hindi workshops on noting and drafting in Hindi and one workshop for giving working knowledge of Hindi software in computer were organized during the year, in which 56 staff members participated. Eminent speakers in Hindi delivered lectures in these workshops.

The sixth edition of the Hindi magazine *Pratibimb* was published in January 2017 and was forwarded to all the IIMs, IITs, central universities, concerned ministries, boards of governors and all 130 members of the Town Official Language Implementation Committee (TOLIC).



A Hindi Poet Conference (Hindi Kavi Sammelan) was organized on September 23, 2016. Hindi poets in Ahmedabad were present at this conference.

During the year, Hindi training programme for staff members was conducted with the help of the Hindi Training Centre, Ahmedabad, which is directly headed by the Ministry of Home Affairs. The Institute has provided examination centre facility to this Hindi Training Centre of Ahmedabad for all Hindi training examinations. The Institute is providing training in Hindi to all foreign students who are interested in learning Hindi for day to day communication. Training was conducted in two batches and about 42 students were facilitated.





PERSONNEL

During 2016-17, six faculty members joined the Institute. Six faculty members resigned and one faculty member's term got over. Twenty-five staff members joined the Institute. Five staff members resigned and two staff member's term got over. Three faculty members and sixteen staff members retired after attaining the age of superannuation.

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

Appendix O 7 provides data on manpower strength.

Officers and Staff Development Activity

The Institute continued to sponsor several staff members to pursue various courses. During the year, 78 employees, including officers were sponsored for training programmes conducted by the Ahmedabad Management Association and other training institutes. In-house training programme on 7th CPC and allied matters was conducted on March 1 and 2, 2017 through the Integrated Training and Policy Research (ITPR), New Delhi, which was attended by 17 employees of IIMA and 15 employees of other institutes from Gujarat. Training on MS-Excel was conducted on March 18 and 19, 2017, for 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, two faculty members – Professor Rajeev Sharma and Professor Vijay Paul Sharma, along with one staff member – Mr. Pradosh V. Thiya – were given awards on completing 20 years of service. Long Service Awards were given on retirement to Mr. Kamallesh S. Joshi, Mr. Ranjitsinh B. Chavda, Mr. Rasik U. Patadia, Mr. Babubhai M. Gohel, Mr. D.A. Patil, Mr. Dineshbhai B. Shrimali, Mr. Nagji S. Parmar, Mr. E.V. Narayanan, Mr. A. Gopalakrishnan, Mr. Burhanulla S. Kadari, Mr. Bharat R. Makwana, Mr. V.S. Ravikumar, Mr. Magan B. Patel, Mr. S.S. Solanki, Mr. N. Gopalakrishnan Pillai, Mr. Dipak Bandopadhyay, Mr. Doodhnath R. Kori, and Ms. K.K. Jansari.

Right to Information Act, 2005

Under the Right to Information Act, 2005, 217 RTI applications and 29 First Appeals were received during the year and were responded to.

The personnel details are given in **Appendix O**.



STUDENT ACTIVITIES

Abacus

The year 2016-17 saw new initiatives to enhance the interest in mathematics/puzzles and analytics both within the community and outside the campus.

The year began with Nutcracker, annual flagship puzzle competition for PGP1s, which involved 3 hours of puzzle solving. Abacus conducted Nautilus, the national level online treasure hunt competition that witnessed participation of around 1000 people across the country. Two episodes of Abacus Nites, a three-hour marathon of puzzle solving were organized. Nine episodes of Mindbend, an online bi-monthly quiz series, were organized during the year to instill the interest in Quant within the campus. Abacus also conducted Casino Royale, the Poker tournament held in association with Chaos 2017 and Adda52.com witnessed a participation of 100+ people from all over the country.

On the Analytics front, Abacus launched 'Breaking the Modelling Taboo', a series of articles with the systematic procedure to solve analytics cases. Abacus launched the 'Abacus Blog', a blog with articles in the area of Quant and Analytics.

Abacus conducted remedial sessions and doubt clarification sessions for PS and DA courses. Abacus launched 'Puzzle a day' initiative to assist PGP1s during placements in Quant roles. The puzzle database 'Tesseract' was updated with new puzzles based on the interview experiences of the previous batch.

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 upgradation of the bidding portal and increasing its load handling capacity to 400 students. The process of making the clash-sheet was perfected to ensure a bug-free experience. The Council made available Excel files to help students calculate their CGPA from the various grades that they receive. It was also modified to project an approximate rank for the benefit of the students until the official ranks are announced by the PGP Office.

To incentivize students to fill the course feedbacks necessary for continuous improvement of the academic system of the Institute, the Council initiated a system of awarding bid-points as a reward. Further, 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. To further facilitate the process video recording of these sessions were initiated.

The Academic Council has started work on a lot of initiatives which will bear fruit in the near future. The entire course allocation process through the waitlist movement is planned to be taken online. The work on setting up a portal where students can submit cribs of quizzes and exams has started with significant success being achieved in the process. It is expected that after the roll out of the system, the resolution of cribs will also be done online. A new course review platform is also in progress, which will help PGP2 students make an informed choice about the content and nature of various courses. A new anonymous discussion forum for academic activities is being presented to the batch for acceptance, through the already available platform of Moodle.

Alumni Cell

The following is brief overviews of activities carried out by the Alumni Cell. Six Alumni Reunions were

organized: the 5-year, 10-year, 15-year, 20-year, 25-year, 30-year reunion events. Synchrony, the annual student-alumni meet, was conducted in 12 cities, including three international cities – London, Dubai, Singapore. Numerous speaker sessions were organized on campus, directly, or through assisting other clubs in their efforts. A-League website portal was created to bring together 14 Institutes in the A-League region. The cell commenced the publication of the monthly newsletter, Tidings, carrying campus news events and happenings for alumni. Also organized monthly alumni-based quizzes to generate greater awareness in the campus community.

Amaethon

Amaethon, Asia's largest food and agri-business summit, has been well received by every stakeholder of the industry since its inception in 2005. The 2017 edition, which saw a footfall of more than 30,000, was held from January 6 to 8. As a platform for interaction between the students, academia and industry participants to understand the opportunities and challenges in food, agribusiness and rural business sectors, it focused on the need to constantly develop the requisite skill set and to re-invent the way in which organization functions.

This edition was based on the theme “Agribusiness: The Way Forward” which discussed evolution of new business models, IT backed processes, and growing demand of value-added products. Participants were engaged on all dimensions of management through events like Strategia, CFO Axis, Catalyst among others and workshops like agri-entrepreneurship and rural marketing. Eminent speakers like Prof. Anil Gupta, Dr. Martin Kropp, and Mr. Abhinay Choudhari put forth interesting views on the state of Indian industry.

Amaethon aimed to work towards the government's objective of doubling the farmer's income by 2022 through a dedicated focus on problems related to irrigation, crop insurance, market access, and availability of finances. Discussions and knowledge imparted on topics ranging from farm to fork helped gain the entire community on the scope of the problem and the way ahead.

Beta

Beta, the finance club, started the new academic year with Finomena 2016, 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 – Beta Daily and Market Commentary. The team undertook these activities on a daily and bi-weekly basis respectively to prepare the batch with a basic understanding of financial concepts, significant news events, and fundamental market exposure.

Beta played a crucial role during summer placements by holding regular and advanced REM 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 Corporate Finance and Bloomberg to prepare students for internships and jobs in finance.

Computer Centre Committee (CCC)

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 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 Operating System.

The Committee strove towards improvising net connectivity on the campus and provided in-room routers to 80+ students who had issues with connectivity. Printer cartridges in student dormitories

were also replaced to provide better printing facility. Further, CCC was responsible for maintaining the printer installed at SAB.

CCC played a seminal role in executing the election process for SAC and ensured the seamless implementation of the entire process. The initiative of the live streaming of soapbox for the positions of SAC members provided an opportunity for the entire fraternity to view the process from their dorms. Additionally, the club also offered a dedicated batch-data portal which could be accessed by the whole student fraternity.

Chaos

Chaos 2017, the annual cultural festival of IIMA, held between 26 and 29 January, provided a welcome respite from the famously taxing schedules at IIMA. One of the largest and most popular cultural festivals in India, Chaos in its latest avatar saw a footfall of over 60,000 with participation from over a hundred colleges. The event grabbed more eyeballs and media attention than ever, and attracted sponsors ranging from the likes of SCOM, the title sponsor, to BookMyShow.com and MakeMyTrip.com. Right before this edition, Chaos had gained the status of an ISO 9001:2008 certified event for its exceptional quality and standards that have been upheld through the years.

The audience-favorite Pronites encompassed a mesmerizing performance from the band - The Local Train, a DJ performance by Submerge, the ever-popular duo of Sachin-Jigar with their repertoire of Hindi and Gujarati songs on CokeStudio night and KK on the final night to sign off Chaos in style. The fest also featured a light-hearted event by comedian Biswa Kalyan Rath of "Pretentious Movie Reviews" fame, and the launch of the Adventure Sports events with exciting options like sky-riding, treasure hunt, and paintball for the thrill-seekers.

Chaos 2017 had something for everyone. For those who wanted to explore their inner artists, workshops were held in the Fine Arts area, and workshops like *Zumba*, *Rueda de casino* and *Hula-hoop* for the dancing enthusiasts. Chaos also features competitive events like *street-play*, *stage-play*, *solo act*, *short film*, *choreo-contest*, and the band performance contests along with many exciting Informal events like LAN Gaming, Poker Nights, and Drum Circle.

Femina Miss India's Campus Princess event saw the presence of Ms. Priyadarshini Chatterjee, Femina Miss India 2016, on its jury. Fashion Parade, as ever, held its own and showcased the modelling talent of students from nearby institutes. Chaos 2017, the 'Wanderlust' edition, lived up to its billing and gave its multitude of participants, memories to cherish for a lifetime, and could be aptly titled "A Carnival of Dreams".

Confluence

Confluence has for years been the annual general business symposium of IIM Ahmedabad and the largest business school summit in Asia. The theme of the 2016 edition was People, Planet and Profits, in keeping relevance with the times of climate change and what it means for businesses and sustainable practices.

Keeping with the significance of its seven-pronged logo, Confluence 2016 was structured under 7 conclaves, namely: Technology and Design, Marketing, Entrepreneurship, Public Policy, Economics, Finance, and Sports, Media, & Entertainment and rounding it off with Social. The various events hosted under these conclaves brought leaders of today and tomorrow on a common platform to deliberate upon ideas and issues that exist both within and beyond the realm of business.

One of the significant parts of each Confluence edition is the hosting of the Indian International Model United Nations, where participants don the hats as delegates to deliberate on key issues that may affect the nation and the world at large. In what was sheer coincidence, Confluence 2016 was perfectly timed, just weeks post the November 8 demonetization announcement by the Hon'ble PM of India, and students discussed on the topic of combating black money and other pros as well as cons of such a drastic and sudden move.

Other well-received events were speaker sessions by Mr. Shubhranshu Singh, Marketing Head of STAR Sports India and Mr. Namenda Jadhav, former Chief

Economist of RBI. There were also fascinating workshops like the one on Design Thinking by Mr. Gaurav Jubal of the Art Attack fame, and another on the art and craft of short film making by Mr. Tanmay Shah, founder of FridayFictionFilms.

Consult Club

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

The internal focused events included competitions, workshops, and placement preparation. The Club started with Strategos, the intra-IIM Case Competition as its first event that witnessed participation from over 60 teams and was a big success. As part of the placement preparations, IIM A Casebook, Consult 360, Panorama Reports were written and compiled. Additionally, the Mentorship Program and Mock Interviews were rolled out to acquaint the students to the interview process. Further, workshops on Introduction to Consulting, CV Making, and Case Solving were organized to expose the incoming PGP batch to the nitty-gritty of consulting.

There were also external focused activities that included alumni connect and social media engagement. The website and the blog were updated with club-related information and new articles on various industries. The Club has also constantly attempted to strengthen its ties with the industry as well as the faculty. In this regard, club organized a speaker session, with representation from the five majors of strategy consulting – AT Kearney, Bain, BCG, McKinsey, Parthenon – to provide a perspective of consulting from a professional lens. It also invited speakers from several renowned consulting firms to talk about their projects, work culture, and their practice areas. The club undertook projects with the Ministry of Human Resource Development and the Ministry of Textiles. The club conducted a nation-wide competition, Millenaire Strategie, in association with SRCC.

Cultural and Social Affairs Committee

The Cultural and Social Affairs Committee is responsible for organizing all the fun events on campus and keeping the campus alive. 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 organizing two new events. One, with the exchange students where a carnival was organized with every country's food cooked and served by respective citizens and two, a food and movie fest which was held in winter wherein different stalls ranging from mocktails to medu wada along with the screening of two animated movies were organised. It was liked by one and all.

Eloquence

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

Eloquence also undertakes different activities which help students prepare for their placements at IIMA. Many students are uncomfortable with group discussions and personal interviews which form the core of recruitment processes at B-schools. Eloquence conducts mock group discussions to help students identify and overcome their deficiencies with repeated practice.

In addition to its regular activities, Eloquence partnered with LSD to conduct a debate competition on the theme of Swachh Bharat Abhiyan under the guidance of the Ministry of Human Resource Development. The event saw widespread participation from debate enthusiasts on campus.

Entre Cell

The year 2016-17 started with motivational speaker series - LEM Sessions- Sessions in Laboratory in Entrepreneurial Motivation by Professor Sunil Handa. As usual these were one of the most sought after sessions in the campus where Professor Handa shared stories of entrepreneurs who fought against all odds. Young CEO- A start-up simulation game with multi-

dimensional problems was organized for the student community helping the first years formulate their problems and structure their ideas better. This was followed by the launch of a speaker series titled "How to start a Start-up" - A lecture series where eminent entrepreneurs came on campus to speak on very specific topics on how to start-up. The lecture series was recorded and uploaded on YouTube for greater reach. Through social media this initiative reached to more than 1.5 Lakh viewers. The flagship B-plan competition - Masterplan - saw participants from all across the country with more than 450 registrations. A special track on Cognitive computing was offered in partnership with IBM. The Entre Fair was accompanied by informal interaction sessions, dinners and panel discussions where more than 15 startups came on campus for recruitment. Several workshops like Lean Start-up Management/Start-up weekend/ App development, etc. were offered to provide hands-on learning experience.

Equal Opportunities Students Committee (EOSC)

The Equal Opportunities Students Committee (EOSC) works for the betterment of students with health problems and disabilities to promote their needs wherever a health problem or disability affects their day-to-day life. This was the first operational year for EOOSC where all the DA candidates were mapped to a special mentor for looking into their specific needs arising out of day to day activities on campus. Wherever possible, soft copy of course material and secondary readings were made available so that easy access to study material is ensured. Further they were also mentored with placement preparation so as to ensure they were equally prepared for academics and summer placements.

With respect to the aid in providing infrastructural support, key places in campus such as food outlets, Bank and ATM and some places in new campus were made accessible by building ramps to allow wheel chair bound people to access. In addition, an auditing was also done, based on the norms of the Ministry of Human Resource Development which abide academic institutions to undertake infrastructural initiatives. The report was then submitted to the Equal Opportunity Office for effectively utilizing the resources of the institution.

Equipoise

Equipoise, the Economics Club, works towards

making Economics fun. The club also encouraged and empowered students who are interested in pursuing further education in Economics area.

The year started with the Equizzitive quiz, to make students realize that Economics is everywhere and it touches most of the aspects of our life.

Equipoise' signature event 'Economics Adda' proved to be a platform for students to debate and discuss various policy topics. There were three Addas organized by Equipoise which covered topic like:

- ▶ 'The Union Budget 2017 and the fiscal math to establish a link between fiscal policy and monetary policy in the light of GDP growth, Demonetization and GST'
- ▶ 'Trumponomics and Impact on India - What is all the fuss about protectionism?'
- ▶ 'Monetary instruments used by central banks '
- ▶ 'Debate on Raghuram Rajan's policies and critics by the Swamy brigade'
- ▶ All Addas were very well received by the student community and enabled attendees to get different perspective on topics from other students.
- ▶ The Equipoise' first issue of newsletter
- ▶ 'Mutatis Mutandis' which was released just before the internship selection process was appreciated by students as it helped in preparing for the process. In theory we learn Economics as Ceteris Paribus, keeping all other things unchanged. But reality is different, so Mutatis Mutandis says to change the things which needs to be changed and Equipoise tried to think over this dichotomy through the newsletter.

Demand supply and pricing based 'IPL Auction' and Game Theory based 'Clash of Imperialists' games received overwhelming response.

The guest lectures delivered by Mr. K.K. Kothari and Ms.Chitra Chandrasekhar gave a different perspective about Environmental Economics.

Micro and macroeconomics subject remedial sessions conducted by Equipoise proved useful as exams approached. It was evident from the number of attendees for the sessions.

Exchange Council

Several new initiatives took off this year such as the Namaste India Week, the Travel Bible, and the

Exchange Camp. The Namaste India week was a week-long extravaganza conducted thrice in the year, once in each term for the incoming students of that term. Activities included an Ice Breaker Session, Campus Tour, Heritage Walk, Visit to Sabarmati Ashram, Movie night, Welcome Dinner, Exchange Parties, Football matches, etc. The Travel Bible was an attempt to consolidate the information on all our partner universities, add personal experiences of students and pass on this data to junior batches. The members worked endlessly to get this portal and its data ready in time to be used by the junior batch. The Exchange camp was an attempt to revamp the traditional Exchange Fair. The format was changed to a modular session wise event to make the communication, information transfer more effective than an open fair. Events like Exchange vs Nonexchange debate, experience sharing by seniors, explanation of the criteria, and the process were targeted towards the PGP1s to help them make a more informed choice about their exchange term.

This year, IIMA played host to the Partnership in International Management Conference for the first time. This is a global network of business schools which have an exchange programme. Exchange Council members assisted in the organization of the PIM conference by conducting campus tours, hosting the dance night, and volunteering in each session. A brief presentation of the council's activities was also done. The council similarly assisted in the organization of the first IIMA Summer School.

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

FABM Academic Council

FABM Academic Council is committed to both the batches for smooth transitioning through the rigorous academic journey at the Institute. It constantly tries to bring changes to the academic environment with changing needs of the batch so that there is a positive impact for current batch as well as other batches which are yet to come.

Activities conducted so far are the bidding process

for the FABM batch in year 2. Timely reminders for ensuring academic integrity and updating batch about any changes on the academic front were done. Managing of clashes of time table/addition/deletion of an elective course was taken care of for smooth functioning of the curriculum. Proactive approach to review the course curriculum based on feedback was conducted. Remedial sessions by collaborating with other students and academic associates were organized. Appealing to the faculty to introduce new courses depending on interest survey was done to increase the choices covering most prominent areas in food and agri domain. This led to introduction of two new courses for 2nd year students.

The council has started work on several initiatives which will bear fruit in the near future. Online submission of feedback form for FABM compulsory courses, quizzes, cribs is in progress. Efforts are being made to introduce more courses into common pool and also to improve the repository and exchange universities offering FABM seats.

Faculty Student Interaction (FSI) Cell

FSI acts as a platform to link faculty and students beyond the ambit of the four walls of the classroom.

FSI began by hosting the Annual Batch Dinners for both PGP1s and PGP2s, where students enjoyed a dinner in the campus lawns in the company of their faculty. The Annual Batch Video was also compiled with content contributions from students, and screened during the dinners.

Thereafter, in the new academic year, the flagship event of FSI – The Faculty Mentorship Programme, was launched on the auspicious day of Guru Purnima with 35 professors allocated to 205 mentees.

The first event was a cake-cutting ceremony on September 5, post the regular classes of PGP1 students. This was followed by a grand celebration in the RJM auditorium on the following weekend, with live musical, dance and drama performances from both faculty and students. All faculty and their families were personally invited by the FSI members. FSI also collaborated with the section CRs, Music Club, Footloose, and IIMACTs, who together made the event more entertaining and participative.

Through the efforts of our members and inputs from faculty, FSI created and launched a portal for faculty information. This portal intends to provide

an easy access of faculty information just like batch data and a reliable source of information to find common interest areas in research and hobbies while approaching faculty members.

Sports is a natural way of bringing people together. Faculty and students came together to play gully cricket on 30th November. FSI also conducted a refreshing Annual Sports Event for the IIMA community, with events such as Sack race, slow cycle race, lemon race, three-legged race, musical chair, relay, etc with both children and adult categories, under SARA - Sports and Recreation Activities.

Through discussions in informal settings on varied topics, FSI tried to increase engagement and interaction among faculty and students. The following sessions were hosted by FSI:

- ▶ Professor Viswanath Pingali engaged students in a discussion on “Future Scope in Economics”.
- ▶ Professor Chinmay Tumbe spoke about his extensive travel experiences and places one must visit.
- ▶ Professor Ashish Nanda discussed his “Lessons in Life” with a packed class.
- ▶ Professor Anil Gupta conversed on “Being genuinely humane, happy and harmonious” in the course of a late evening walk.
- ▶ Professor Anurag Agarwal spoke about the interconnection of “Films, Songs, and Business”.

Finesse

Finesse, the fine arts club of IIM Ahmedabad strives to promote the joy of art, of learning to create something new and the beauty of colors in the campus.

In its quest to make the campus a little more colorful and a little more joyful, Finesse conducted several art workshops, ranging from origami to Madhubani painting. Calligraphy was also on offer. The sand art show by Ms. Deepa Bajaj brought people in large numbers and the art exhibition, which called for the involvement of the entire IIMA community, was a much appreciated event of theirs.

Their collaboration efforts this year included one with Ms. Neena Naishadh which resulted in the innovative idea of bringing practitioners of two disciplines; painting and sculpture, on one platform and getting them to create something unique. The artists conducted workshops and held interactive sessions with the IIMA community. Vegetable Stamping and Spray Painting for

the kids of Prayaas and quilling classes for the kids of Prayaas and Smile were the most fun events, bringing smiles to the faces of the teachers and students alike. Raising funds for Prayaas through the Hope Box stall during Confluence 2016 and conducting face painting and T-Shirt painting competitions during Chaos 2017 were some of other club activities which functions with the main objective of getting all the members of the IIMA community involved in art, learning it and reliving some colorful memories of times gone by.

Food and Agribusiness (FAB) Club

From sensitization drives to workshops, from speaker sessions to quizzes and from panel discussions to group discussions, the Food and Agribusiness Club has been, in its own quiet way, working diligently to create a space for the food and agribusiness domain in the campus narrative.

The curtains for the year were lifted by conducting a sensitization drive against food wastage in the mess. It was our small effort to make a difference by creating awareness about a grave issue. FAB Club next initiative was online food trivia quizzes which was conducted in four rounds and it saw enthusiastic participation from the IIMA community.

FAB Club took the onus of assisting the FABM Placement Committee in summer placement preparation of the first year students by conducting mock group discussions for them and sending out articles on relevant topics. FAB Club hosted multiple speaker sessions open for the entire community, by eminent personalities associated with the food and agribusiness sector, during the year. Apart from these technical events, Aarambh, the community outreach programme, aimed at creating awareness about women health, hygiene, and nutrition received excellent feedback.

The year also saw us grow as a club, with collaborations with other clubs and events. An “adopt a sapling” drive was organized in the campus along with Prakriti and a panel discussion in association with Amaethon. The NCDEX workshop, conducted during Amaethon, was a high point of the year.

Footloose

Dance is an expression of ecstasy and has always been something that excites people providing the purest form of joy beyond one’s imagination. For those who choose dance as the medium of expressing their

inner soul and letting it sway at the rhythm of music, Footloose provides a platform to escalate it to the next level.

Footloose had its bang on start for the year with the ‘Big Bang’ performance of PGP2s welcoming the newbies of the year with variety numbers. It was also one of the few events which welcomed the entire student community and not just members to showcase their dancing skills in front of an enthusiastic audience. The club gained its full shape after the new members from PGP1s were inducted in. Next activity of the year was the Independence Day performance wherein the PGP1 footloose members got to showcase their talents for the first time, rocking the RJM floor. Classical, and Bollywood performances on patriotic base were thoroughly appreciated, enjoyed, and appreciated by the audience. On Teacher’s Day, Footloose, IIMACTs, and Music Club collaborated with FSI to pay a tribute to the faculty. A fusion sequence by PGP1s and PGP2s showcasing Kathak, contemporary style and hip-hop gained a wide popularity. Just like every year, this time around too, Footloose performed in the celebrations organized to mark the Founders Day of the Institute. Gujarati folk and Bollywood styles were performed for an auditorium jam-packed with faculty, staff, students, and their family members.

Footloose contributed in the mother tongue day celebration for the first time. The performance also received huge applause from the crowd and special token of appreciation from the Hindi department. Apart from these, there were several workshops (bachata, garba, rueda, etc.) conducted across the year and also took small workshop class for Prayaas kids.

Forum for Industry Interaction (FII)

The year 2016-17 was a remarkable one for FII. FII facilitated the students to work on 42 live projects of various organizations. One of the underlining features of the season is the extension of FII consulting services to Police Department. FII also continued the engagement with Govt. organizations providing the students an exposure and also a platform. It also enabled IIMA students to provide their consulting services to resolve managerial issues ranging from streamlining of records to apps that keep track of Healthcare systems. There was also significant investment in extending FII’s footprint in the industry and associated organizations.

FII has been playing a prominent role in furthering the entrepreneurial culture by assisting several start-

ups and continues to do so by undertaking projects on market research, feasibility studies, strategy formulation, and market entry potential that has helped entrepreneurs over the years.

With its continuous endeavor to engage with the other student consulting bodies of top B-Schools all over the world, FII has added Jeme Bocconi the first junior enterprise in Italy – The student consulting body – to its networks. Through the MOU with Jeme Bocconi, FII will allow the exchange student from Bocconi to engage in our student consulting body. Through this initiative, FII also facilitates IIMA students going on exchange to Bocconi University to get involved in the live projects abroad. FII is persistently continuing its endeavor to reach new heights in providing a learning opportunity to the students.

General Management and Leadership Cell

The year began on a great note with Treasure Hunt which saw over 250+ participations. A session on “Careers in General Management” by the Director, Professor Ashish Nanda, and industrial visit to Amul plant were well received. Speaker series was initiated for the first time by the club, in which speakers from TAS were called to the campus; the events saw 200+ participants.

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 our institution. 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. On the whole GMLC made significant impact and contribution in its second year. This will serve as a platform to further the number and type of activities in the third year.

Heritage Club

Heritage Club has strived 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. The night food walk that covers Siddi Saiyyed Mosque (from where the Institute takes its logo), Jama Masjid, and Manek Chowk market was the most sought after activity. The Iftiaar walk and Rathayatra photo walk gave a taste of

the diverse, rich, and one of its kind amalgamation of Rajasthani and Gujarati culture.

In an attempt to provide a platform to not-so-well-known artists, the club organized a Bhavai dance performance by local artists. The year also saw the inclusion of SPICMACAY (Society for Promotion of Indian Classical Music and Culture Amongst Youth) to the club. As a part of the SPIC MACAY, the club organized a performance by Rajasthani Folk Group that received audience from the whole IIMA community.

The club played a major role in helping exchange students get the best out of their time at the Institute by organizing activities that allowed them to mingle with the student community and explore local places.

IIMACTS

The first term took off with the all-tuccha horror/thriller *Picture Perfect*, an English production that had the people on the edge of their seats till the very end. This was followed by a potpourri of fun and entertainment, *Mix Veg*, a heartwarming romantic comedy that had a *tadka* of insanity (quite literally), and even with all the buffoonery, it offered enough lessons to take home for everyone present.

The Faculty-Student Play, in celebration of Teachers’ Day, was a crazy start to the term. The play itself was a reflection of our lives on campus, detailing the concerns of the students as well as the faculty in a comical manner. Next up was *RaavanLeela*, a hybrid of street and stage acting styles.

This year had been a fruitful one for the Club: IIMACTS’ entries to the Chaos Stage Play event *Natya Katha* (Gulzar Saab’s “Kharashein”) as well as the Chaos Street Play event *Aagaz* (Tamasha-e-Taskari: A play on human trafficking) won the first positions in their respective categories. The Team further went on to add another feather to its cap, winning the first position for Street Play at Spectrum ’17 (NIFT Gandhinagar) too. The other highlights of this year also include video collaborations with the Indian Film Project (IFP) and a speaker session with the renowned theater and film actor/director/lyricist Piyush Mishra. The club ended its year with “The Final Act”, the final goodbye by the Tucchas, in February.

Insight

Insight, the oldest event on the IIM calendar was held from September 30 to October 2, 2016. The three-day extravaganza saw distinguished speakers such as Saad

Ahmed, Business Development Head at Uber India and Suresh Triveni, the brainchild behind the Mauka Mauka advertisements, speak in front of a packed RJM. The workshops too witnessed a similar turnout for all its segments. Nielsen, Panache Studios India, and Lowe Lintas, big marketing names in their own niche categories, kept the audiences glued to their seats each day.

In the midst of the glamour surrounding the actual days of the symposium, it is easy to overlook the tremendous volume of registrations received for the events, which began weeks in advance with the online quizzing rounds. The events were conducted without any glitches, a remarkable feat in itself.

Then there was Kaleido, The Pop-Up Flea Market where designers and artists laid out handicrafts, accessories and other wares for sale. The event was very well received by the Ahmedabad junta, who thronged the campus in large numbers and completely transformed the look and feel of the otherwise calm walkway beside CT and Bizarre eateries.

Stand-up comedy performances and musical shows rounded off the complete entertainment package that was Insight 2016. With over 25,000 registrations received across the various events and workshop sessions; it was also one of the most successful editions hosted in recent times.

Literary Symposium Desk

The Literary Symposium Desk successfully organized several activities this year. The year was flagged off with the Faccha Litweek, an event that always manages to excite, providing a platform for the newcomers to display their various literary proficiencies. Towards building a debating culture within campus, LSD organized regular parliamentary debates, where a diverse range of topics were debated. The highlight of the debating calendar, however, was the Faculty-Student debate conducted on Independence Day. The debate saw Director, Professor Ashish Nanda, and Professor Arvind Sahay take on a student team on the issue "Students undertaking subsidised education should be contractually bound to work in the home country for a specified number of years". The event stirred an interesting discussion, where many took the opportunity to voice out their opinion. The event was a full house, attended by members of all sections of the IIMA community and the debate was both enthralling and enlightening.

LSD hosted Lit-e-rally, the annual inter-section competition. There were some close finishes in some of the quizzes and Shipwreck saw a stellar display of speaking prowess. Continuing the tradition, IIMA sent 13 participants to Nihilanth this year as well. The relatively small contingent managed to punch beyond its weight, with podium finishes in four of the seven quizzes.

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

Media Cell

For an intellectual mass that is infatuated with logical vigor and is adept at identifying globe, feeding content is a tough job. That qualifier should substantially elevate the work Media Cell did especially when considered in conjunction with the fact that 4 newsletters were published over the year. Looking back, the team certainly lived up to the Media Secretary's vision of becoming a more-internal facing club.

The major achievement of Media Cell this year is not in publishing content or publicizing discontent. It is democratizing writing. It is trying to replace the notion of 'right to free speech' with 'write to free speech.' Puns aside, Media Cell launched the *Writing on the Wall* initiative to foster a culture of content generation on campus. Media Cell coordinated with other career clubs and Professors to create a sustained effort to glamorize authorship. It is remarkable that this initiative attracted over 40 articles across five cohorts (Creatives, Fin + Eco + Pub Pol, GMLC + Ops, Marketing, Tech + Entre) in the first iteration itself. With three successful iterations and the launch of official student blog to house these contributions, the writing on the wall for this enterprise is pretty clear.

One of the unintended consequences of the *Writing on the Wall* initiative is discovering the hidden talents of our design team at taking potshots on prominent folks of the country. A new culture of political commentary was started by our Design Team. The team also started new avenues of community outreach by initiating Panel Discussions. After all, whenever someone has something to say, the Media Cell has the responsibility to make sure they are heard.

Mentorship Cell

The Mentorship Cell had an amazing year from June 2016 to March 2017. The year saw a huge increment in the number of PGPs applying to become mentors (from 160 odd PGPs to 230+ PGPs) with the spirit of passing on the beautiful experience that they had with their mentors the previous year. The cell allocated 80+ mentors this year to the incoming batch.

The cell saw its mentors taking on their responsibilities with extreme diligence and utmost priority, be it organizing introductory sessions at the LKP lawns or giving one on one mentoring with regard to onboarding to the IIMA life or academics or placements.

Apart from the Mentorship programme, the cell also organized a number of workshops in association with other clubs for the summer placement process preparation with respect to the HRQs and other elements.

Mess Committee

Mess Committee was responsible for ensuring provision of fresh and hygienic food on campus and carried out weekly/biweekly audits for the same. Mess Committee started with introduction of a new vendor in Students' Mess and the traditional Harvard Dinner where PGP2s welcome PGP1s to the IIMA life by serving them food. Weighing machines were introduced in the mess to keep track of food wastage and encourage students to minimize food reduction. Contracts were renewed for six food outlets and students' mess. Egg preparations were introduced in Nescafe kiosk to make up for the lack of food outlets in new campus. Healthier options such as Dhokla and Upma were introduced, outside CRs, for breaks between classes. December saw concreting of floor and provision of sink for washing utensils in Tapari and location for a new outlet near KLMDC library was deliberated upon. Post this New Year dinner was organized to celebrate the end of another fruitful year for IIMA community. The session ended by organizing two Faculty Student Interaction dinners and batch dinner to congratulate the out-going batch for a successful placement season.

MAD Club

MAD, The Movie Club, 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 the IIMA community better understand how the creative and commercial viability go hand in hand in today's modern era of

movie making. The hugely popular actors Nawazuddin Siddiqui and Radhika Apte were greeted with great enthusiasm.

A new series "Remembering the Classics" was launched to allow the IIMA community to appreciate the great movies from an older era. Films like *Casablanca* and *Citizen Kane* were screened for 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*. For those who appreciate mainstream cinema, *Kung Fu Panda* and *Deadpool* were screened. For sports enthusiasts, the Australian Open final, a classic between Roger Federer and Rafael Nadal was screened at the Ravi J Matthai Auditorium. Football fans were able to savor the best matches on the big screen with screenings every fortnight of the biggest derby matches across Europe.

Cinema quizzes as well as quizzes based on Harry Potter, The Avengers and LOTR 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 Wi-Fi.

Music Club

The year kicked off with the customary event 'Aaghaz 2016' where second-year members of the club welcomed the new batch with splendid performances. Next up was "High Hopes", the performance by the first year members, which again was a very successful gig. The Club imbibed the spirit of patriotism with some evergreen patriotic songs on Independence Day.

Further, the club collaborated with FSI to pay a tribute to the faculty on teacher's day. The show consisted of the performances by both students and profs and was thoroughly enjoyed by the whole IIMA community. Music club also represented the institute on the events Insight and Confluence and pleased all the visitors too.

The club's band, Gaya and the Guys, represented IIMA on "Blizzards of Rock", Chaos 2017 and mesmerized the audience with a stunning performance. Owing to the mass interest, Guitar classes were organized for all the guitar enthusiasts in campus.

Music Club closed the year with 'Euphony' - a farewell event dedicated to all the beloved graduating students.

Niche

The flurry of activities and initiatives undertaken by Niche in the year '16-'17 will surprise anyone who felt that Niche is the 'chill' career club to join at IIMA. It started with the Niche Intro video featuring renowned IIMA alumni including Mainak Dhar, CEO, General Mills and eminent professors such as Aravind Sahay, which got all the fachchas hooked.

In the early months, those interested in marketing careers could be spotted at speaker series such as political PR (How India Votes) or engrossed listening on to every word at Professor Sahay's interactions with the 2015 batch. This year, Niche introduced a new concept: Marketing adda, which opened up an avenue to gain first-hand experience from marketing stalwarts. At the same time there were opportunities for a more ground-level experience through field visits such as the P&G Sales Immersion.

As always during placements, Niche through its weekly ad analysis competitions, remedial sessions, mentorship programs, mock GDs and interview sessions, was the powerhouse for marketing knowledge. Once the placement fever died down, Niche launched a few fun events including the Digital Marketing Challenge – an ongoing competition to promote 4-5 Ahmedabad-based restaurants, through social media platforms.

Optima

Optima, the operations club, acted as a knowledge centre of Operations Management by hosting the speaker sessions of eminent personalities like Mr. Narendra Bansal, CMD, Intex Technologies and Mr. Anil Kumar Sharma, VP – Sourcing, Nestle. The club has been working diligently to guide and mentor the students through a mentorship program and acted as a platform for operation enthusiasts. In the objective of creating interest in operations, Optima initiated the year with a welcome quiz for the PGP1s. In support of academics, as the career club, Remedial Sessions were conducted for Operations Management courses for both PGP1s and PGP2s. Optima also took the onus of assisting the PGP Placement Committee in summer placement preparation of the first year students by conducting mock interviews and sending out daily newsletters, OPEX, on relevant topics. Optima also facilitated the widely recognized six sigma Green belt program under the patronage of KPMG. On popular demand, a second edition of the same was conducted. This year, a case study competition, Opstruct, was

organized in collaboration with Confluence team for all popular B-schools in India.

Panacea

The 2016-17 team of Panacea - The Healthcare Club of IIMA has lived up to its foundation objective of creating awareness about opportunities in healthcare by conducting guest sessions by eminent personalities in healthcare industry, and also focusing on improving the overall health standards for students on campus.

Blood donations camps were conducted on Independence Day and Vijay Diwas in collaboration with GCRI and The Red Cross Society, which witnessed great community participation.

A hands-on session on Basic Life Support (BLS) was organized with Shalby Hospitals where one could learn about simple life-saving techniques practised during health emergency situations.

Like every year, medicine kits were provided to every dorm with necessary OTC drugs and free health check-up was conducted for students.

Prompt action was taken on the malaria menace by collaborating with the SAO and conducting a survey on dengue/malaria, and subsequently ensuring availability of preventive medicines in the mess.

The Personalized Nutrition and Wellness Counselling session was the final big event conducted in association with Nestle India during Chaos.

The Speaker sessions organized last year included a panel discussion on Sustainability of Technology Driven Solutions and Indian Healthcare, interactions with Pradeep K Jaisingh (IIM A Alumnus and Chairman of Healthstart), Vikas Khokha (Director HR, Zimmer-Biomet India), Nishant Mehta (Global Senior Product Manager, Medtronic Greater China and Emerging Markets), and a session on career opportunities in IT in lifesciences Industry by Mr. Sunil (Head, Infosys Life Sciences business in West Coast Americas).

Perspectives

The year 2016-17 began with crowd sourcing of photos from the IIMA community to refurbish the mess gallery. Targeted towards photography enthusiasts to help them to take their photography skills to the next level, Perspectives organized 'Photography Demystified' – a Basic Photography workshop covering aspects like DSLR handling, exposure triangle

and mobile photography. Before the 2s went on exchange, Perspectives made sure to coordinate with 40+ student activity bodies on campus for formal 'Club Photo shoots'.

Perspectives had a host of activities planned to keep the community engaged during Term 2. It began with the Intra-IIMA Theme Based Photography competition (Theme – 'Nature'). Perspectives took the responsibility to click the formal 'Red Bricks' photos for the incoming exchange students, using professional studio lights and techniques. Partnering with Prakriti, Perspectives organized an off-site to 'Nalsarovar' and 'Lothal' where Perspectives offered Photography tips to the attendees.

As the exchange students returned in Term 3, it was time for nostalgia and Corp-Ds – and Perspectives helped the community in creating memories which could be re-lived by coordinating the 'Dorm Photoshoots' across 25+ student dorms across campus. Perspectives also began increasing engagements via activities on its Social Media pages – 'PoTD' (Picture of The Day) initiative, frequent publishing of photos captured by the Perspectives team of the various student activities, Placecom activities, and performing arts on campus.

Placement Committee

This year saw some remarkable initiatives by the Placement Team, apart from conducting Summers and Final Placements. Firstly, the CV day initiative was highly useful to the candidates to network with tuchas for the CV reviews. Secondly, Placecom started scouting for summer internships for PGP2s who are free in the months of April and May. Summer placements, conducted in November, saw gradual diversification in Cluster 2 and cluster 3 roles. Laterals and Finals placements saw marquee first time recruiters. The focus was more on providing enough opportunities to the candidates for finding the right sector fit. The final few months Placecom invested its resources on the digitization initiative to modernize its platform. Overall it was an eventful academic year for Placement related activities

Prakriti

Prakriti, the nature and sustainability club was founded with the objective of propagating the spirit of nature, updating knowledge about sustainable methods and involving people for a cause. The club conducted events such as "Dorm energy wars". This is an event where a healthy competition is conducted

among dorms for increasing awareness about ways in which electricity can be saved, dorm with least energy consumption declared as the winner. Apart from this club also conducts Adopt A Sapling Drive wherein a sapling is given to student community in order to provide them a sense of responsibility and opportunity to connect with nature, know the campus quiz (WIMWIan Green Quiz), tree naming, nature photography contest, bird watching session, and Nal Sarovar trip providing students opportunity for a nature walk and inspiration, which all were in line with the club's objectives.

The club strives to be a path setter for other institutions to go for renewable energy sourcing and adopting green practices in daily use.

Prayaas

The social initiative has about 100 kids currently enrolled, with Prayaas taking care of their education by sponsoring their school and other education expenses and also providing them supplementary classes in the evening.

In association with the Fine Arts Club, Prayaas arranged for multiple arts and craft workshop. IIMACTS trained the kids to put up a spectacular performance for the Independence Day celebration at RJM. The Prayaas kids also participated in various events organized by Aproch, an Ahmedabad based NGO, and also performed at Chaos 2017. Prayaas celebrated a number of festivals and also birthdays of children monthly. Prayaas also conducted a health check-up camp for all the kids.

Prayaas continued with the Joy of Giving Week celebration. The kids were made to write wishes and these were collected and consolidated and shared with the IIMA community who had an engaging time distributing the gifts to the kids.

A mentorship program for IIMA community was started, where interested participants were assigned Prayaas kids as mentees. The event was named elder brother-sister programme and was held in tandem with Rakshabandhan celebrations and a rakhi making workshop by the Fine Arts Club.

The exchange students from Italy arranged for an Italian themed dinner to raise funds for Prayaas. The exchange students also conducted football training sessions for some kids. Prayaas started with the "Guardian Angel" programme which a donor can

sponsor the complete need of one or many students for an entire year, which saw huge interest from the participants of the Armed Forces Programme.

Product Management and Technology Club

The year 2016-17 has been very exciting for the Product Management and Technology Club. This year the club focussed more on increasing awareness of the various career prospects that management students can look out for in technology companies. With such an endeavour, club started off with an awareness event. To bring an industry perspective about e-commerce and start-ups in technology space, club hosted multiple speaker sessions. Speakers of CXO and VP levels from Myntra, Housing.com, Microsoft, Souq.com, and Cisco have come down to campus and gave lectures on multiple contemporary topics.

Another major initiative is the preparation of quality content for assisting students during their summer, lateral, and final placement. This initiative proved to be highly effective for students to handle their interviews extremely well. The club, in association with professors, has been able to offer lectures that helped students for placement. Further, the club organized multiple mock GDs, mock interviews, and mentorship programme in association with PGPM students and other experienced candidates of the batch.

The club conducted multiple competitions such as IoT Hackathon and TechnoMania, a technology quiz for the entire student community. Further, the club has also been actively involved in assisting students in their academic activities by offering remedial sessions for courses from the Information Systems group.

Public Policy

It has been the endeavor of the club throughout the year to cultivate an environment conducive to a better understanding of policy issues at the Institute and thereby help in making the students more informed about policy matters. The Club organized speaker sessions by eminent persons such as Mr. Adil Zainulbhai (retd. Chairman, McKinsey and Co.), Professor Sandeep Pandey (Ramon Magasasay Winner), Professor Harsh Mander (member NAC), among others who dealt with topics such as education policy in India, careers in public policy, etc. The club in association with Confluence organized a panel discussion on the topic of Circular Economy that was chaired by Professor Anish Sugathan (Business Policy, IIMA) and included Dr. Jay Prakash Narayan (Ex. MLA, Gen. Sec. of FDR)

and Mr. R.H. Khwaja (former Joint Sec, MoEF) amongst its attendees.

The club had organized an essay writing competition and a case study competition which saw participation from all major universities throughout the country. The club also organized a Model United Nations that was attended by students from top colleges across the country.

ShARE

ShARE started as a platform to share knowledge, and has grown in scale, now working as a corporate training center, a social network, and a consulting organization. ShARE trains its members and offers them the possibility to interact with other students from 4 different continents and more than 15 countries. ShARE-IIMA became among the leading chapters of ShARE Global.

Last year, ShARE launched the 'I-Batch' competition (International Batch) which saw participation of 250+ global students. The team headed by one of the IIMA members received the 2nd position in this 6-month long event. The senior member team undertook 3 global projects, majorly focused on the energy industry, across 2 continents. The ShARE World Seminar in India was conducted this year at IIT Bombay. Many senior members attended this international conference and met global leaders and members. Plans have been made to mentor newer ShARE Chapters across Asia and help this community grow strong throughout the world.

SMILE

One of the major highlights of 2016-17 was the official inauguration of SMILE on October 27, 2016. The event was graced by the presence of Professor Ashish Nanda, Director, Mr. Piyush Desai, Chairman, Wagh Bakri Tea Group, Professor Rakesh Basant, Dean (A&ER), and Faculty Coordinator, Professor Anil Gupta, SMILE teachers, distinguished guests from Wagh-Bakri, and the SMILE team. SMILE gets its financial support from the Wagh Bakri group, centre space has been provided by AMC, while the IIMA community provides the time and effort required for its regular operations.

Vineet, Coordinator for SMILE, 2016-17 and his team took a lot of initiatives to contribute to the success of SMILE. Battling various issues like language barrier while teaching (most of the students are of Gujarati medium) and the hectic academic schedule (team

members need to spend four hours each week), they were able to tutor as many as 60 students regularly who are from Std VI to Std XII. The centre remains open for six days a week. They organized various community visits in and around Vastrapur region to raise awareness about the initiative. Various workshops like quilling and culture events like dance performance on Independence Day were conducted. There were screenings of movies to ensure kids have fun so that regular studies do not become mundane. The activities kept the students involved throughout the year.

IGNITE Awards was conducted on January 8, which saw participation from 60 students of both SMILE and Prayaas. The competition is of national scale and encourages students under 18 to submit innovative solutions to daily problems. The presenter explained at length about the previous year submissions and expectations of the committee. The students responded with a lot of enthusiasm and submitted unique ideas which were then evaluated by the presenter.

Sports Committee

Improving the sports facilities on campus on a continued basis, that's the vision Sportscomm started with at the beginning of the year. Starting the year with Yalgaar (the Faccha-Tuccha sports meet), sporting talent in the incoming batch was easily scouted and prepared for more serious roles in the team for upcoming events. In Shaurya (the sports fest of IIMA), the performance of our teams was at peak position with the IIMA contingent lifting the overall tournament trophy with a healthy margin. With the ever present support of the General Secretary, sports equipment like carrom boards, dart boards, cricket kits, etc. was also provided to each and every dorm.

Sportscomm was also instrumental in organising shorts runs on various days of significance, such as the Independence Day and the birth anniversary of Sardar Patel, which saw enthusiastic participation from the IIM community. The New Year did start on a slightly melancholy note though, with the winning streak of IIMA being broken at Sangharsh. Sportscomm then rounded up the year with purchases of bicycles and additional equipment for the Sports Complex, including a swanky new Air Hockey table to include recreational gaming at the Sports Complex.

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.

Night Sky Watching Sessions: Conducted multiple stargazing sessions with added information on stars, nebulas, planets, and other celestial objects visible from campus.

Workshop on handling Telescope: A hands-on session with telescope to mark the eve of Supermoon Lunar Eclipse and observe the moon in all its glory.

The Star Conundrum: The Annual Astronomy Quiz Competition organized by Stargazers to test interesting theoretical and practical aspects of Astronomy.

Rann of Kutchch Trip: Organised an astrophotography tour to the Rann of Kutchch. Given the light pollution in Ahmedabad, this gave a brilliant opportunity to gaze the clear night sky.

TEDxIIMAhmedabad

TEDxIIMAhmedabad is a special interest group that was started in the middle of this academic year. The major activity of the Group was the TEDxIIMAhmedabad event that happened in the last week of February. A lot of effort was put into selecting a theme for the event. After considerable discussions and deliberations, the theme of the event was finalized as "Renaissance". In order to ensure compliance to the TED rules and to serve the core purpose of TED in general, speakers from diverse backgrounds who would add value to the session through their speeches were invited.

Finally, a set of seven speakers who fulfill these criteria were selected to give speeches within the standard 18 minute time window of TED. The event started with the faculty advisor for the Group, Professor Dheeraj Sharma, giving a brief overview of the event to all the participants and extending a welcome note to the guest speakers. The event spanned over a six hour window with seven speakers talking about issues/developments in their fields that could be related to the theme of the event.

With participants from PGP, PGP-FABM, PGPX, FPM and AFP, the event was in all aspects a real IIMA community event. Post completion of the session and in between the session, efforts were made to facilitate interaction between the guest speakers and the members of IIMA community. This ensured that the event served as a knowledge and experience sharing platform for the participants involved.

Women Leadership Society

WLS started the year 2016 playing 'Devil's Advocate'. The debate session received lot of enthusiastic responses from students and staff. We also introduced Full Frontal - the newsletter for WLS - which was appreciated by the IIMA Community.

We hosted a lot of eminent speakers during the year 2016-17. We had Ms. Krupa Venkatesh, Director (Taxation) Amazon India, IIMA alumnus Usha Bora (founder of Lifestyle Brand Jamini), Saeed Joshi, and Sriram Padmanabhan, with their experience of being an IIMA Couple and their new start-up - Cymorg, host interesting interaction sessions for the IIMA Community. Another of the IIMA alumni who came for a speaker session was the well known Ms. Mallika Sarabhai. We also had the Strategic and diplomatic affairs editor for the Hindu - Ms. Suhasini Haider come for a motivating interaction session for WLS and the

IIMA Community, who talks about her vast experience in countries like Iraq, Libya, Lebanon and Syria.

Apart from that, we organized 'Spotlight' - The annual Women Leadership Summit in collaboration with Confluence, the Annual Management Conclave of IIMA. We hosted three speakers from various backgrounds - comedian and actor Ms. Mallika Dua, founder of Menstrupedia - Ms. Aditi Gupta, and Founder of Teleradiology Solutions, Ms. Sunita Maheshwari. The event received huge participation from the IIMA Community and beyond.

We started our Community Outreach Program in March 2017, when we hosted the children from a girls' orphanage in Ahmedabad at the IIMA campus for Women's Day Celebrations. Women's Day marked the beginning of what would be a long journey of the development of the girls at the Saiyed Sultan Ahmed Muslim Yatimkhana.



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 the library. Its website <http://library.iima.ac.in> is linked to various online databases that are available from any networked computing device within the library and the Institute. It has also launched an Android app for accessing its resources. It has recently introduced the E-Book Reader Lending Service for users. The library spares no efforts to fulfill its mission by selecting, acquiring, organizing, retrieving, 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 2016-17	Items as on 31.03.2017
Books	2,367	1,94,240
Bound Volumes of Periodicals	650	46,039
Working Papers	83	2,624
Thesis	12	330
Project Reports	127	2,187
Educational Video Cassettes	---	128
CDs / DVDs	68	2,527
Current Subscription to Journals	48	19,815
News Papers	---	103
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 Database

ACE Knowledge and Research (ACE Equity), ACE Mutual Fund (Offline), BankruptcyData, Bloomberg, CAPITALINE, CMIE – CapEx, CMIE - CapEx dx, CMIE – Commodities, CMIE - Economic Outlook , CMIE - Industry Outlook , CMIE - Prowess dx, CMIE – ProwessIQ, CMIE - States of India, CMIE Trade dx, Compustat (North America University Package), Corporate Social Responsibility, CRISIL Research, CRSP (Center for Research in Security Prices), Datastream, Dion INSIGHT, District Metrics, DSI Data Service & Information, EMIS Intelligence (ISI Emerging Markets (Asia)) , EPWRF Economic and Market Review and Research, EPWRF India Time Series, Euromonitor Passport, Frost & Sullivan Growth Partnership Services, GARTNER , Indian Boards, Indiatat.com, Infraline - Coal Sector, Infraline - Oil & Gas Sector, Infraline - Power Sector, ISID Database: Institute for Studies in Industrial Development, MarketLine Advantage, MICA Indian Marketing Intelligence, NASSCOM Member Directory, Orbis Bank Focus, Thomson Reuters Eikon, Tracxn.com, Venture Intelligence : M&A Deal Database, Venture Intelligence : Private Equity Deal Database, Venture Intelligence : Real Estate Deal Database, WARC Database, and WRDS

E-Journals Database

ABI/Inform Complete, ACM Digital Library, EBSCO Academic Search Complete, Business Source Complete, EconLit, 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 Database

Ebrary (e-book central), Business Expert Press E-books, OECD iLibrary (Education), OECD (Agriculture & Food), Taylor & Francis E-books, World Bank e-Library and World ebook 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 Journal and ProQuest Times of India Archive (from 1888 to 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

Encyclopedia of Britannica, Power Lingo Fx25, South Asia Archive, E-Research, and World Bank Data.

Data Sets

ASI-Unit level data (1983-2014), CDP Global Dataset, Census of India, Daily Rainfall Data - Ahmedabad Station (1975-2006 & 2012), Daily surface data (India) for 10 stations (2004-2011), District GDP of India (2001-2002 to 2015-2016), District Wise Monthly Rainfall Data (1901-2010), IMS Anti TB-Data, Monthly Surface Data (1961-2014), NSE - CM & FAO (1999-2017), NSS Data (Round No 51-71) (1994-2014) and UCLA-LoPucki Bankruptcy Research Database

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
- ▶ E-Book Reader Lending Service

Publications

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

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

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





WELFARE ACTIVITIES

International Women's Day Celebrations

The Welfare Committee celebrated the International Women's Day Celebrations on March 8, 2016. The Committee arranged to distribute sweet packets and roses to all the 201 women engaged with the Institute and hosted special lunch to all permanent women employees.

Employees Annual Health Check-Up

A general health check-up for employees who are above 35 years was organized by the Welfare Committee during April - July 2016 at Columbia Asia Hospital, Ahmedabad. A total of 344 employees and their spouses benefited from this activity.

Summer Class for IIMA Community Children

The Committee organized a summer classes for children from May 10 to June 10, 2016 wherein different activities such as dance workshop, art and craft workshop, and origami and painting workshop were conducted. The committee also encouraged the community children to join summer classes held at AMA and VASCSC and reimbursed ₹ 500 per child participating in these classes. Twenty-eight children participated in these classes.

Professor B.H. Jajoo Welfare Committee Medical Scheme

Professor B.H. Jajoo, voluntarily donated an amount of ₹ 25,00,000 to set up a fund for the medical needs of retired employees. The sub-committee constituted by Professor Jajoo checks the genuine requirement of medical needs and distributes the amount to retired employees with the help of the Welfare Committee. This year ₹ 1,41,150 was reimbursed among the retired staff members of Group C & D after verifying the necessary proof like Medical bills, and Certificate issued by Doctors/Medical Stores.

For the first time, Professor B.H. Jajoo, the Medical Scheme sponsored annual general health check-up for the retired group C&D CPF employees. There were around 25 ex-employees who benefited from this initiative.

Higher Education Loan for IIMA Community Children

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





Gujarati New Year celebrations

Every year, after Diwali holidays, the Welfare Committee organizes a get-together to celebrate the Gujarati New Year. This year also, on November 11, 2016, Gujarati New Year was greeted by lighting lamps, flower decoration, fireworks, and distributing sweet packets to all those who were present in the get-together.

For the first time ever, the Gujarati New Year celebrations were held in Louis Kahn Plaza. The entire Louis Kahn Plaza was lit by candles. Director, Dean-AER, Dean-Faculty, Dean-Programme, and CAO of the Institute greeted everyone present during the get-together celebration.

Institute Day Celebrations

To Commemorate the Institute's foundation day, the "Institute Day" is celebrated on December 11th of every year. During the celebrations, awards will be presented by the Director to meritorious children and staff members to promote their talents. There were 41 awardees this year. A cultural programme is also being organized every year wherein community children, staff and students perform. For the first time, some male staff members performed on the stage this year.

Educational Initiative – Conducting Tuition Classes

Staff Welfare Committee in association with an NGO, "SAMVAAD", organized free tuition in the campus for the children studying in classes Std. I to Std. VIII, of Group C & D employees. This initiative is being carried out by Samvaad, a group of volunteers from different fields like education, medical, law, finance, corporate, art, literature, music, etc. associated to uplift the less privileged people of the society with its primary focus on their educational empowerment. At present, there

are 25 children who are availing this benefit.

“Sri Ramakrishna – Shrada Medical Fund”

Staff Welfare Committee created a medical fund this year in the name of Shri. Ramakrishna Shrada Medical Fund, with a corpus of ₹ 5,00,000 contributed by Professor Shekar Choudhury, and Ms. Saroja from PGP 1990 Batch. The earning from the fund will help meet medical expenses of retired group C&D employees and their spouses.

Employees Birthday Celebrations

As a goodwill measure, Staff Welfare Committee started a new initiative of celebrating employees' birth days effective from May 1, 2016. Employees are greeted with greeting card and small sweet packets on their birthdays.

Other Activities

PEM Workshop

Perdekamp Emotional Method (P.E.M.)

Welfare Committee in co-ordination with Sunshine Entertainment & Events, Kolkatta has organized a workshop on PEM [Perdekamp Emotional Methods] on November 7, 2016. This is Emotion Balance Programme [EBP], through Bio-Access Method. This programme is designed and presented by PEM, Germany, The course was developed by a German Director and is now spreading the Emotional Access Method through Bio- process across the world

Talk on Physical Activity

Welfare Committee in co-ordination with VMove organized a Talk on Physical Activity on December 21, 2016 with the help of Dr. Kumudi Joshipura, Director of Center for Clinical Research



and Health Promotion. VMove was introduced in a TEDx talk to inspire, empower, and enable people to engage in physical activity anytime, anywhere, in any attire without needing resources, to fill a gap between evidence based physical activity recommendations and translation into practice.

Heartfulness Meditation Masterclasses
Welfare Committee organized Heartfulness Meditation

Master classes free online programme for three days from January 2-4, 2017 with the help of heartfulness Organization.

Health Talk
Welfare Committee organized a talk on January 25, 2017 with the help of Dr. Rajendra Toprani M.S., M.ch. (Surgical Oncology) Head and Neck Cancer Surgeon from HCG Cancer Center, Ahmedabad.



APPENDICES

POST-GRADUATE PROGRAMME IN MANAGEMENT

A1: STUDENTS IN PGP

	PGP I	PGP II
Joined the Programme	396	395
(-) Discontinued	1	-
(-) Permitted/asked to rejoin in 2017	1	-
(+) Repeaters	-	-
(+) Permitted to rejoin in 2016	1	-
No. in the First/Second Year	395	395
(-) Asked to withdraw	-	-
(-) Asked to repeat	-	-
(-) Not graduated due to non-completion of academic requirements (Double degree and General)	-	12
(-) Not Graduated due to non-completion of academic requirements	-	-
(+) Graduating from earlier year	-	-
(+) Students graduated under double degree programme	-	18
Total promoted/graduated	395	401

A2: IIMA STUDENTS ON EXCHANGE PROGRAMME

ASIA			
One-term Exchange Programme		HHL-Leipzig Graduate School of Management, Leipzig	1
Asian Institute of Technology, Bangkok	1	Manchester Business School, Manchester	1
International University of Japan	2	Norwegian School of Economics and Business Administration	2
Keio Business School of Management, Japan	2	Pforzheim University of Applied Sciences, Pforzheim	5
University of Kyoto	3	Solvay Business School, Brussels	2
Guanghua School of Management, Beijing	2	Stockholm School of Economics, Stockholm	3
Antai College of Economics and Management, Shanghai Jiao Tong University	2	University of Bocconi	5
The Chinese University of Hong Kong	1	University of Cologne	6
St. Petersburg University, Russia	3	University of Maastricht, Maastricht, Netherlands	5
AUSTRALIA		University of Mannheim, Germany	2
Australian Graduate School of Management, Sydney	2	University of St. Gallen, Switzerland	2
EUROPE		Vienna University of Economics and Business Administration, Vienna	2
Copenhagen Business School, Frederiksberg	4	Munster School of Business and Economics, Germany	4
EDHEC, Cedex	4	Louvain School of Management, Belgium	4
ESCP-EAP	10	Catolica Lisbon, Lisbon	2
ESC-Toulouse	4	ESC Clermont, France (Name changed from FBS, France, ESC Bretagne, Brest, France)	4
ESSEC	10	ESC Rennes School of Business, France	3
ESSEC - MS, MIA (for PGP-ABM)	5	Warsaw School of Economics, Poland	4
European Business School, Germany	1	Emlyon Business School, France	5
HEC School of Management, Paris	5	IESEG School of Management, France	3
Aalto School of Economics and Business Administration, Helsinki	2	CEU Business School, Hungary	2
Jonkoping International Business School, Jonkoping	4		

Contd. Appendix

A

HEC Lausanne, Switzerland	3
Instituto de Empresa, Madrid	1
Instituto Tecnológico Autónoma de México	1
NORTH AMERICA	
The Kenan Flagler Business School, University of North Carolina, Chapel Hill	1
University of Texas, Austin, Texas (McCombs School of Business)	1
The Fuqua School of Business, Duke University	2
CANADA	
University of British Columbia, Vancouver (for PGPABM)	1

McGill University, Montreal	2
Sauder School of Business, Vancouver	1
Total	147
Double Degree Programme	
ESCP, France	3
University of Bocconi	4
HEC School of Management, Paris	2
European Business School, Germany	2
University of Cologne, Germany	1
Total	12

A3: FOREIGN STUDENTS ON EXCHANGE PROGRAMME

Name of the exchange partner	
ASIA	
Asian Institute of Technology	2
Keio Business School of Management, Keio University	1
Graduate School of Management, University of Kyoto	1
Graduate School of Management, St. Petersburg University	2
AUSTRALIA	
Australian Graduate School of Management	2
EUROPE	
Copenhagen Business School	5
EDHEC	5
ESCP-EAP	5
ESC-Toulouse Cedex	1
ESSEC	9
ESSEC, Cedex, France - MS, MIA (for PGP-ABM)	2
HEC School of Management, Paris	1
HHL-Leipzig Graduate School of Management, Germany	1
Manchester Business School, Manchester	1
Solvay Business School, Brussels	1
Stockholm School of Economics, Stockholm	3
University of Bocconi, Milano	5
University of Cologne, Koln	4
University of Maastricht, Maastricht, Netherlands	3
Vienna University of Economics and Business Administration, Vienna	2

Munster School of Business and Economics	5
Emlyon Business School	6
European Business School	1
Instituto de Empresa, Madrid	2
Norwegian School of Economics and Business Administration, Bergen	1
University of St. Gallen, St. Gallen	2
Warsaw School of Economics, Poland	3
WHU Koblenz Graduate School of Management, Germany	1
NORTH AMERICA	
Stern School of Business	1
University of Chicago Graduate School of Business	1
University of Texas, Austin, Texas (McCombs School of Business)	1
SOUTH AMERICA	
Universidad De Los Andes School of Management, Bogota	1
CANADA	
Schulich School of Business, York University, Toronto	1
AFRICA	
Lagos Business School, Pan-Atlantic University, Lagos	1
Total	83
Double Degree Exchange Programme	
University of Bocconi, Milano	5
HEC School of Management, Paris	2
ESSEC Business School, France	2

Contd. Appendix

A4: SCHOLARSHIPS**INDUSTRY SCHOLARSHIPS BATCH 2015-17 (FIRST YEAR)**

Name	Scholarship
Siddharth Daga	Jet Age Finance Pvt. Ltd.
Akash Gupta	Infosys
Ashish Khullar	ICICI
Samyak Daga	SBI Mutual Fund
Anirudh Jain	S.M. Shah
Patankar Devdatta Sanjiv	IIMA Silver Jubilee/PGP 87 Batch/Faculty Memorial, AUDCO and IIMA
Ganesh Kumar Baskar	IIMA
Srejan Goyal	IIMA
Ankur Garg	IIMA

Pradip Singhi	IIMA
Apoorv Singh	IIMA
Sourav Mundhra	IIMA
Karthik Sridharan	IIMA
Varnith M. Kopparam	IIMA
Hardik Wadhwa	IIMA
Nikhil Gupta	IIMA
Ayush Bansal	IIMA
Swapnil Agarwal	IIMA
Manu Gulati	IIMA
Shah Nishad Manish	IIMA

INDUSTRY SCHOLARSHIPS BATCH 2015-17 (SECOND YEAR)

Name	Scholarship
Samyak Daga	Mrs. Sharda Bhandari and Mr. P.K Rath
Akash Gupta	Ajay Banga Ischol
Ashish Khullar	Ritu Banga Ischol
Siddharth Daga	Alok Mishra
Hardik Wadhwa	Jet Age Securities Pvt. Ltd.
Anirudh Jain	S.M. Shah
Manu Gulati	IFCI Limited
Swapnil Agarwal	IFCI Limited
Karthik Sridharan	DS Raj Shinde ISchol
Jayesh Sharma	DS Raj Shinde ISchol

Vaibhav Singhal	Monsanto and IIMA
Abhishek Priyam	Surrendra Paul and IIMA
Ujwal Kalra	Dun Bradstreet and IIMA
Pradip Singhi	IIMA
Ganesh Kumar Baskar	IIMA
Joshi Abhijit Mohan	IIMA
Yogesh Yadav	IIMA
Sudiksh Gupta	IIMA
Mohit Khatri	IIMA
Katru Uday	IIMA

ADITYA BIRLA SCHOLARSHIPS

- Anantika Jain
- Ritika Chaudhury
- Avni Jain
- Mihir U. Shah
- Vishal Kansal
- Devdatta S. Patankar

Contd. Appendix

A

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	93656	18462	9033	2327	601	21	10	124110
	Female	47663	6716	3619	1054	124	6	1	59183
	Trans.	-	16	-	-	-	-	-	16
	Total	141319	25194	12652	3381	725	27	11	183309
Candidates Called for interview	Male	396	260	125	57	30	19	7	894
	Female	141	65	43	33	7	6	-	295
	Trans.	-	-	-	-	-	-	-	-
	Total	537	325	168	90	37	25	7	1189
Candidates attended the interview	Male	383	254	119	53	29	18	7	863
	Female	139	63	43	29	7	5	-	286
	Total	522	317	162	82	36	23	7	1149

POST GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT

B1: APPLICATIONS RECEIVED FOR PGP-FABM

Category	Batch 2016-18				Batch 2017-19			
	Male	Female	Trans	Total	Male	Female	Trans	Total
General	62136	28696	0	90832	66350	31244	0	97594
NC-OBC	12496	3908	27	16431	13904	4589	10	18503
SC	6135	2083	0	8218	6532	2499	0	9031
ST	1568	576	0	2144	1630	677	0	2307
DA	437	47	0	484	450	81	0	531
Total	82772	35310	27	118109	88866	39090	10	127966
Percentage	70.08	29.90	0.02	100	69.45	30.54	0.01	100

B2: PGP-FABM ADMISSIONS: 2017-2019

Particulars	Gender	General Category	Reserved Category					Total
		GEN	NCOBC	SC	ST	DA	GMAT	
CAT takers	Male	98554	19614	9580	2490	628	-	130866
	Female	51780	7636	4026	1220	134	-	64796
	Trans	0	17	0	0	0	-	17
	Total	150334	27267	13606	3710	762	-	195679
Applicants to PGP-FABM	Male	66350	13904	6532	1630	450	-	88866
	Female	31244	4589	2499	677	81	-	39090
	Trans	0	10	0	0	0	-	10
	Total	97594	18503	9031	2307	531	-	127966
No. of candidates called for interview	Male	436	292	150	82	33	-	993
	Female	172	88	54	34	11	-	359
	Trans	0	0	0	0	0	-	0
	Total	606	380	204	116	44	-	1352
No. of candidates who attended interview	Male	146	87	32	10	3	-	278
	Female	93	34	19	10	3	-	159
	Trans	0	0	0	0	0	-	0
	Total	239	121	51	20	6	-	437

B3: STUDENTS IN PGP-FABM 2016-17

	PGP-FABM I (2016-17)	PGP-FABM II (2016-17)
Joined the Programme	46	46
(-) Discontinued	--	--
(-) Permitted/asked to re-join in 2017	--	--
(+) Repeaters	--	--
Permitted to re-join in 2017	--	--
No. of the First/Second Year	46	46
(-) Asked to withdraw	Nil	Nil
(-) Asked to repeat	Nil	Nil
Not graduated due to non-completion of academic requirements (Double Degree and General)	Nil	2
Not graduated due to Academic indiscipline	Nil	Nil
Graduating from earlier year	Nil	1
Students Graduated under Double Degree Programme	Nil	Nil
Total promoted/graduated	46	45



POST-GRADUATE PROGRAMME IN MANAGEMENT FOR EXECUTIVES

C1: PROFILE OF STUDENTS

	Average
GMAT	710
Total work experience as on September 14, 2015	8 Years 5 months
International work experience as on September 14, 2015	2 Years 2 months
Age as on March 31, 2016	32 Years 4 months

• International exposure

- 01 (1.11%) is international student.
- 13 (14.44%) are residing outside India, spread across four countries.
- 59 (65.56%) have international exposure in terms of work and studies.

• Academic background

- 12 (13.33%) have obtained their degree(s) from outside their home country.
- 29 (32.22%) have a higher qualification (Professional, Masters) than bachelors.
- 78 (86.67%) are engineers.
- 20 (22.22%) 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.
- 20 (22.22%) are women students

Industry Break-up	Functional Break-up
Defence	4 Consulting 13
Energy/ Power	12 Engineering and Maintenance 9
Financial Services	5 ERP Professionals 2
Health care	6 Finance and Accounting 4
Infrastructure	4 General Management 9
IT and IT Services	25 IT Based Operations 5
Manufacturing Engineering/Process	17 IT Based Project Management 10
Management Consultancy	7 IT Based Research & Development 4
Media	1 Non-IT Based Operations 7
NGOs	1 Non-IT Based Project Management 4
Project / Design and Construction	2 Non-IT Based Research & Development 8
Travel and Hospitality	2 Practicing Healthcare Professional 1
Telecom and Networking	4 Procurement 1
	Sales and Marketing 4
	Software Delivery/Development/Maintenance 2
	Systems Designing 2
	Others 5
Total	90 Total 90

Contd. Appendix

C2: NEW ELECTIVE COURSES

- Customer-Based Breakthrough Innovation Strategy for Corporates
- Elephants and Cheetahs : Systems, Strategy, and Bottlenecks
- Employee Relations, Industrial Relations and Employment Regulations
- Macroeconomic Performance of the Indian Economy in Recent Times
- Management of New and Small Firms
- Managing Brands
- Managing Omni Retail
- Negotiation Lab
- People management in Tourism and Hospitality
- Pricing
- Strategic Risk Management
- Strategies for Digital Marketing and e-Business
- Transformational Leadership and Organizational Impact

C3: SPEAKER SERIES

Name	Designation	Organization
Anil Iyer	Business Head	Novartis
Raza Beig	CEO	Splash and Landmark
Raghu Raman	President- Risk, Security and New Business	Reliance
Sorabh Agarwal	Ex-Senior Managing Director	Copal Partners
R.K. Mathur	Chief Information Commissioner	Govt. Of India
Richard Rekhy	CEO	KPMG India
Shankar Krishnan	Head-Strategy	Shaporji Pallonji
Sridhar Chunduri	CTO - Enterprise Global Services	Wells Fargo
D.K. Joshi	Chief Economist	CRISIL
Ajay Srinivasan	CEO, Financial Services	Aditya Birla Group
Vivek Kamra	President	J K Tyres
Bhaskar Ghosh	Group Chief Executive	Accenture
Vipin Sondhi	Managing Director	JCB India
Sandeep Chandola	Director, Strategy Services	Deloitte USI
Alok Kumar	Managing Partner, Former MD	SKRay Consulting, Sears India
Vinay Kumar P.	Chief Operating Officer	GreenKo
Masayoshi Tamura	GM, Digital Solutions and Services Group	Hitachi India
Viq Pervaaz	Principal	E&Y, USA (New York)
Rajdeep Endow	Managing Director, Asia Pacific Region	Sapient
Gitamber Anand	Chairman and MD	ATS Infrastructure
Samir Desai	Senior Vice President and SBU Head	Zydus Cadila
Anna-Carin Mansson	Country HR	Ikea



FELLOW PROGRAMME IN MANAGEMENT

GRADUATING FPM STUDENTS

Name	Area	Thesis Title	Thesis Advisory Committee
Anish Purkayastha	Business Policy	Internationalization of Emerging Market Firms: A Dynamic Capability Perspective	Prof. Sunil Sharma (Chair) Prof. Amit G. Karna Prof. Dhiman Bhadra
Jatin Pandey	Human Resource Management	Job Performance of Women at Work in Rural India: Job Demands-Resources (JD-R) Perspective	Prof. Manjari Singh (Chair) Prof. Biju Varkkey Prof. Dileep Mavalankar
Jatinder Kumar	Human Resource Management	Institutionalization of Ethics at Workplace: A Study of Contributory Role of HR and Line Functionaries	Prof. Manjari Singh (Chair) Prof. Biju Varkkey Prof. Rajeev Sharma
Jithesh Kumar K.	Marketing	The Influence and Interaction of Online Store Brand and Product Brand on Pre-Purchase and Post-Purchase Consumer Behaviour	Prof. Arnab K Laha (Chair) Prof. P.W. Khokle Prof. Ramanathan S.
Monika Gupta	Finance and Accounting	Impact of Regulation Change on Earnings Quality in India	Prof. Naman Desai (Chair) Prof. Ajay Pandey Prof. Joshy Jacob
Pearl Malhotra	Human Resource Management	"Indirect" Impact of High-Performers on Subordinates' Careers	Prof. Manjari Singh (Chair) Prof. Biju Varkkey Prof. Promila Agarwal
Preet Deep Singh	Finance and Accounting	Essay 1: Audit Committee Members' Attendance and its Impact on Earnings Management, Essay 2: Exogenously Reduced Busyness and its Impact on Earnings Management	Prof. Naman Desai (Chair) Prof. Joshy Jacob Prof. Neerav Nagar Prof. Arindam Tripathy
Rajesh Nanarpuzha	Marketing	Interplay of Religion and Marketplace Transactions	Prof. P.K. Sinha (Chair) Prof. Rohit Varman Prof. Abhishek
Rajiv Ranjan	Public Systems Group	Self-Initiated Teacher Innovations in Government Rural Elementary Schools: Evolution, Impact, and Sustainability	Prof. Anil Gupta (Chair) Prof. Vijaya Sherry Chand Prof. Amit Garg Prof. Navdeep Mathur
Rama Shankar Yadav	Human Resource Management	Exploring the Impact of Employee Perceptions of CSR on Work Related Behavior with Spirituality as a Moderator	Prof. Sunil Maheshwari (Chair) Prof. Ramesh Bhat Prof. Rajesh Chandwani
Rishabh Dara	Public Systems Group	A Framework to Analyse the Telecommunications Policy Process in India	Prof. Rekha Jain (Chair) Prof. Navdeep Mathur Prof. V. Sridhar
Sanket Sunand Dash	Organizational Behaviour	Antecedents and Consequences of Job Crafting by School Teachers	Prof. Neharika Vohra (Chair) Prof. P.W. Khokle Prof. Manjari Singh
Sayan Putatunda	Production and Quantitative Methods	Streaming Data: New Models and Methods with Applications in the Transportation Industry	Prof. Arnab K Laha (Chair) Prof. Chetan Soman Prof. Srikumar Krishnamoorthy
Shawn Mathew	Marketing	Deciphering the Choice Overload Phenomenon: Exploring the Role of Consideration Set and Anticipated Regret	Prof. P.K. Sinha (Chair) Prof. Arindam Banerjee Prof. George Kandathil
Shrihari Suresh Sohani	Human Resource Management	Linkages between Human Resource Flexibility, Ambidexterity and Successful Outcomes in the Context of Information Technology Firms	Prof. Manjari Singh (Chair) Prof. Biju Varkkey Prof. Rakesh Basant
Siddhartha Bhasker	Economics	Evolution of New Freight Structure in India over the Long Run: A Policy Assessment	Prof. Ravindra H Dholakia (Chair) Prof. P.R. Shukla Prof. Satish Deodhar
Smriti Agarwalla	Organizational Behaviour	Father-Son Relationship Dynamics and Individual Performance: A Study of the Marwari Family Business	Prof. Neharika Vohra (Chair) Prof. P.W. Khokle Prof. Vishal Gupta
Supriya Sharma	Organizational Behaviour	Contradictions between Identity and Image of an Organization: Exploring Responses in New Entrepreneurial Ventures	Prof. P.W. Khokle (Chair) Prof. Neharika Vohra Prof. Vaibhavi Kulkarni

POST-GRADUATE AND FELLOW PROGRAMMES: STUDENT STRENGTH

POST GRADUATE AND FELLOW PROGRAMMES: STUDENT STRENGTH

	Post Graduate Programme in Management	Post Graduate Programme in Food and Agri- Business Management	Post Graduate Programme in Management for Executives	Fellow Programme in Management	Total
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
2016-17	790	92	90	85	1057



PLACEMENT

F1: BATCH PROFILE

Educational Background	
Function	% of students
Engineering	92
Arts	2
Commerce & Business Administration	3
Science and others	3

Work Experience	
Duration	% of students
Fresher	35
0 - 1 year	18
1 - 2 years	22
2 - 3 years	17
3 - 4 years	8

F2: OFFER ACCEPTANCE

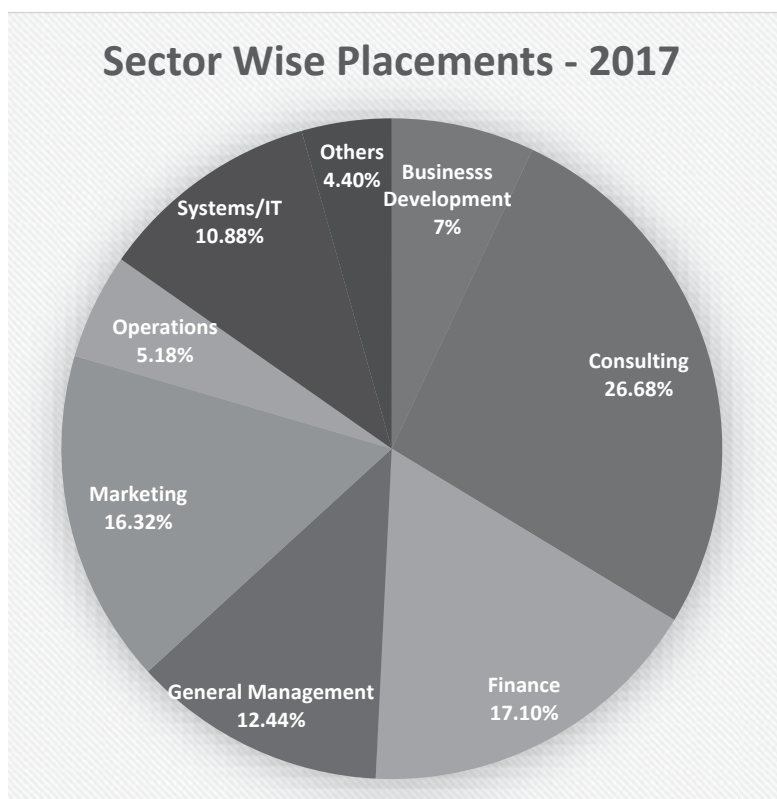
Cluster	Acceptance
Cluster 1	51
Cluster 2	78
Cluster 3	76
PPO	106
Laterals	75
Total	386

F3: TOP RECRUITERS

• Anand Group	• IB Hubs	• Servion
• Auctus Advisors	• IOCL	• Shotang
• Cairn Vedanta	• Jharkand Innovation Lab	• SocieteGenerale
• Cloudtail	• LogisticsNow	• Srijan
• CueMath	• Mobiwik	• Tata Trusts
• Danaher	• Multiples	• Tata Sky
• Drums Food	• PlexusMD	• TGI
• Eastern Shipyard	• QwikPik	• Times Internet
• Emaar	• Raam Group	• Tolaram
• Everstone Group	• RBL	• Trupik
• FreshDesk	• Rivigo	• Wipro Leadership
• Fullerton	• Rubrik	• Zomato
• GroupM	• SaskenCommunication	• Resonance
• HCCB		

F4: SECTOR/FUNCTION-WISE PLACEMENT

Sector	Final Offers	Percentage
Business Development	27	7.00
Consulting	103	26.68
Finance	66	17.10
General Management	48	12.44
Marketing	63	16.32
Operations	20	5.18
Systems/IT	42	10.88
Others	17	4.40
Total	386	

F5: SECTOR-WISE PLACEMENT**F6: SECTOR/FUNCTION-WISE PLACEMENT TRENDS: PREVIOUS YEARS**

	2014		2015		2016	
	Number	Percentage of Total	Number	Percentage of Total	Number	Percentage of Total
Sales/ Marketing (FMCG)	32	8.84	36	9.97	54	14.10
Finance (Investment Banking, Markets, Banking & Financial Services, PE, VC, Investment Management & 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 & 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 & Energy, Oil & Gas, International Trade)	15	4.15	4	1.11	23	6.01
Total	362	100	361	100	383	100

F7: SECTOR-WISE TOP RECRUITERS

Sector	Recruiter	Numbers Recruited	% to total acceptance (386)
Consulting	McKinsey & Company	15	3.89
	The Boston Consulting Group	15	3.89
	Accenture	11	2.85
	Bain and Company	9	2.33
Banking and Finance Services	Goldman Sachs	9	2.33
	FinIQ	7	1.81
	Dunia Finance	6	1.55
Conglomerates	TAS	10	2.59
	Aditya Birla Group	8	2.07
IT and Systems	Sprinklr	9	2.33
	EXL	4	1.04
	Tech Mahindra	4	1.04
Marketing	Samsung	6	1.55
	SC Johnson	6	1.55
	Hindustan Unilever	5	1.30
Business Development	Amazon	4	1.04
	P&G	3	0.78
Engineering/Tech	Resonance	4	1.04
	Emaar Properties	3	0.78
Operations	Amazon	11	2.85
	Cloudtail	3	0.78

F8: ENTREPRENEURSHIP

Name of Student	Entrepreneurial Idea
Deepak Mohan	Created algorithms that automatically learn from past medical records and provide physicians with the most relevant clinical insights - ensuring delivery of the best quality care in the quickest amount of time.
Karthik Sridharan	Freelancer platform
Suvansh Bansal	
Hrishikesh Pardeshi	
Shrikant Shelke	Online portal to have student consultants for startups
Arvind Kumar	Developing learning product to help students to develop understanding
Mehul Verma	Loyalty programs for restaurants

F9: SECTOR-WISE DISTRIBUTION OF SUMMER PLACEMENT

Sector	No. of Placement
Banking, Financial Services and Insurance (BFSI)	79
Conglomerates	41
Consulting	94
Consumer Goods (FMCG)	45
Consumer Services	4
Engineering/Technology	5
Information Technology	17
Logistics	1
Manufacturing	21
Media/Communications	12
Online Services	29
Pharmaceutical/Healthcare	8
Real Estate	4
Telecom	15
Others*	15
Total	390

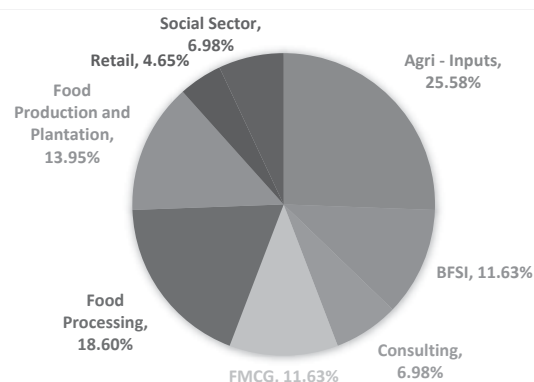
*Others includes Hospitality, Education Technology, Social Sector, Government Sector, Consumer Technology and Infra Equipment

F10: CLASSIFICATION OF PLACEMENT POOL

Total number of students in Batch	46
Total number of students returning from Placement holiday	0
Total number of students eligible for Placements	44
Total number of students who opted out of placements	1
Total number of students seeking Placements through Institute	43

F11: OFFERS ACROSS VARIOUS SECTORS

Sector	Number of Students	Percentage
Agri - Inputs	11	25.58
BFSI	5	11.63
Consulting	3	6.98
FMCG	5	11.63
Food Processing	8	18.60
Food Production and Plantation	6	13.95
Retail	2	4.65
Social Sector	3	6.98

F12: SECTOR-WISE PLACEMENTS**F13: SECTOR-WISE CLASSIFICATION OF INTERNSHIPS**

Sector	No. of offers
Agri Inputs	11
Agri - Business	13
Consumer Goods (FMCG)	7
Food Processing	2
Government	4
Logistics	1
Social Sector	4
Total	42

F14: CLASSIFICATION OF PGPX PLACEMENT POOL

Total no. of students	91
Student opting for placement holiday to start own venture	0
Student seeking placement outside placement process	14
Sabbatical	02
Students secured final offers through placement process	65
Placement in-process	10

F15: 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
FPM students securing offer on their own	2



RESEARCH AND SEMINARS

ONGOING PROJECTS

Type of Project	Status	Projects		
		Projects Ongoing	Projects Initiated	Projects Completed
Research Projects		30	9	7
Seed Money Projects		14	9	6
Internship Projects Completed			44	
Seminars Organized by R and P			42	
Working Papers			23	

Research Projects Initiated

- Asia's Biggest Air Traffic Systems (ATS): A Comparison of Network Structure, Dynamics and Growth (Professor Hans Huber)
- Cross-Dock Door Assignment Problem: Column Generation Based Formulation and Solution Approach (Professor Sachin Jayaswal)
- Identifying the Enablers of Reverse Innovation in Emerging Markets (Professor Anand Kumar Jaiswal)
- Stochastic Dynamics in a Multi-Agent Economy: Role of Granular Networks (Professor Anindya Chakrabarti)
- Capacitated Multi-Period Maximal Covering Facility Location Problem with Server Uncertainty (Professor Sachin Jayaswal)
- Benefits of a Policy mandate: Costs of Availing, Who Avails Them and How? (Professor Ankur Sarin)
- Corporate Social and Financial Performance in Family Firms: A Cross Country Comparison (Professor Chitra Singla and Professor Mukesh Sud).
- An Approximate Method to Link Semi-Open Networks in Tandem. (Professor Debjit Roy)
- A Socio-Ecological Perspective for School System Reform: Developing and Validating the Indian School Climate Survey (Professor Kathan Shukla)

Seed Money Projects Initiated

- Regulatory Warnings and Firm Retaliation (Professor Viswanath Pingali)
- Impact Evaluation of Delhi's Odd-Even Policy (Professor Anish Sugathan)
- Temporal Boundary Conditions to the Diversification-Performance Relationship: A Meta-Analytical Review (Professor Amit Karna)
- Preference-Based Learning of a Decision-Maker's Decision Model (Professor Manish Aggarwal)
- Asset Evaluation and Earnings Management (Professor Naman Desai)
- Cross-Cultural Content Analysis Studies in Advertising (Professor Abhishek)
- Prosociality and Field Agent Performance: Evidence From a Lab-in-the-Field in Western India (Professor Ankur Sarin)
- Parental LOC as an Antecedent to Parental Style (Professor Akshaya Vijayalakshmi)
- Sex-Based Discrimination in Workplaces (Professor Kirti Sharda)

Completed Research Projects

- Legal and Ethical Issues in Advertising: A Review of Indian Advertisements (Professor Abhishek)
- Modeling Landside Operations in a Container Terminal with Non-Stationary Arrivals (Professor Debjit Roy)
- Impact of Reservations in Higher Education-The Case of other Backward Classes (Professor Rakesh Basant)
- Use of Social Media for Promotion Related Messages By Indian Brands (Professor Abhishek and Professor Saral Mukherjee)
- The Effect of Counting Direction of Time on Hedonic/Utilitarian Preference (Professor Sanjeev Tripathi)
- Cross-Dock Door Assignment Problem with Congestion (Professor Sachin Jayaswal)
- Capacitated Multi-Period Maximal Covering Facility Location Problem with Server Uncertainty (Professor Sachin Jayaswal)
- Completed Seed Money Projects

Contd. Appendix

- Automated Semantic Analysis of Economic Text (Professor Ankur Sinha)
- In Depth Study of Analytics Process Development in Indian Organizations: A Few Cases (Professor Arindam Banerjee)
- Satyam: A Post Mortem, Diagnosis and Prog (Professor S.K. Barua and Professor Premchander)
- Cross-Cultural Content Analysis Studies n Advertising (Professor Abhishek)
- Decoupling Security Expenditures from Per Capita GDP as a Proxy of State Capacity In Studies of Civil Wars (Professor Karthik Sriram)
- Policy Prescriptions for SME Sector in India (Professor Amit Karna and Professor Sunil Sharma)

Research Project Withdrawn

- Towards Saffron Surge in Jammu and Kashmir (Professor Satish Deodhar)
- Seed Money Project Withdrawn
- Transformation of NACP from Donor-supported Programme to Domestic Ownership (Professor Ramesh Bhat)

Completed Internship Projects

	Faculty Guide
Pricing of liquidity factor in Indian stock market	Joshy Jacob
Action research on the implementation of Right to Education	Ankur Sarin
Historical changes in criminal law regarding rape in India	Pritha Dev
HER in India: Adoption and implementation issues	Rajesh Chandwani
Health Care Management	Rajesh Chandwani
Evaluation of low cost water test kits	Ankur Sarin
Implementation of RTE Sec 12 (1)C in Ahmedabad	Ankur Sarin
Consumer Marketing Solutions	P.K. Sinha
Delivering Personalized Medicine at an Affordable Cost	P.K. Sinha
Uncertainty and Risk Assessment due to climate change on some energy systems such as coastal refineries or some hilly road infrastructure or some railway network, etc.	Amit Garg
Structural dynamics of cities	Anindya Chakrabarti
Revenue Management in Electricity Sector	Goutam Dutta
Understanding GPS data	Debjit Roy
To work out the classification of Indian ads on different parameters	Abhishek
Financial Econometrics in Python/R	Vineet Virmani
To work out the classification of Indian ads on different parameters	Abhishek
Data collection of information sent by sellers on social commerce pages	Saral Mukherjee and Abhishek
Exploring AMPL for mathematical Programming	Sachin Jayaswal
P-values, its use and abuse in Management Science research	Tathagata Bandyopadhyay
Farmers' Access to Agricultural Insurance in India	Poornima Varma
Understanding requirements of out of school children in Ahmedabad	Ankur Sarin
Determinants of Promoter share pledging and the Effects of their Announcement on Stock Prices	Ajay Pandey
Evolutionary Bilevel Optimization	Ankur Sinha
Impact of balance sheet dynamics in marketing Performance	Arvind Sahay
Prevention-v-Promotion-Price Anchors	Arvind Sahay
Education innovation Bank: Decentralized professional development and quality enhancement in public schooling	Vijaya Sherry Chand
Social Entrepreneurship towards Inclusive healthcare: An Investigation in Indian BoP settings	Anand Kumar Jaiswal
Studying the impact of news on stock prices	Ankur Sinha
Impact of evaluation of Delhi's Odd-Even Policy	Anish Sugathan
Derivative pricing using Quantlib and Python	Jayanth R. Varma
Data Collection of information sent by Sellers on social commerce	Saral Mukherjee
The Economics of Segregation: The case of Hyderabad City	Chinmay Tumble

Contd. Appendix

G

A monograph on simulation	N. Ravichandran
Survey of loyalty of buyers and sellers in online marketplaces	Saral Mukherjee
Open Source Computational Finance	Jayanth R. Varma
Branch and Price for Cross Door Assignment Problem	Sachin Jayaswal
High-Performance Work Systems	Promila Agarwal
Policy Instruments for Waste Management	Rama Mohana R. Turaga
The Economics of Segregation: The Case of Hyderabad City	Chinmay Tumbe
Understanding the food supply chain	Debjit Roy
Determination of Factors Affecting Road Safety	Goutam Dutta
Developing a routine in gretl to carry out forecasting of financial and economic variables	Sebastian Morris
Introducing Electric Vehicles (cars) in India	Amit Garg
Experience of Schools and parents in the Implementation of the RTE	Ankur Sarin

WORKING PAPERS DURING THE PERIOD APRIL 2016 – MARCH 2017

WP Number	Title	Author(s)	Area
2016-05-01	A Practical Note on Predictive Analytics Usage in Marketing Applications	Arindam Banerjee	Marketing
2016-05-02	Improving Server Utilization in a Distributed Computing Set-up with Independent Clients	Anindya Chakrabarti/ Diptesh Ghosh	Economics/P&QM
2016-05-03	Small Retailer's Merchandise Decision Making: A Grounded Theory Approach	Piyush Kumar Sinha/Hari Govind Mishra/Surabhi Kaul	Marketing
2016-05-04	Modelling Challenges for Making Socio-Ecological Systems Climate and Community resilient	Anamika R. Dey Anil K Gupta Gurdeep Singh	CMA
2016-05-05	Climate Change in Madhya Pradesh: Indicators, Impacts and Adaptation	Vimal Mishra/Reepal Shah/Amit Garg	PSG
2016-06-01	Impact of Store Format on Shopping Involvement	Piyush Kumar Sinha/Dwarika Prasad Uniyal	Marketing
2016-07-01	Impact of Affirmative Action in Higher Education for the Other Backward Classes in India	Rakesh Basant/Gitanjali Sen	Economics
2016-09-01	Orphan Food? Nay, Future of Food! Understanding the Pulse of the Indian Market.	Satish Deodhar	Economics
2016-09-02	Speeding up Neighborhood Search for the Tool Indexing Problem.	Diptesh Ghosh	P &QM
2015-07-03	Hub Interdiction and Hub Protection problems: Model Formulations and Exact Solution Methods.	Prasanna Ramamoorthy/Sachin Jayaswal/Ankur Sinha/Navneet Vidyarthi	P &QM
2016-11-01	Electricity Consumption Scheduling with Energy Storage, Home-based Renewable Energy Production and A Customized Dynamic Pricing Scheme	Goutam Dutta	PSG
2016-11-02	Optimization of Customized Pricing with Multiple Overlapping Competing Bids	Goutam Dutta/Sumeetha R. Natesan	P&QM
2016-12-01	Exploring and Expanding the Frontiers of Knowledge: Contributions by FPM Alumni of the Indian Institute of Management Ahmedabad.	Garg, Amit; Singh, Pavneet; Kuril, Samvet; Maun, Deepak; Kapoor, Ankur and Jain, Abhinandan K.	HRM

Contd. Appendix

WP Number	Title	Author(s)	Area
2017-01-01	Global Risk and Demand for Gold by Central Banks	Balagopal Gopalakrishnan and Sanket Mohapatra	Economics
2017-01-02	Gold Monetization in India as a Transformative Policy: A Mixed Method Analysis	Priya Narayanan, Balagopal Gopalakrishnan and Arvind Sahay	Marketing
2017-02-01	Institutional Quality and International Differences in Firm Productivity	Akash Issar, Jamus Jerome Lim, and Sanket Mohapatra	Economics
2017-02-03	Adoption of System of Rice Intensification and Its Impact on Rice Yields and Household Income: An Analysis for India	Poornima Varma	Agri Economics
2017-02-04	Adoption of Natural Resource Management Technologies under Information Constraints: The Case of System of Rice Intensification (SRI) in India	Poornima Varma	Agri Economics
2017-03-01	India's Horticulture Sector : A Port- Level Analysis of Onion Export Pricing	Poornima Varma	CMA
2017-03-02	Real Time Location Prediction with Taxi-GPS Data Streams	Laha, A. K.; Putatunda, Sayan	P & QM
2017-03-03	Travel Time Prediction for GPS Taxi Data Streams	Laha, A. K.; Putatunda, Sayan	P & QM
2017-03-04	Enabling a Mobile Cloud Service: Data-Sharing in Ad-hoc Device-to-Device Mobile Networks	Ranganathan, Kavitha	IS
2017-03-05	Shiny Alternative for Finance in the Classroom	Varma, Jayanth R.; Virmani, Vineet	F&A

RESEARCH SEMINARS ORGANIZED AT THE INSTITUTE 2016-2017

Name of the Speaker	Seminar Title	Date	Organizer
Dr. Anup Krishnamurthy Doctoral Student, IIM Bangalore	Public versus Private Brand Identification: Understanding the Relationship between Word-of-Mouth and Brand Share	April 1, 2016	Marketing
Mr. Apoorv Khare Doctoral Student, IIM Calcutta	Kafkaesque Institutions at the Base of the Pyramid	April 4, 2016	Marketing
Prof. V.K Narayanan Drexel University	The Dynamics of Technology emergence: Why should we care?	April 4, 2016	CIIE
Ms. Caren Rodrigues Doctoral Student, IIM Bangalore	Expatriate Performance: The Role of Performance Management Systems.	April 6, 2016	OB
Ms. Aparna Venugopal Doctoral Student, IIM Kozhikode	Enabling Mechanisms of Top Management Team Processes for Organizational Ambidexterity in SMEs.	April 6, 2016	OB
Ms. Aruna Divya T Doctoral Student, IIM Bangalore	Risk Preferences On Time Of Coverage: A time-Duration Based Explanation For Warranty Purchase Decisions	May 2, 2016	Marketing
Prof. Pankaj Setia University of Arkansas	Choice of IT Governance Mode: Effect of IT infrastructure Agglomeration	June 17, 2016	R&P
Ms. Bipasha Maity Doctoral Student University of British Columbia	Consumption and Time-Use Effects of India's Employment Guarantee and Women's Participation	June 27, 2016	Economics
Prof. Tridip Ray Indian Statistical Institute, Delhi	Public versus Private Provisioning: Role of Education and Political Participation	June 28, 2016	R&P
Dr. N R Prabhala Chief Mentor and Head of Research at CAFRAL	Do Programs Mandating Small Business Lending Disincentive Growth? Evidence from a Policy Experiment	July 4, 2016	R&P

Contd. Appendix

G

Name of the Speaker	Seminar Title	Date	Organizer
Dr. Unmesh Patnaik Tata Institute of Social Sciences (TISS)	Do Development Interventions Confer Adaptive Capacity? Insights from Rural India	July 6, 2016	PSG
Dr. Archi Rastogi McGill University, Canada	Diverging Viewpoints on Tiger Conservation: A Q-method Study and Survey of Conservation Professionals in India	July 7, 2016	PSG
Dr. Gowri Vijayan Universiti Putra Malaysia	Sustainability in Food Retail Industry: A Malaysian Perspective	July 14, 2016	CMA
Dr. Nitin R Patel Chairman and Chief Technology Officer, Cytel	An Extraordinary Opportunity for Leading Indian Management Schools in MBA programs	July 15, 2016	R&P
Dr. Saurabh Gupta University Hohenheim Germany	Agrarian Change through a Sociological Lens	July 21, 2016	CMA
Dr. Ashutosh Kumar Tripathi, NIBM Pune	India's Agricultural Trade Policy & Variability in Domestic Market Prices	July 26, 2016	CMA
Dr. Hippu Salk Kristle Nathan National Institute of Advanced Studies, Bangalore	Energy Access and Energy Poverty: Some Concepts and Insights on Measurements	July 26, 2016	PSG
Prof Jayasankar Ramanathan IIM Indore	Consumer evaluation of brand extensions: Comparing goods to goods brand extensions with goods to services	August 3, 2016	Marketing
Prof. Viral Acharya Stern School of Business, New York University	Whatever it takes: The Real Effects of Unconventional Monetary Policy	August 4, 2016	R&P
Prof. Shubha Ghosh Syracuse University College of Law in Syracuse	Licensing Intellectual Property and the Dissemination of Technology	August 5, 2016	R&P
Prof. Manish Verma DeGroote School of Business, McMaster University, Canada	Disruption and Resilience Issues in Freight Transportation	August 8, 2016	R&P
John C. Camillus Katz Graduate School of Business, University of Pittsburgh	Taming Wicked Problems in Strategy Wicked Strategies® and the Business of Humanity®	August 22, 2016	R&P
Dr. Nirupam Datta Assistant Professor, TERI University	Evaluating Impacts of Watershed Development Program on Agricultural Productivity, Income and Livelihood in Bhalki Watershed of Bardhaman District, West Bengal	August 22, 2016	CMA
Dr. Shardul Phadnis Assistant Professor and Director of Research at the Malaysia Institute for Supply Chain Innovation (MISI).	Strategic Cognition of Operations Executives: A Mixed-methods Study	August 22, 2016	P &QM
Prof. Sanjay Kallapur ISB Hyderabad	Econometric Identification of Causal Effects: Graphical Causal Models in Practice	August 23, 2016	R&P
Mr. Paul Caussat PhD Student, ESCP Europe (Paris) & University of Paris 1 Sorbonne	Building legitimacy in an Adverse Foreign Environment: When the Liability of Foreignness can become a Source of Competitive Advantage?	August 29, 2016	R&P
Prof. Debjit Roy IIM Ahmedabad	Batching Decisions for E-Commerce Order Fulfillment: Technology, Models, and Data Insights	September 1, 2016	R&P

Contd. Appendix

Name of the Speaker	Seminar Title	Date	Organizer
Dr. Paresh Date Brunel University	A Mixed Integer Linear Programming Model for Optimal Sovereign Debt Issuance	September 2, 2016	R&P
Dr. Vikram Pathania University of Sussex	High-Cost Debt and Borrower Reputation: Evidence from the U.K	September 14, 2016	R&P
Dr. Nirupama Kulkarni Research Director at CAFRAL	Homeownership and the American Dream -- An Analysis of Intergenerational Mobility Effects	September 30, 2016	R&P
Dr. Ananya Roy University of Delhi	ICTs as Enablers of Public Participation for the Hearing Impaired: A Case for Television News Closed Captioning in India	October 05, 2016	Communications
Dr. Isabel Raemdonck Université Catholique de Louvain, Belgium	Old and out? Age, Learning and Employability	October 6, 2016	R&P
Dr. Ranjan Kumar Ghosh Swedish University of Agricultural Sciences	Economics of Governance and Firm Behavior under Power Shortages	October 21, 2016	PSG/CMA
Prof. Ravi Pappu UQ Business School, Australia	Achieving social objectives using sponsorship-endorser portfolios	November 10, 2016	R&P
DR. Saurabh Jain University of New England Australia.	Effectiveness of the beneficial ownership test in Conduit Company Cases	November 10, 2016	BP
Dr. Jamus Lim Abu Dhabi Investment Authority	Learning from Financial Crises	November 15, 2016	R&P
Dr. Vanessa D Carrión-Yaguana National Electoral Body of Ecuador	Can Text Messages Improve Agricultural Outreach in Ecuador?	November 15, 2016	CMA
DR. M P Ram Mohan TERI University	Nuclear Energy and Liability Law	November 16, 2016	BP
Dr. A .S.Firoz Economist, Ministry of Steel	Steel Industry: Strategic Options	November 23, 2016	R&P
Dr. Rasananda Panda PDPU University, Gandhinagar	Bilateral Trade to Redefine Sino-Indian Relations	December 02, 2016	Economics
Dr. Thiagu Ranganathan IEG, New Delhi	Living with Water Scarcity: Livelihoods of Rural Households in Bihar and West Bengal, India	December 02, 2016	Economics
Dr. Neerpal Rathi Xavier University, Bhubaneswar	Understanding the Role of Supervisor Support in Retaining Employees and Enhancing their Satisfaction with Life	December 07, 2016	OB
Prof. Ratul Lahkar IIM Udaipur	Large Population Aggregative Potential Games	December 8, 2016	R&P
Prof.N. Viswanadham Indian Institute of Science, Bangalore	New Technology Innovations, Rise of Start-Ups and Design of Competitive Business Models	December 9, 2016	R&P
Dr. Reetika Khera IIT Delhi	Assessing recent Social Security Programs in India	December 12, 2016	R&P
Prof. Suraksha Gupta Kent Business School, University of Kent	A Framework Model on MNE's Impact on Global Development Challenges in Emerging Markets	December 15, 2016	R&P
Dr. René (M.) B.M. de Koster Rotterdam School of Management, Erasmus University	Logistics, the Human factor	December 16, 2016	R&P
Dr. Sanjeev Kumar Yale School of Public Health, Yale University	Does Health Influence Risk Preference?	December 16, 2016	R&P

Name of the Speaker	Seminar Title	Date	Organizer
Jeevant Rampal Ph.D. Candidate, Ohio State University	Opponent's Foresight and Optimal Choices	December 19, 2016	Economics
Prof. Partha S. Mohanram Rotman School of Management, University of Toronto	Fundamental Analysis in Banks: The Use of Financial Statement Information to Screen Winners from Losers	December 22, 2016	R&P
Dr. B. Veeresh Thummedi Post-Doctoral Researcher, Pennsylvania State University	Method-in-use Variation under Alternative Methodology use: A multiple Case Study of Agile and Waterfall Products	December 22, 2016	IS
Prof. Manisha Singal Pamplin College of Business, Virginia Tech University	Is CEO Pay Related to Performance in the U.S. Hospitality Industry?	December 27, 2016	R&P
Prof. Suresh Govindaraj Rutgers Business School- Newark and New Brunswick	Art and Science of Financial Analysis using Simple Cases	January 4, 2017	R&P
Prof. Naresh Khatri University of Missouri	Indian Brand of Crony Capitalism: The Cultural Underpinnings	January 6, 2017	R&P
Prof. Subhash C Ray University of Connecticut	Selection of Inputs and Outputs in Data Envelopment Analysis	January 9, 2017	R&P
Dr. Sandip Chakrabarti University of New Orleans	Saving Public Transit: Insights from Los Angeles, and Takeaways for U.S. Transport Policy	January 10, 2017	PSG
Dr. Vegard Iversen University of Cambridge	Revisiting the colonial origins of agricultural development in India: an update and research practice reflections	January 11, 2017	Economics
Dr. Abhinav Anand Postdoctoral Research Fellow, University College Dublin	Integration Among US Banks	January 13, 2017	R&P
Dr. Anup Krishnamurthy Doctoral Student, IIM Bangalore	Public versus Private Brand Identification: Understanding the Relationship between Word-of-Mouth and Brand Share	January 13, 2017	Marketing
Prof. Rahul Kumar Sett IIM Ranchi	A Product And A Price Bundle In An Efficient Choice Set: How Do Choice Framing And Goal Orientation Influence Preferences?	January 16, 2017	Marketing
Prof. Durgesh Kumar Agrawal Rajiv Gandhi Indian Institute of Management	Enhancing Market Responsiveness Capability: A Framework of Demand Chain Excellence	January 17, 2017	Marketing
Prof. Varsha Khandker T A Pai Management Institute, Manipal	Factors encouraging complete adoption of agricultural technologies: The case of hybrid rice cultivation in India	January 17, 2017	Marketing
Deeparghya Mukherjee National University of Singapore	Services Traded for Intermediate and Final Usage: An Analysis of the Role of Services FTAs and Restrictions	January 19, 2017	Economics
Prof. Niron Hashai Hebrew University	Founder Experience - An Asset or a Liability? The Case of International Expansion	January 24, 2017	R&P
Mr. Apoorv Khare Doctoral Student, IIM Calcutta	Kafkaesque Institutions at the Base of the Pyramid	January 30, 2017	Marketing
Dr. Neeru Chaudhry Monash University	Tax Aggressiveness and Idiosyncratic Volatility	January 30, 2017	F&A

Name of the Speaker	Seminar Title	Date	Organizer
Dr. Prabir Neogi Carleton University, Ottawa, Canada	The Impact of the Mobile Phone and Electronic Transactions in India: Lessons, Policy Issues and Challenges	January 30, 2017	IITCOE
Prof. Gopal V. Krishnan Bentley University	The Relation Among Audit Committee's Accounting Expertise, Equity-based Compensation, and Real Activities Management	February 2, 2017	R&P
Dr. Randhir Kumar University of Amsterdam (The Netherlands)	Globalisation of Services Production – Economic and Social Upgrading in Support-Service Industry Catering to International ICT-ITES Firms in Mumbai	February 06, 2017	OB
Mr. K.V. Gopakumar FPM Student, IIM Bangalore	Discursive Legitimation of Hybrid Organizations: A Study of a Social Enterprise in India	February 06, 2017	OB
Prof. Rohit Prasad MDI Gurgaon	Development Conflicts We Know Nothing of	February 8, 2017	R&P
Prof. Mohan Thite Griffith University	Global Search for Talent: Lessons from Indian IT Services Multinationals in China	February 15, 2017	R&P
Mr. Venkat Ram Reddy Ganuthula IIT Madras	Individual Differences in Rationality: The Role of Dispositions	February 20, 2017	OB
Prof. Ram Fishman Tel Aviv University	Are Subsidies on Drip Irrigation Working? Evidence from Gujarat?	February 21, 2017	R&P
Dr. Umesh Kumar Bamel IIM Raipur	Organizational Climate and Managerial Effectiveness: A Moderated Mediation Model of Managerial Role Efficacy	February 21, 2017	OB
Prof. Kriti Jain IE Business School	The Role of Anticipated Regret in Advice Taking	February 27, 2017	R&P
Prof. Shailendra C. Jain Palvia Long Island University	What is Impactful Research? Publishing High Quality Article in a journal	March 3, 2017	R&P
Prof. Farok Contractor Rutgers University	The US-China Business Relationship -- "Bi-Polar" or the Two Pillars of a Stable World Economy – With Implications for India?	March 6, 2017	R&P
Prof. Pratik Parikh Wright State University, Dayton, OH	Designing Retail Stores to Maximize Visual Experience	March 7, 2017	R&P
Ms. Mehreen Mookerjee Ph.D. Candidate Cornell University	Does Rain Wash Out Particulate Matter? An Application to the Effect of Air Pollution on Infant Mortality	March 14, 2017	PSG
Prof. Pritam Ranjan IIM Indore	Statistical Modelling for Dynamic Computer Simulators	March 16, 2017	R&P
Prof. Johannes C. Breman Amsterdam Institute for Social Science Research	The cradle and grave of the welfare state	March 21, 2017	R&P
Mr. Sanket Roy Ph.D. Candidate, Cornell University	The Short and Long Run Impacts of Temperature on U.S. Residential Energy Consumption	March 21, 2017	PSG
Dr. Jay Surti Global Financial Stability Analysis Division, IMF	The Growing Importance of Financial Spillovers from Emerging Markets	March 22, 2017	R&P



PUBLICATIONS

BOOKS

- Agarwal, A. K. (2017). *Business leadership and law*, New Delhi: Springer. <http://www.springer.com/in/book/9788132236801>
- Agarwal, P. (2016). *Psychological contract: Managing employee-employer relationship*, Germany: Lambert Publishing Company.
- Banerjee, A., & Banerjee, T. (2017). *Weaving analytics for effective decision making.*, New Delhi: Sage
- Furze, J.N., Swing, K., Gupta, A.K., McClatchey, R., & Reynolds, D. (2016). *Mathematical advances towards sustainable environmental systems*, Cham: Springer, ISBN 978-3-319-43901-3
- Gupta, A. K. (2016). *Grassroots innovation: Mind on the margin is not marginal minds*, New Delhi: Penguin Random House.
- Mathur, A.N. (2016). *Mysteries in Management*. New Delhi: Penguin
- Pathak, A. (2017). *Law of sale, lease and mortgage*, Gurgaon: LexisNexis. <http://lexisnexis.in/law-of-sale-lease-and-mortgage.htm>
- Peng, M., & Sharma, D. (2016). *Global Business*, New Delhi: Cengage Publications
- Ram Mohan, T.T. (2017). *Towards a safer world of banking: Bank regulation after the sub-prime crisis*, New York: Business Expert Press. <http://dev.businessexpertpress.com/books/towards-safer-world-banking-bank-regulation-after-subprime-crisis>.
- Robbins, S.P., Judge, T.A. & Vohra, N. (2016). *Organizational Behaviour*, New Delhi: Pearson Education.
- Sharma, D., & Rao, N S. (2016). *Swinging the mandate*, New Delhi: Penguin Random House
- Varma, P. (2016). *Rice productivity and food security in India: A study of the system of rice Intensification*. Singapore: Springer.

MONOGRAPH

- Banerjee, A. & Banerjee, T. (2016). *Marketing analytics use in India: Resource and Productivity Gaps in an emerging economy*. New York, Business Expert Press

ARTICLES IN PROFESSIONAL JOURNALS

- Abhishek, & Sahay, A.** (2016). Role of culture in celebrity endorsement: brand endorsement by celebrities in the Indian context. *International Journal of Indian Culture and Business Management*, 13(3), 394-413. DOI: 10.1504/IJICBM.2016.078846
- Agarwal, A.K.** (2016). Arbitration and Conciliation (Amendment) Act, 2015: Arbitrators and Conflict of Interest. *NLS Business Law Review* 2. 87-98. Retrieved from www.nlsblr.in
- Agarwal, A.K.** (2016). Making business dispute resolution easy in India: Arbitration clause needs to be taken seriously. *Journal on Corporate Law & Governance*, 2(1), 92-107.
- Agarwal, P.** (2016). Building adaptable organisations: role of personality and organisational tenure in change-oriented organisational citizenship behaviour. *International Journal of Strategic Change Management*, 7(1), 67-86
- Agarwal, P.** (2017). Role of personality in the formation of psychological contract. *Global Business Review*, 18(4), 1059-1076
- Agarwal, P.** (2016). Redefining the organizational citizenship behaviour. *International Journal of Organisational Analysis*, 24(5), 956-984. DOI: 10.1108/IJOA-12-2014-0826
- Agarwal, P.** (2017). High-performance work systems and creativity implementation: the role of psychological capital and psychological safety. *Human Resource Management*. DOI: 10.1111/1748-8583.12148
- Agarwal, S., Ghosh, D., Chakrabarti, A.S. (2016). Self-organization in a distributed coordination game through heuristic rules. *The European Physical Journal B*, 89(266). Retrieved from DOI: 10.1140/epjb/e2016-70464-0
- Aggarwal, M.** (2016). Learning of aggregation models in multi criteria decision making. *Knowledge-Based Systems*, 119, 1-9. Retrieved from DOI: 10.1016/j.knosys.2016.09.031
- Aggarwal, M.** (2016). On learning of choice models with interactive attributes. *Ieee Transactions On Knowledge And Data Engineering* 28, 2697-2808. DOI: 10.1109/TKDE.2016.2563434
- Aggarwal, M.** (2016). Representation of Uncertainty with Information and Probabilistic Information Granules. *International Journal of Fuzzy Systems*, 19(5), 1617-1634. <https://doi.org/10.1007/s40815-016-0242-5>

- Aggarwal, M.** (2017). Rough information set and its applications in decision making. *IEEE Transactions on Fuzzy Systems* 25, 265 – 276. DOI: <http://ieeexplore.ieee.org/document/7862144/>
- Aggarwal, M.** (2017). Discriminative aggregation operators for multi criteria decision making. *Applied Soft Computing*, 52, 1058–1069. DOI: <https://doi.org/10.1016/j.asoc.2016.09.025>
- Angeli, F., & **Jaiswal, A.K.** (2016). Business model innovation for inclusive healthcare delivery at the bottom of the pyramid. *Organization & Environment*, 29(4), 486-507. DOI: 10.1177/1086026616647174
- Argade, A., & Singh S.** (2016). Seeking markets in production fields: an assessment of the potential of fair trade in India, *Millennial Asia*, 72(2), 131-152. DOI:10.1177/0976399616655028
- Avadhanam, R., & **Chand, V.S.** (2016). Leveraging correlates of innovative teacher behaviour for educational development in developing societies. *AM Journal of Educational Research*, 4(14), 1019-1024
- Avashia, V.K., Narayanaswami, S., & Saxena, A.** (2016). Distromed Bioclean Pvt. Ltd. *Emerald Emerging Market Case Studies*, 6(4). DOI: 10.1108/EEMCS-06-2016-0145
- Banerjee, A., & Banerjee, T.** (2016). Determinants of analytics process adoption in merging economies: Perspectives from the marketing domain in India. *Vikalpa*, 42(2), 95-110. DOI: 10.1177/0256090917704560
- Banerjee, P., **Tripathi, S., & Sahay, A.** (2016). When less is better than more: Just-below discount in tensile price promotions. *Journal of Retailing and Consumer Services*, 31, 93-102.
- Banerjee, T., Chattopadhyay, G., & Banerjee, K.** (2017). Two-stage test of means of unordered pairs. *Statistics in Medicine*. DOI: 10.1002/sim.7304
- Banerjee, T., Roy, S.** (2017). Measurement error in astronomy. *Wiley Stats Ref: Statistics Reference Online*, DOI: 10.1002/97811844512.stat07930
- Batra, S., & Vohra, N.** (2016). Exploring the linkages of cognitive style and individual innovativeness. *Management Research Review*, 39(7), 768-785. DOI: 10.1108/MRR-03-2014-0047
- Chakrabarti, A. S.** (2016). Inflationary effects of monetary policies in newly industrialized economies with frictions in labor and capital mobility. *Journal of Macroeconomics*, 50, 151-167. DOI: 10.1016/j.econmod.2016.12.009
- Chakrabarti, A.S.** (2016). Cross-correlation patterns in social opinion formation with sequential data. *Physica: Statistical Mechanics and its Applications*, 462, 442-454. Retrieved from <http://hdl.handle.net/11718/19581>
- Chakrabarti, A.S., & Ghosh, D.** (2016). Improving Server Utilization in a Distributed Computing Set-up with Independent Clients. arXiv:1610.04636 [cs.DC]
- Chakrabarti, A.S., & Lahkar, R.** (2016). Absence of economic and social constants. *European Physical Journal-Special Topics*, 225, (17-18), 3115–3119. DOI: <https://doi.org/10.1140/epjst/e2016-60176-3>
- Chakrabarti, A.S., Chatterjee, A., Nandi, T., Ghosh, A., & Chakraborti, A.** (2017). Quantifying invariant features of within-group inequality in consumption across groups. *Journal of Economics interaction and Coordination*, 1-22. DOI: 10.1007/s11403-017-0189-0
- Chakrabarti, A.S., Sengupta, A.** (2017). Productivity differences and inter-state migration in the U.S.: A multilateral gravity approach. *Economic Modelling*, 61, 156-168. DOI: 10.1016/j.econmod.2016.12.009
- Chandwani, R., & Kulkarni, V.** (2016). Who's the Doctor? Physicians' Perception of Internet Informed Patients in India, *CHI Conference on Human Factors in Computing Systems*, 3091-3102. DOI: 10.1145/2858036.2858500
- D'Cruz, P., Bjorkelo, B.** (2016). sociocultural dynamics in whistleblowing: Insights from India. *Asia Pacific Journal of Business Administration*, 8 (2), 143-162.
- D'Cruz, P., Paull, M., Omari, M., & Guner-Cangarli, B.** (2016). Target experiences of workplace bullying: Insights from Australia, India and Turkey. *Employee Relations: The International Journal*, 38(5), 805-823. DOI: 10.1108/ER-06-2015-0116
- D'Cruz, P., & Noronha, E.** (2016). Positives outweighing negatives: The experiences of Indian crowd sourced workers. *Work Organisation, Labour and Globalisation*, 10(1), 44-63. DOI: 10.13169/workorglaboglob.10.1.0044
- Deodhar, S.Y.** (2016). Orphan food? Nay, future of food! Understanding the pulse of the Indian market. *Indian Food Industry*, 35(2), 17-22.
- Deodhar, S.Y.** (2016). Trapping India's CSR in a legal net: Will the mandatory trusteeship contribute to Triple Bottom Line? *Vikalpa: The Journal of Decision Makers*, 41(4), 267-274.
- Deodhar, S.Y.** (2016). Make in India: Re-chanting the mantra with a difference, *Indian Journal of Economics and Business*, 15(1), 99-114.

Contd. Appendix

H

- Desai, N.** (2016). Impact of company level information on auditor conservatism. *Review of Accounting and Finance*, 15(4), 518-532. DOI: 10.1108/RAF-10-2015-0141
- Desai, N., & Gupta, V.** (2016). Selective perception and group brainstorming: an investigation of auditors' fraud risk assessment. *International Journal of Behavioural Accounting and Finance*, 6(1), 1-25. DOI: 10.1504/IJBAF.2016.10000757
- Desai, N., & Nagar, N.** (2016). A research note: are auditors unable to detect classification shifting or merely not willing to report it? Evidence from India. *Journal of Contemporary Accounting & Economics*, 12 (2), 111-120. DOI: 10.1016/j.jcae.2016.06.002
- Dewani, P. P., **Sinha, P.K.**, & Mathur, S. (2016). Role of gratitude and obligation in long term customer relationships. *Journal of Retailing and Consumer Services*, 31, 143-156. DOI: 10.1016/j.jretconser.2016.01.005
- Dhingra, V.S., **Gandhi, S.**, & Bulsara, H.P. (2016). Foreign institutional investments in India: An empirical analysis of dynamic interactions with stock market return and volatility. *IIMB Management Review*, 28 (4), 212-224. Retrieved from <http://hdl.handle.net/11718/19583>
- Dholakia, R.H.** & Pandya, M.B. (2017). Critique of recent revisions with base year change for estimation of state income in India. *Journal of Indian School of Political Economy*, 29.
- Dholakia, R.H.**, & Virinchi, K.S. (2017). How Costly is the Deliberate Disinflation in India? – Estimating the Sacrifice Ratio. *Journal of Quantitative Economics*, 15(1), 27-44. DOI: 10.1007/s40953-016-0039-2
- Dholakia, R.H.**, (2017). Swot analysis of the Indian Economy in Economic Survey of India 2016-17. *Yojana*, 61, 35-46.
- Dutta, G.**, & Ashtekar, M. (2016). A system dynamics simulation model of a blast furnace for project evaluation. *International Journal of Business and Systems Research*, 11(3), 325-343. DOI: 10.1504/IJBSR.2017.10006188
- Dutta, G.**, & Mitra, K. (2016). A literature review on dynamic pricing of electricity. *Journal of the Operational Research Society*, 68(10), 1131-1145. DOI: 10.1057/s41274-016-0149-4
- Feldon, D.F., **Shukla, K.D.**, & Maher, A.M. (2016). Faculty-student coauthorship as a means to enhance STEM graduate students' research skills. *International Journal for Researcher Development*, 7(2), 178-191. DOI: 10.1108/IJRD-10-2015-0027
- Ghosh, D., & Chakrabarti, A.S.** (2017). Emergence of distributed coordination in Kolkata Paise Restaurant problem with finite information. *Physica: Statistical Mechanics and its Applications*, 483, 16-24. DOI: 10.1016/j.physa.2017.04.171
- Gupta, A., **Roy, D.**, Koster, de, R., & Parhi, S. (2017). Optimal stack layout in a sea container terminal with automated lifting vehicles. *International Journal of Production Research*, 55 (13), 3747-3765. DOI: 10.1080/00207543.2016.1273561
- Gupta, A.K.**, & Dey, A., Shinde, C. et al (2016). Theory of open inclusive innovation for reciprocal, responsive and respectful outcomes: Coping creatively with climatic and institutional risks. *Journal of Open Innovation: Technology, Market, and Complexity*, 2, (1). DOI 10.1186/s40852-016-0038-8
- Gupta, M., & Pandey, J. (2016). Impact of Student Engagement on Affective Learning: Evidence from a Large Indian University, *Current Psychology*. DOI 10.1007/s12144-016-9522-3
- Gupta, V.**, Agarwal, U.A. & Khatri, N. (2016). The relationships between perceived organizational support, affective commitment, psychological breach, organizational citizenship behavior, and work engagement. *Journal of Advanced Nursing*, 72(1), 28016-2817. DOI: 10.1111/jan.13043
- Gupta, V.**, Singh, S., & Bhattacharya, A. (2017). The relationships between leadership, work engagement and employee innovative performance: empirical evidence from the Indian R&D context. *International Journal of Innovation Management*, 21(7). DOI: 10.1142/S1363919617500554
- Islam, M., Singh, H.K., Ray, T., & **Sinha, A.** (2016). An enhanced Memetic Algorithm for single objective bilevel optimization problems. *Evolutionary Computation*. DOI: 10.1162/EVCO_a_00198
- Jain, S. (2016). Institutional equity investments and Stock Market Returns: evidence in India. *International Journal of Strategic Management*, 16(1), 69-86. DOI: 10.18374/IJSM-16-1.6
- Jayaswal, S.**, & Vidyarthi, N. (2016). Facility location under service level constraints for heterogeneous customers. *Annals of Operations Research*, 253 (1), 275-305. DOI: 10.1007/s10479-016-2353-7
- Jha, J.K., & Pandey, J. (2016). Spreading the light of knowledge: Nexus of Job Satisfaction, Psychological Safety and Trust. *International Journal of Knowledge Management*. DOI: 10.4018/IJKM.2016070103
- Kandathil, G.**, & Wagner, Erica. (2017). Negotiating absent practices and dormant features: discourse as a means of shaping the implementation of a global enterprise system to meet local work culture. *2017 CHI Conference*, 5954-5965. ISBN: 978-1-4503-4655-9. DOI:10.1145/3025453.3026039

Contd. Appendix

- Khatri, N., **Gupta, V.** & Varma, A. (2016). The relationship between HR capabilities and quality of patient care: The mediating role of proactive work behaviors. *Human Resource Management-US*, (56). DOI: 10.1002/hrm.21794
- Konold, T., & **Shukla, K.D.** (2016). Estimating common organizational traits across multiple informants with linkages to external outcomes: An authoritative school climate model illustration. *Educational Assessment*, 22(1), 54-69. DOI: <http://dx.doi.org/10.1080/10627197.2016.1271705>
- Konold, T., Cornell, D., **Shukla, K. D.**, & Huang, F. (2017). Racial/ethnic differences in perceptions of school climate and its association with student engagement and peer aggression. *Journal of Youth and Adolescence*, 46, (6), 1289–1303. DOI: 10.1007/s10964-016-0576-1
- Koul, S., **Sinha, P.K.**, & Mishra, H.G. (2016). Antecedents to customer dependency in buyer–seller relationship: A BOP retailer investigation. *Global Business Review; Sage*, 17 (3), 610-629. DOI: 10.1177/0972150916630472
- Kulkarni, V.** (2016). Employee interpretations of change: exploring the other side of the resistance story. *Indian Journal of Industrial Relations*, 52, (2), 246-263. ISSN 0019-5286. Retrieved from <http://www.i-scholar.in/index.php/ijir/article/view/157567>
- Kumar, A., Kumar, P., Palvia, S.C., & **Verma, S.** (2017). Online education worldwide: Current status and emerging trends. *Journal of Information Technology Case and Application Research*, 19(1), 3-9. DOI: 10.1080/15228053.2017.1294867
- Kumar, Anand, **Roy, D.**, Verter, V., & Sharma, D. (2017). Integrated fleet mix and routing decision for hazmat transportation: A developing country perspective. *European Journal of Operational Research*, 264 (1), 225-238. DOI: 10.1016/j.ejor.2017.06.012
- Kumar, V., & **Deodhar, S.Y.** (2017). From well-heeled to tip-toed, shoe-shine to shoe-lace: Monopolistic Competition and Product Differentiation in Men's Footwear. *International Review of Business and Economics*, 1(1), 1-26.
- Laha, A.K.**, Raja, P., & Ghosh, D.K. (2017). Distribution of Traffic Accident Times in India - Some Insights using Circular Data Analysis. *International Journal of Business Analytics and Intelligence*, 5(1), 26-35.
- Laha, A.K.**, Raja, P., & Mahesh, K.C. (2016). SB-robust estimation of mean direction for some new circular distributions. *Statistical Papers*. DOI: 10.1007/s00362-016-0853-9
- Lahkar, R., **Pingali, V.**, & Sadhu, S. (2016). Does multiple borrowing necessarily mean overborrowing. *Enterprise Development Microfinance: An International Journal Of Microfinance and Business Development*, 27, (2), 132-141. DOI: 10.3362/1755-1986.2016.009
- Lim, J.J., & **Mohapatra, S.** (2016). Quantitative easing and the post-crisis surge in financial flows to developing countries. *Journal of International Money and Finance*, 68, 331-357. DOI:10.1016/j.jimonfin.2016.02.009
- Mathur, K., & Mathur, N. (2017). Assessing Administrative Reform in India. *Chinese Political Science Review/Springer*, 2(1), 40-55.
- Mishra, H.G., **Sinha, P.K.**, & Koul, S. (2017). Customer dependence and customer loyalty in traditional and modern format stores. *Journal of Indian Business Research*, 9(1), 59-78. DOI: 10.1108/JIBR-12-2015-0126
- Mishra, N., **Roy, D.**, & van Ommeren, J. (2017). A stochastic model for interterminal container transportation. *Transportation Science* 52(1), 67-87. DOI: 10.1287/trsc.2016.0726
- Mukherjee, S., **Sahay, A.**, Pammi, C., & Srinivasan, N. (2017). Is loss-aversion magnitude-dependent? Measuring prospective affective judgments regarding gains and losses. *Judgment and Decision Making*, 12(1), 81-89.
- Nagar, N.**, & Raithatha, M. (2016). Does good corporate governance constrain cash flow manipulation? Evidence from India. *Managerial Finance*, 42(11), 1034-1053. DOI: 10.1108/MF-01-2016-0028
- Nagar, N.**, & Sen, K. (2017). Classification shifting: impact of firm life cycle. *Journal of Financial Reporting and Accounting*, 15 (2), 180-197. DOI: 10.1108/JFRA-11-2015-0102
- Nagar, N.**, & Sen, K. (2017). Do financially distressed firms misclassify core expenses?. *Accounting Research Journal*, 30 (2), 205-223. DOI: 10.1108/ARJ-04-2015-0054
- Nanarpuzha, R., & **Noronha, E.** (2016). Seeking attention: an investigation of salesperson influence strategies used while selling to small retailers. *Journal of Personal Selling and Sales Management*, 36(2), 144-159. DOI: 10.1080/08853134.2016.1158656
- Narayanaswami, S.** (2016). Urban transportation: Trends, Challenges and Opportunities. *Technomic Review*, TR-2016-05-0004. Retrieved from <http://www.iimapr.com/article/view-article/urban-transportation-trends-challenges-and-opportunities>

Contd. Appendix

H

- Narayanaswami, S.** (2017). Urban transportation: innovations in infrastructure planning and development. *International Journal of Logistics Management*, 28(1), 150-171. DOI: 10.1108/IJLM-08-2015-0135
- Narayanaswami, S., & Ravichandran, N.** (2017). Optimal Movement Plan of Rice in the State of Andhra Pradesh in India. *INFORMS Transactions on Education*, 18(1), 37-40. DOI: 10.1287/ited.2017.0173ca
- Noronha, E.** (2016). Positives outweighing negatives: The experiences of Indian crowdsourced workers. *Work Organisation, Labour and Globalisation*, 10(1), 44-63.
- Noronha, E., D’Cruz, P., & Kuruvilla, S.** (2016). Globalisation of Commodification: Legal Process Outsourcing and Indian Lawyers. *Journal of Contemporary Asia*, 46 (4), 614-640. DOI: <http://dx.doi.org/10.1080/00472336.2016.1157885>
- Palvia, S., Anand, A.B., Seetharam, P & **Verma, S.** (2017). Imperatives and Challenges in using E-Government to Combat Corruption: A Systematic Review of Literature and a Holistic Model Twenty-third Americas Conference on Information Systems. Retrieved from <http://aisel.aisnet.org/cgi/viewcontent.cgi?article=1262&context=amcis2017>
- Palvia, S., Kumar, A., Kumar, P. & **Verma, S.** (2017). Exploring Themes, Trends, and Frameworks: A Meta-Analysis of Online Business Education Research. *Americas Conference on Information Systems*. Retrieved from <http://aisel.aisnet.org/cgi/viewcontent.cgi?article=1329&context=amcis2017>
- Pandey, J. (2016). Structural & psychological empowerment in rural India. *Indian Journal of Industrial Relations*, 51(4), 579-594.
- Pandey, S., **Dutta, G.**, & Joshi, H. (2017). Survey on revenue management in media and broadcasting. *Interfaces*, 47 (3), 195-213. DOI: 10.1287/inte.2017.0886
- Pathak, A.** (2016). Damages in a consumer sale contract: Reviewing the Consumer Protection Bill, 2015. *The International Journal of Consumer Law and Practice*. Retrieved from https://www.nls.ac.in/index.php?option=com_content&view=article&id=1050
- Pingali, V.**, Chaudhuri, M., Malik, P., Tamara, R., Khakkar, A., Chatterjee, C., Mondal, S., & Sokol, D. (2016). Competition Law in India: Perspectives. *Vikalpa*, 41(2), 168-193. DOI: 10.1177/0256090916647222
- Ranjan, R. (2016). India’s National Food Security Act: Fiscal Assessment and Implementation Challenges. *FIIB Business Review*, 5(2).
- Ray, P., & **Singh, M.** (2016). HR transformation for the new generation work force. *Indian Journal of Industrial Relations*, 52 (2), 336-349.
- Roy, D.**, Carrano, A.L., Pazour, J.A., Gupta, A. (2016). Cost-effective pallet management strategies. *Transportation Research Part E: Logistics and Transportation Review*, 93, 358-371. DOI: 10.1016/j.tre.2016.06.005
- Roy, D.**, Krishnamurthy, A., Heragu, S.S., & Malmborg, C.J. (2017). A Multi-tier linking approach to analyze performance of autonomous vehicle-based storage and retrieval systems. *Computers & Operations Research*, 83, 173-188. DOI: 10.1016/j.cor.2017.02.012
- Roy, K., **Vohra, N.**, & Budhwar, P. (2016). Rethinking management theory and practice for the Indian context – An international management perspective. *Thunderbird International Business Review*, 58(6), 507-513. DOI: 10.1002/tie.21792
- Sahasranamam, S. & **Sud, M.** (2016). Opportunity & Necessity Entrepreneurship: A Comparative Study of India & China. *Academy of Entrepreneurship Journal*, 22(1), 21-40.
- Sarin, A.**, Annala, L.T., & Green, J. (2016). Co-production of frugal innovation: Case of low cost household reverse osmosis filters in India. *Journal of Cleaner Production*, 51(1), 67-87. DOI: 10.1016/j.jclepro.2016.07.065
- Shah, A., & **Garg, A.** (2017). Urban common service generation, delivery and management: A Conceptual Framework. *Ecological Economics*, 135(C). DOI: 10.1016/j.ecolecon.2016.12.017
- Shah, A., & **Narayanaswami, S.** (2016). Reducing Delhi’s pollution: the odd-even trials and other options. *World Transport Policy and Practice*, 22(3), 7-15. Retrieved from <http://worldtransportjournal.com/wp-content/uploads/2016/10/4th-Oct-opt.pdf>
- Sharma, Shruti** (2017). Does plant size matter? Differential effects of FDI on wages and employment?. *Asian Development Review: Studies of Asian and Pacific Economic issues*.
- Sharma, Sunil**, Batra, S., **Vohra, N.**, & **Dixit, M.** (2016). Measuring the effectiveness of strategic planning: Proposing a Second Order Operationalization. *Measuring Business Excellence*, 20(3), 15-25. DOI: 10.1108/MBE-09-2014-0031
- Sharma, Supriya, & **Khokle, P.W.** (2017). Identifying a typology of organizational transformations in India. *International Journal of Organizational Analysis*, 25(1)24-44. DOI: 10.1108/IJOA-06-2015-0869

- Singh, S.** (2016). Arthiyas in Punjab's APMC Mandis: inadequate analysis and solutions. *Economic and Political Weekly: A Journal of Current Economics and Political Affairs*, 51(15)
- Singh, S.** (2016). Institutional innovations for smallholder development: a case study of agri-franchising in Bihar. *Indian Journal of Agricultural Economics*, 71(1), 264-284.
- Singh, S.** (2017). Addressing the agrarian crisis in Punjab: Role of agro-markets and Policy. *Economic and Political Weekly: A Journal of Current Economics and Political Affairs*, 52(3).
- Singh, S.** (2017). Tenancy reforms: a critique of NITI Aayog's Model Law. *Economic and Political Weekly: A Journal of Current Economics and Political Affairs*, 52(2).
- Singh, V.L., & **Singh, M.** (2016). Techniques of job crafting: an exploratory study on management consultants. *South Asian Journal of Management*, 23(2), 25-50.
- Sinha, A.**, Ramo, J., Malo, P., Kallio, M., & Tahvonen, O. (2017). Optimal management of naturally regenerating uneven-aged forests. *European Journal of Operational Research*, 256(3), 886-900. DOI: doi.org/10.1016/j.ejor.2016.06.071
- Sinha, A.**, Malo, P., & Deb, K. (2017). Approximated set-valued mapping approach for handling multiobjective bilevel problems. *Computers & Operations Research*, 77(C), 194-209. DOI: 10.1016/j.cor.2016.08.001
- Sinha, A.**, Malo, P., & Deb, K. (2017). Evolutionary algorithm for bilevel optimization using approximations of the lower level optimal solution mapping. *European Journal of Operational Research*, 257(2), 395-411. DOI: 10.1016/j.ejor.2016.08.027
- Sinha, P.K.**, Gupta, S., & Rawal, S. (2017). Brand adoption by BoP retailers. *Qualitative Market Research: An International Journal*, 20(2), 181 – 207. DOI: 10.1108/QMR-07-2014-0056
- Sohani, S.S., & **Mahehwari, S.** (2016). Problem of Plenty: Managing Employee Surplus. *International Journal of Knowledge-based Organizations*, 6(1), 38-48.
- Sohani, S.S., **Singh, M.** (2017). Multilevel analysis of ambidexterity and tagging of specialised projects in project-based information technology firms. *International Journal of Operations & Production Management*, 37(9), 1185-1206. DOI: 10.1108/IJOPM-04-2016-0212
- Thomas, N., & **Vohra, N.** (2016). Investigating organizational learning through social network analysis: The case of a consultancy firm in India. *Thunderbird International Business Review*, 58(6), 587-600. DOI: 10.1002/tie.21777
- Turaga, R.** (2016). The politics of formulation of environmental impact assessment regulation in India: a case study. *Journal of Environmental Assessment Policy and Management*, 18(2). DOI: 10.1142/S1464333216500162
- Upadhyayula, R.S., Karthik, D., & **Karna, A.** (2017). The role of cluster presence and quality certification in internationalization and performance of offshore service providers. *Journal of International Management*, 23(1), 72-86. DOI: 10.1016/j.intman.2016.11.004
- Vries, J. de., Koster, R. de., Rijdsdijk, S., & **Roy, D.** (2017). Determinants of safe and productive truck driving: empirical evidence from long-haul cargo transport. *Transportation Research Part E-Logistics and Transportation Review*, 97, 113-131. DOI: 10.1016/j.tre.2016.11.003
- Wagner, E., & **Kandathil, G.** (2016). Narrative methodologies in information systems literature: illuminating interconnectivity and change over time. *Communications of the Association for Information Systems*, 39, 555-575.
- Yadav, R.S., & **Singh, M.** (2016). Winning the trust of the employees, ethically or strategically? *International Journal of Business Governance and Ethics*, 11(3), 223-242. DOI: 10.1504/IJBGE.2016.081629
- Yu, Y., **Bhadra, D.**, & Nandram, B. (2017). Tests of independence for a 2x2 contingency table with random margins. *International Journal of Statistics and Probability*, 6(2), 106-121. DOI:10.5539/ijsp.v6n2p106

CHAPTERS IN BOOKS

- Aggarwal, M.**, Heinermann, J., Oehmcke, S., & Kramer O. (2017). Preferences-based choice prediction in evolutionary multi-objective optimization. In G. Squillero, & K. Sim (Eds), *Applications of Evolutionary Computation. EvoApplications 2017*, Cham: Springer, (pp.715-724). Retrieved from https://link.springer.com/chapter/10.1007/978-3-319-55849-3_46
- Basant, R.** (2016). Discourse and perspectives on Muslims in India: Has the Sachar Committee Report made a difference? In R. Hassan (Ed.) *Indian Muslims – Struggling for equality citizenship*. Melbourne: University Press.
- Noronha, E. & D’Cruz, P.** (2016). Creating space: The role of the state in the Indian IT- related offshoring sector. In J. Flecker (Ed.), *Space, Place and Global Digital Work*. London: Palgrave.

- Noronha, E., & D’Cruz, P.** (2016). Deciphering the discourse of ‘the professional’: Consequences for union formation in the Indian IT/ITES sector. In K.R. Shyam Sundar (Ed.), *Dynamics of globalization and industrial relations in India*. New Delhi: Daanish. 2016.
- D’Cruz, P., & Noronha, E.** (2016). Organizational governance: A promising solution for varieties of workplace bullying. 2016. Ashkanasy et al (Eds.), *Research on Emotions in Organizations*. London: Emerald.
- D’Cruz, P.** (2016) Interpersonal and depersonalized bullying at work in India. In K.R. Shyam Sundar (Ed.), *Dynamics of globalization and industrial relations in India*. New Delhi: Daanish.
- D’Cruz, P.** (2016). Cyberbullying: An emergent phenomenon in contemporary workplaces. In J. Webster & K. Randle (Eds.) *Virtual workers and global labour markets*. London: Palgrave Macmillan.
- Gupta, N., & **Dutta, G.** (2016). An optimization based decision support system for strategic planning in Process Industries: The Case of a Pharmaceutical Company. Springer. In J. Papathanasiou, & N. Ploskas, & I. Linden (Eds), *Real-World Decision Support Systems. Integrated Series in Information Systems*, (pp. 175-189). Cham: Springer. Retrieved from https://link.springer.com/chapter/10.1007/978-3-319-43916-7_8
- Gupta, A. K., & Dey, A.** (2016) (2016). Crucible of crop diversity: Forging partnership with farmer breeders and innovators for higher climate resilience. In V.V. Belavadi, N. Nataraja Karaba, N.R. Gangadharappa (Eds.), *Agriculture under Climate Change: Threats, Strategies and Policies*, (pp.74- 79). Allied Publishers
- Gupta, A. K., & Dey, A.** (2016). Empathetic climate resilient frugal innovations for sustainable communities. In P. Stebbing and U. Tischner (Eds.), *Changing Paradigms: Designing for a Sustainable Future*, (pp.559-588). Cumulus Think Tank: Helsinki
- Gupta, A. K., Singh, G., & Dey, A.** (2016). Modeling challenges for climate and community resilient socio-ecological systems. In J.N. Furze, K. Swing, A. K. Gupta, R. McClatchey, D. Reynolds, (Eds.) *Mathematical Advances Towards Sustainable Environmental Systems*, Cham: Springer, ISBN 978-3-319-43901-3
- Kaul, A., & Desai, A.** (2016). Managing corporate reputation through social media. In *Managing public relations and brand image through social media* (pp.30-46). Hershey: IGI Global.
- Laha, A.K., & Raja, P.** (2016). SB-Robustness of Estimators in Recent Advances in C. Agostinelli, A. Basu, P. Filzmoser, D. Mukherjee (Eds.) *Robust Statistics: Theory and Applications*, (pp.115-130). New Delhi: Springer. DOI: 10.1007/978-81-322-3643-6_6
- Laha, A.K.** (2016). Statistical challenges with big data in management science in S. Pyne, B.L.S. Prakasa Rao, S.B. Rao (Eds.), *Big Data Analytics - Methods and Applications*, (pp. 41- 55). New Delhi: Springer. DOI: 10.1007/978-81-322-3628-3_3
- Mathur, A. N.** (2016). Chemistry looks to the future at “Innovassynth” in R.Van Tulder et.al. (Eds.) *The Challenge of the BRIC Multinationals*. (pp.559-588). London: Emerald.
- Ranjan, A., Annala, L. T., **Mathur, N., Sarin A., & Tesfaye, Y.G. T.** (2017). Technological innovations and equitable access to clean drinking water – three case studies from Gujarat, India. In G. V. Mariateresa (Ed.), *Human Rights and Technology: The 2030 Agenda for Sustainable Development*, (pp. 241-263). Helsinki: UPeace Press, United Nations. Retrieved from <http://upeace.org/research-publications/recent-publications>
- Noronha, E., & D’Cruz, P.** (2016). Still a distance to go: Social upgrading in the Indian ITO-BPO-KPO sector. In D. Nathan, S. Sarkar, & M. Tewari (Eds.), *Labour Conditions in Asian Value Chains, Vertical and Horizontal Relations*. Cambridge: Cambridge University Press.
- Raghuram, G., & Udayakumar, P.D.** (2017). Breaking new ground: Dispatches on Law & Economics from India. In R. Nagar, P. M. Prasad, & P. Mamidi (Eds.), *Law & Economics: Breaking New Grounds*, Lucknow: Eastern Book Company. Retrieved from http://www.ebcwebstore.com/product_info.php?products_id=100442
- Sharma, R.** (2016). Reinventing educational organisations. In R.C.Tripathi, & R. Dwivedi (Eds.), *Organisational Studies in India*, (pp. 99-328). New Delhi: Orient Black Swan.
- Singh, S.** (2017). Institutional innovations in paddy rice production and marketing in India: Experience and strategies. In S. Mohanthy, P. G. Chengappa, M. Hedge, S. Baruah, E. Kannan, & A. V. Manjunatha (Eds.), *The Future Rice Strategy for India*. Elsevier.
- Singh, S.** (2016). Fresh produce markets, standards, and dynamics of labour: Grapes in India. In D. Nathan, M. Tewari, & S. Sarkar (Eds.), *Labour Conditions in Asian GVCs: Vertical and Horizontal Relations*, (pp. 91-115). Cambridge: Cambridge University Press.

- Singh, S.** (2017). "White Gold" for Whom? A study of Institutional Aspects of Work and Wages in Cotton GPNs in India. In E. Noronha, & D'Cruz, P. (Eds.), *Critical Perspectives on Work and employment in globalising India*, (pp. 15-36), Singapore: Springer
- Singh, S.** (2017). Understanding the role and implications of FDI in Agri-food markets from a value chain perspective: case of Multi-brand retail trade (MBRT) FDI in India. In D. Marothia et al (Eds.), *Re-visiting agricultural policies in the light of globalisation experience: The Indian Context*, (pp. 126-144), ISAE, Mumbai.
- Vohra, N., & Batra, S.**(2016). Planning as a Means to Innovation in Entrepreneurial Firms in India. In C. C. Williams, & A. Gurtoo (Eds.), *Routledge Handbook of Entrepreneurship in Developing Economies*. New York: Routledge.
- Thomas, N., & **Vohra, N.** & (2016). Organizational learning in Indian family firms: a social network based approach for entrepreneurship. In C. C. Williams, & A. Gurtoo (Eds.), *Routledge Handbook of Entrepreneurship in Developing Economies*. New York: Routledge.

CONFERENCES AND WORKSHOPS

- Agarwal, P.** (2017, April 28-29). *Role of high-performance work systems in managing narcissist behaviour*, presented at Fifth Asia Pacific Conference on Advanced Research, Melbourne.
- Banerjee, S. (2016, December 10). *Targeting governments or citizens: non-market-based strategies and performance of MNE subsidiaries in host countries* presented at the Strategic Management Society Special Conference, Hong Kong.
- Banerjee, S. (2016, September 14). *Information Technology Strategy: strengthening the path between strategic CSR and Firm Performance of MNE Subsidiaries across Countries* presented at the 7th International Conference on Corporate Sustainability and Responsibility - CSR in an Age of Digitization, Berlin.
- Banerjee, S. (2016, September 17). *International Strategic Choices: Hobbling Across the Cracked Bridges between Nation States and Business Environments* presented at the Strategic Management Society 36th Annual Conference, Berlin.
- Bisht, D. (2016, June 1-4). *Pricing option on commodity futures under string shocks*, presented at the 5th Berlin Workshop on Mathematical Finance, Berlin.
- Bisht, D. (2016, May 12-14). *A continuous semimartingale approach to commodity futures options pricing under string shock*, presented at EURO Working Group for Commodities and Financial Modelling- 57th Meeting, Coibra.
- Dash, S. S., & **Vohra, N.** (2016, July 24-29). *Antecedents and Consequences of Job Crafting by School Teachers*, presented at International Congress of Psychology (ICP 2016), Yokohama.
- D'Cruz, P.** (2016, November 22). *The effectiveness of legislation in the context of workplace bullying: Key informants' views of the Dutch Working Conditions Act*, presented at Geographies of Globalization, Amsterdam Institute of Social Science Research, University of Amsterdam
- D'Cruz, P.** (2016, April 19). Conducting research on workplace bullying: Challenges, dilemmas and some good advice from a senior researcher, keynote at 4th IAWBH PhD seminar Auckland.
- D'Cruz, P., Noronha, E., & Beale, D.** (2016, June 22-24). *Informal waste workers in India: Towards sustainable livelihoods and sustainable development*, presented at International Visual Sociology Association conference, Lillehammer.
- D'Cruz, P., & Bjorkelo, B.** (2016, April 19-22). *Bullying in the context of whistleblowing at work in India: The relevance of a sociocultural framework*, presented at the 10th International Conference on Workplace Bullying and Harassment, Auckland.
- D'Cruz, P., & Noronha, E.** (2016, April 19-22). *Agency and mastery in workplace cyberbullying: Insights from internal and external targets*, presented at the 10th International Conference on Workplace Bullying and Harassment, Auckland.
- D'Cruz, P., & Noronha, E.** (2016, December 12). *Publishing in top international journals*, presented at the Pan-IIM World Conference pre-conference workshop IIM Ahmedabad.
- D'Cruz, P., & Noronha, E.** (2016, June 9-13). *Crowdsourced paid work to India: Exploring an emergent form of virtual offshoring*, presented in the Round-table titled 'Class, gender and power dynamics in global virtual work', presented at the 66th International Communication Association (ICA) Conference.
- D'Cruz, P., & Noronha, E.** (2016, July 10-14). *Globalising commodification: Outsourcing legal work to India*, presented at the 3rd International Sociological Association (ISA) Forum of Sociology Conference, Vienna.
- D'Cruz, P., Paull, M., Omari, M., & Guneri-Cangarli, B.** (2016, April 19-22). *To help or not to help: Bystander behaviour in workplace bullying*, presented at the 10th International Conference on Workplace Bullying and Harassment, Auckland.

Contd. Appendix

H

- D’Cruz, P.,** Salin, D. & Cowan, R. (2016, April 19-22). *Prevention of and Interventions in Workplace Bullying: A Global Study of Human Resource Professionals’ Reflections on Best Practices. Preferred Measures*, presented at the 10th International Conference on Workplace Bullying and Harassment, Auckland.
- Deodhar, S.** (2016, August 31). *Orphan Food? Nay, Future of Food: Understanding Pulse of the Indian Market*, presented at the Conference on Know Your Pulses, in celebration of 2016 as the International Year of Pulses, Guru Nanak College, Mumbai.
- Didugu, K. C., & **Soman, C.A.** (2016, August 22-26). *Distribution Network and Inventory Decisions of a Food Aggregator cum Restaurant*, presented at the 19th International Symposium on Inventories, Budapest.
- Gupta, A. K.** (2016, September 7-12). Keynote lecture in International Conference: Design for Social Innovation in emergent economies at Metropolitan Autonomous University, Mexico City.
- Gupta, A. K.** (2017, July 7). Keynote lecture at National Conference on – Innovations in Agricultural mechanization – Development of linkage among R&D - industry – Farmers Vigyan Bhawan, New Delhi.
- Gupta, A. K.** (2017, February 8). Keynote speaker at iNOVEX2017 Conference, Israel.
- Gupta, A. K.** (2016, December 17-18). Keynote speaker at International Conference on Robotics and Automation for Humanitarian Applications (RAHA 2016), Amrita University.
- Israr, Q., & **Shukla, K. D.** (2016, December 12, 2016). *Structural Equation Modelling*, presented at the Pre-conference Workshop at Fourth Pan-IIM World Management Conference, IIM Ahmedabad.
- Jain, R.** (2016, June 8). *Using Complex Adaptive Systems Theory for Developing an Internet Governance Model for India*, presented at the Preconference on Power, Communication, and Technology in Internet Governance, Kanazawa Institute of Technology, Nonoichi.
- Jain, R.** (2016, September 30 - October 1). *Factors Influencing Perceived Impact of Internet Use on Individuals in Rural India*, presented at the TPRC44, Research Conference on Communications, Information and Internet Policy, George Mason University, Arlington.
- Jain, R.** (2016, June 26-29). *A Model for Internet Governance in India*, presented at the ITS 2016 Taiwan Conference, Taiwan.
- Jain, R., & Singh, M.** (2016, September 7-9). *Policy Implications for National Knowledge Networks in UK and India: A Comparative Study*, presented at ITS 2016 Europe Conference, Cambridge.
- Jha, J.K., & **Singh, M.** (2016, September 6-8). *Effect of Ethical Leadership on Employee Voice and Union Citizenship Behaviour: Mediating Role of Industrial Relations Climate*, presented at the track ‘Human Resource Management’ in the British Academy of Management 2016 Conference at the Newcastle University, Newcastle.
- Kapoor, A. (2017, February, 16). Paper presented at the Society for Consumer Psychology Conference, San Francisco.
- Koul, S., **Sinha, P.K.,** & Mishra, H.G. (2016, February 18-20). *Customer Perceptions of Product Assortment Leading to Store Patronage: A Study of Small Retailers*, presented at ICMC. MICA, Ahmedabad.
- Kumar, J. (2016, September 6). *Effect of Ethical Leadership on Employee Voice & Union Citizenship Behaviour: Mediating Role of Industrial Relations Climate*, presented at 30th, Annual Meeting, British Academy of Management, Newcastle.
- Kumar, J., & **Varkkey, B.** (2016, September 22). *Role of workplace ethical climate in sustaining growth: A case study of Tata Power Delhi Distribution Limited (TPDDL)*, presented at the National Conference on Strengthening Values & Ethics for Sustainable Growth: Role of Indian Philosophical Traditions, MDI Gurgaon.
- Kumar, J., **Varkkey, B.** (2016, September, 6). *Are You a cistern or a channel? Exploring factors influencing knowledge hiding behaviour at workplace: evidence from Indian R & D professionals*, presented at the 30th, Annual Meeting, British Academy of Management, Newcastle, UK
- Kumawat, G.L. (2016, November 10). *Modeling parallel process flows in intra-logistics systems* presented at COSMAR-2017, IISC, Bangalore
- Malhotra, P., & **Singh, M.** (2016, July 7-9). *Understanding procrastination due to internet at macro & micro Levels using multiple theoretical Framework*, presented at the 32nd EGOS - European Group for Organizational Studies Colloquium, Naples.
- Malone, M., Cornell, D., & **Shukla, K.** (2016, August 04-07). *Grade configuration is associated with standardized test pass rates for 7th and 8th grade students*. Poster presented at American Psychological Association annual convention, Denver.

Contd. Appendix

- Mathur, A. N.** (2016, June 20-25). *Skating on thin ice: How to balance rights based public accountability, regulatory oversight as an obligatory governance function and the value of independence and peer evaluation in appointing judges and professors?* presented at ISPSO Annual Meeting, Granada.
- Mathur, A. N.** (2017, March 2-3). *Pharmaceutical Pricing Regime in India: Loopholes and Paradoxes*, presented at the 2nd Competition Conference organised by the Competition Commission of India, Habitat Centre, New Delhi.
- Mathur, A.N.** (2016, August 8-10). *Is 'Make in India' constrained by Labour Market Regulations? Presented* at the Xlth Conference on Public Policy Management, IIM Bangalore.
- Mathur, C. (2016, December, 13). *An examination of the linkages between direct taxes, economic growth and tax compliance, and its implications for India*, presented at the Fourth Pan IIM World Management Conference, IIM Ahmedabad.
- Mathur, C. (2017, January 7). *Are attitudes to authority related to our economic behaviour? Poster presented at TAPMI-Max Planck Winter School on Bounded Rationality, Manipal.*
- Mathur, C., & **Mathur, N.** (2016, August 8). *Emancipation Or exclusion: what are the Indian state's recent initiatives on transgender rights really going to achieve?* presented at the XI International Conference on Public Policy and Management, IIM Bangalore.
- Mathur, C., & **Mathur, N.** (2016, July 6). *Gender variance and the Indian state*, presented at the Interpretive Policy Analysis 11th International Conference, University of Hull, England.
- Mathur, C., Bhat, R. (2016, August 9). *Feasibility and challenges of universal health care in India*, presented at XI International Conference on Public Policy and Management, IIM Bangalore.
- Milap, A. (2016, June 10). Paper presented at HKU-USC-IPPA Conference on Public Policy, Hong Kong.
- Mishra, N., & Dash, S.S. (2016, December 8). *Institutional theory as a driver of CSR*, presented at the 30th ANZAM 2016 Conference, Brisbane.
- Mittal, G., & **Mathur, N.** (2016, July, 6). *Critical Policy Analysis of Urban Transport in India*, presented at Interpretive Policy Analysis 11th International Conference, University of Hull, England.
- Mittal, H. (2016, November 8-11). *Strengthening intermediate public transport for urban Poor mobility*, presented at the Urban Mobility India Conference 2016, Mahatma Mandir, Gandhinagar.
- Mittal, H., & **Mathur, N.** (2016, December 15). *Critical policy analysis of urban transport in India*, presented at the Fourth Pan IIM World Management Conference, IIM Ahmedabad.
- Nanarpuzha, R. R., **Abhishek, & Sinha, P.K.** (2016, July 11-14). *Price fairness in a socially embedded market*, presented at the 23rd international conference on Recent Advances in Retailing and Services Science, EIRAAS, Edinburgh.
- Narayanaswami, S.** (2016, July 3-6). *Scheduling planned maintenance activities: A metaheuristic approach*, presented at EURO-2016, Poznan.
- Narayanaswami, S.** (2016, September, 9-10). *OR Modelling opportunities in urban planning*, presented at the Management Science and Practice - 2016 at IIT Madras, Chennai.
- Pandey, J., & **Singh, M.** (2016, August 5-9). *Role of religious coping in the lives of rural working women*, presented at the 76th Annual Meeting, Academy of Management 2016 Annual Meeting at the Anaheim Convention Centre, Anaheim.
- Pandey, J., & **Varkkey B.** (2016, August 5). *Dynamics of caste in Indian Trade Unions: results of qualitative and quantitative studies*, presented at 76th, Annual Meeting, Academy of Management, Anaheim.
- Parida, B. (2016, December 28). *Can status be signaled or inferred through nonconformity?* presented at the National Academy of Psychology Conference, IIT, Chennai.
- Parida, B., **Gupta, V.** (2016, December 28). *Authentic Leadership not-for-profit organization*, presented at National Academy of Psychology Conference, IIT, Chennai.
- Prasanna, R. (2016, November 13). *New efficient formulations for the Hub interdiction problem* presented at the INFORMS Annual meeting - Nashville.
- Purkayastha, A. (2016, August 5). Paper presented at 76th, Annual Meeting, Academy of Management Anaheim.
- Putatunda, S., **Laha, A.K.** (2016, February 25). *Incremental learning for travel time prediction on taxi GPS data streams* presented at the 9th International Conference on Machine Learning and Computing (ICMLC 2017), Singapore.

Contd. Appendix

H

- Radhakrishnan, G., & **Garg, A.** (2016, June 20). *Challenges in the logistics of coal imports*, presented at the 39th IAEE International Conference, Bergen.
- Radhakrishnan, G., & **Raghuram, G.** (2016, July 11). *Competition and tariff regulations in Indian Container Terminals*, presented at 14th World Conference on Transport Research, Shanghai.
- Raghuram, G.** (2016, December 12-14). *Dedicated high speed rail network in India: A systems perspective in development*, presented at ORSI International Conference, BIMTECH, Greater Noida.
- Raghuram, G.** (2016, July 10-15). *Effect of legal issues in infrastructure development: The case of container terminal bids in Jawaharlal Nehru Port Trust*, presented at the World Conference on Transport Research, Shanghai.
- Raghuram, G.** (2016, July 10-15). *Implications of Vertical Unbundling on Indian Railways: Lessons from German Railway Reform*, presented at World Conference on Transport Research, Shanghai.
- Ranjan, R. (2016, December 6). *Does the presence of innovative teachers affect educational outcomes and school quality? Evidences from a natural experiment in India* presented at the 30th ANZAM Conference, Brisbane.
- Ranjan, R. (2016, November 11). *Teacher innovations in rural Indian Government Schools: drivers and consequences for educational quality* presented at the AARE Conference, Melbourne.
- Rathi, P. (2016, August 23). *The temperature of Indian cities: Some insights using change point analysis with functional data* presented at the 22nd International Conference on Computational Statistics, Oviedo.
- Rathi, P. (2016, December 20). *Prediction using functional data analysis with application to booking curves* presented at the 4th International Conference on Business Analytics, IISc Bengaluru.
- Ravichandran, N.** (2016, December 22-23). *Challenges in Supply Chain coordination*, keynote address in Fourth International Conference on Best Practices in Supply Chain Management, Indian Institution of Industrial Engineering, College of Engineering, Trivandrum.
- Ravichandran, N.** (2016, July 24-26). *Modeling OPD flow in an orthopaedic facility*, presented at the ORAHS, Pamplona.
- Ravichandran, N.** (2016, December 14-17). *Optimizing the logistics cost in a cement factory*, presented at the American Mathematical Society Conference, BHU, Varanasi.
- Ravichandran, N.** (2016, November 13-16). *Managing transport concession*, presented at INFORMS 2016, Nashville.
- Ravichandran, N.** (2016, September 26). Keynote address in the conclave on Tourism for All: Promoting Universal Accessibility, National Institute of Tourism & Hospitality Management (NITHM), Hyderabad.
- Ravichandran, N.** (2016, September 8-10). *OR in India: Past, present and future*, presented at MSP 2016, IIT Madras.
- Ravichandran, N., & Lowalekar, H.** (2016, July 2-7). *Management of patient response time in an Ophthalmology clinic*, presented at EURO 2016, Ponzan.
- Ravichandran, N., & Narayanaswami, S.** (2016, November 13-16). *An operational model to support cotton trade in India*, presented at INFORMS Annual Meeting, Nashville.
- Saluja, D. (2016, July 8). *Knowledge Levels of RSBY Beneficiaries in Jhagadia, Gujarat*, presented at 3rd National Conference on Bringing Evidence into Public Health Policy, Bangalore.
- Saluja, D., & **Sarin, A.** (2016, June 10). *Implications of private sector participation on accountability: An understanding using RSBY programme design*, presented at HKU-USC-IPPA Conference on Public Policy, Hong Kong.
- Saluja, D., & **Sarin, A.** (2016, November 14). *Accountability mechanisms in partnerships: Evidence from the RSBY enrollment process, India*, presented at 4th Global Symposium on Health Systems Research, Vancouver.
- Saluja, D., & **Sarin, A.** (2016, October 15). *Multiple accountability disorder: Developing an understanding through India's largest Social Health Insurance program*, presented at 22nd Qualitative Health Research Conference, Kelowna.
- Saluja, D., & **Sarin, A.** (2016, October 29). *Accountability mechanisms in partnerships: Evidence from the RSBY enrollment process, India*, presented at 144th American Public Health Association Annual Meeting, Denver.
- Saurabh, S. (2016, December 21). *Foreign institutional investors, controlling shareholders and market timing: Evidence from India*, presented in the India Finance Conference, Ahmedabad.
- Saurabh, S. (2016, February 9). *Shareholders tax incentives and dividend policy: Evidence from a new tax rule in India*, presented at the Academy of Economics and Finance Annual Conference, Charleston.

Contd. Appendix

- Shah, P., **Kandathil, G.**, & Kapoor, A. (2016, July 4). *Acting for change: Narratives from a denotified nomadic tribe in India*, presented at the 32nd European Group for Organization Studies (EGOS) Colloquium, Naples.
- Sharda, K.** (2016, May 20). *Making of a good soldier: Sensemaking efforts in armed conflict*, presented at the International Academy of Management and Business, Montreal.
- Sharma, M., **Sinha, P.K.**, & Mishra, H.G. (2017, April 16-17). *Factors influencing lifestyle retail store choice: A qualitative Study on Jammu Entrepreneurs*, presented at The Twelfth Biennial Conference on Entrepreneurship EDI Ahmedabad.
- Sharma, Shruti** (2016, June 1-3). *Employment, wages and inequality in India: An occupations and tasks-based approach*, presented at the Global Conference on Prosperity, Equality and Sustainability: Perspectives and Policies for a Better World, New Delhi.
- Sharma, Shruti** (2016, June 7-9). Paper presented at LKYSPP Development Economics and Policy (DeEP) Conference, National University of Singapore, Singapore.
- Shukla, K. D.**, Konold, T., & Cornell, D. (2016, August 04-07). *Profiles of student perceptions of school climate: Relations with risk behaviours and academics*, presented at the American Psychological Association Annual Convention, Denver.
- Singh, P.D. (2016, August 4). *Whether and where to spend mandatory CSR*, presented at the International conference on Business and education, Washington DC.
- Singh, V. (2016, December 14). *Addressing the issue of attrition and sub-optimal performance among community health workers - monetary incentives vs intrinsic motivation*, presented at the Fourth Pan IIM World Management Conference, IIM Ahmedabad.
- Sinha, P.K.**, Sharma, M., & Mishra, H. G. (2016, April 16-17). *Profiling of Generation-Y Female Purchasing handbags in Jammu* presented at the Conference on Brand Management IIT-Delhi.
- Sohani, S.S., & **Singh, M.** (2016, August 5-9). *Strategizing ambidexterity: A Longitudinal analysis in project based information technology firm*, presented in the session titled 'Advancing Ambidexterity' in the Academy of Management 2016 Annual Meeting, Anaheim.
- Sohani, S.S., & **Varkkey, B.** (2016, August 5). *Social issues in labour supply chain: broker imposed servitude of Indian immigrant technology worker* presented in the 76th Annual Meeting, Academy of Management, Anaheim.
- Jain S. (2016, December 20). *Lifecycle Theory and financial restructuring*, presented at the India Finance Conference, Ahmedabad.
- Srinivasan, S. (2016, November 18). Paper presented at the SJDM Conference 2016, Boston.
- Sugathan, A.**, Pande, R., & Madhok, R. (2016, May 21). *Indian Coal Fired Power Plants: The challenge of generalizability across time and space*, presented at the Sustainability Science Symposium, Harvard Kennedy School, Cambridge.
- Sharma, Supriya, & **Vohra, N.** (2016, July 30-August 3). *Is There a National Culture? Examining country and ethnicity as level of analysis for cultural values*, presented at the International Association for Cross-Cultural Psychology (IACCP 2016), Nagoya.
- Tandon, A., & Gupta, G. (2017, January 2). *Investigation of the role of computer-mediated communication in the adoption of hedonic information systems*, presented at the Conference on the Digital Economy, ISB Hyderabad.
- Tumbe, C.** (2016, July 14). *Urbanisation, demographic transition and the growth of cities in India, 1870-2020*, presented at the 7th Annual IGC-ISI Growth and Development Conference, Delhi.

J

CASES, RESEARCH, AND CONSULTING

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
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
2016-17	3891	894	3492

EXECUTIVE EDUCATION PROGRAMMES

DISTRIBUTION OF PARTICIPANTS

Programmes	No. of Programmes	No. of Participants			Total
		Public Sector	Private Sector	Foreign	
General Management Programmes	3	49	110	39	198
New Programmes	10	103	125	8	236
Regular/Repeat Programmes	56	561	1025	39	1625
Total	69	713	1260	86	2059

GENERAL MANAGEMENT PROGRAMMES

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
3 TP Emerging Leaders' programme July 24 - August 20, 2016	18	33	22	73
Transforming Small and Medium Enterprises Programme October 16 - 28, 2016	0	31	1	32
3TP Senior Leaders' Programme January 22 - February 11, 2017	31	46	16	93
Total	49	110	39	198

NEW PROGRAMMES OFFERED

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
Business Policy				
Strategies for Winning International Markets July 29 - 31, 2016	8	18	1	27
Cultivating Entrepreneurship in Organizations February 27 - March 1, 2017	11	11	0	22
Finance and Accounting				
Developing Commercial & Financial Skills for Strategic Business Decisions August 1 - 5, 2016	9	12	0	21
Project Credit Appraisal in a Volatile Business Environment September 12 - 16, 2016	14	2	2	18
Financial Analysis of Business September 29 - October 01, 2016	14	16	2	32
Marketing				
Neuroscience in Marketing January 9 - 11, 2017	6	12	0	18
Human Resource Management				
Developing Internal Talent and Leadership February 2 - 4, 2017	18	19	1	38

Contd. Appendix

K

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
H R Audit: Preparing the Ground for Strategic HRM March 8 - 10, 2017	18	6	2	26
Production and Quantitative Methods				
Restaurant Management July 18 - 20, 2016	2	20	0	22
Fundamentals of Operations September 19 - 23, 2016	3	9	0	12
Total	103	125	8	236

REGULAR/REPEAT PROGRAMMES OFFERED

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
Business Policy				
Design Thinking for Nurturing Innovation August 29 - September 3, 2016	5	28	1	34
Young Entrepreneurs Programme Module 1 : September 5 - 10, 2016 Module 2 : January 9 - 14, 2017	2	17	0	19
Strategies for Growth September 18 - 23, 2016	7	15	0	22
Leading Professional Services Firms October 2 - 7, 2016	4	23	0	27
Contract Management October 3 - 7, 2016	16	9	0	25
Innovation, Corporate Strategy & Competitive Performance November 14 - 19, 2016	12	13	1	26
Transformational Leadership December 5 - 7, 2016	27	42	0	69
Organizational Leadership for the 21st Century January 2 - 5, 2017	11	17	0	28
Family Business: Organization, Strategies, Internationalization and Succession February 8 - 10, 2017	3	42	0	45
Discipline of Strategy Execution February 16 - 18, 2017	17	15	1	33
Doing Business Abroad March 22 - 24, 2017	6	17	0	23
Communication				
Taking People Along: Managing by Persuasion August 1 - 6, 2016	12	16	0	28
The Winning Edge : Communication Strategies for Leaders September 11 - 24, 2016	17	17	0	34
Economics				
Leadership of Banks and Financial Institution: The Challenges Today February 27 - March 03, 2017	12	3	1	16

Contd. Appendix

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
Finance and Accounting				
Advanced Corporate Finance November 7 - 12, 2016	5	20	2	27
Mergers, Acquisitions and Restructuring December 05 - 10, 2016	3	20	0	23
Information Systems				
Managing IT Projects June 20-25, 2016	16	15	1	32
Visual Business Intelligence November 28 - December 02, 2016	10	9	0	19
Strategic IT Management for CIOs November 28 - December 03, 2016	4	11	0	15
The New Generation Enterprise Systems: ERP,CRM, BI and SCM January 09 - 14, 2017	6	7	0	13
Marketing				
Enhancing Sales Force Performance May 09 - 13, 2016	27	31	0	58
Customer Based Business Strategies July 28 - 30, 2016	4	29	2	35
Developing and Managing Brands August 22 - 25, 2016	19	20	2	41
Advanced Data Analysis for Marketing Decisions September 12 -17, 2016	2	13	0	15
International Business September 19 - 24, 2016	3	8	1	12
Pricing for Profit October 03 - 07, 2016	8	15	0	23
B2B Marketing February 20 - 25, 2017	10	33	1	44
Enhancing Sales Force Performance (2nd offer) February 27 - March 03, 2017	5	24	0	29
Digital Marketing: Concepts, Strategies and Techniques March 27 - 31, 2017	2	4	1	7
Organizational Behaviour				
Creativity and Innovation as Core Competence: Developing Personal and Organizational Capability August 22-25, 2016	7	19	0	26
Leadership and Change Management September 12 - 16, 2016	14	17	2	33
Enhancing Leadership Capacities and Potential Among Professional Women November 22 - 25, 2016	13	16	0	29
Interpersonal Effectiveness and Team Building January 02 - 05, 2017	16	22	7	45
Human Resource Management				
Strategic Human Resource Management September 25 -October 01, 2016	17	14	3	34
Performance Management and Competitive Advantage October 17 - 20, 2016	4	14	3	21

Contd. Appendix

K

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
Strategic Reorientation and Organizational Transformation November 28 - December 03, 2016	10	10	1	21
Advanced Human Resource Management December 05 - 10, 2016	15	22	0	37
Managerial Effectiveness January 08 - 14, 2017	18	32	0	50
Production and Quantitative Methods				
Strategic Analytics: Programme on Quantitative Data Analytics and its Applications in Business & Marketing April 13 - 16, 2016	14	18	0	32
Uncertainty, Complexity and Risk in Projects April 25 - 28, 2016	17	34	0	51
Advanced Analytics for Management July 18 - 23, 2016	20	12	1	33
Warehouse Design and Management August 8 - 12, 2016	17	23	0	40
Advanced Quality Management August 29 - September 02, 2016	5	12	0	17
Project Management August 29 - September 03, 2016	18	21	0	39
Supply Chain Management October 3 - 08, 2016	6	18	0	24
Risk : Modeling and Management October 24 - 28, 2016	7	9	1	17
Manufacturing Strategy November 28 - December 03, 2016	8	11	2	21
Logistics Management December 26 - 30, 2016	7	15	0	22
Warehouse Design and Management (2nd offer) January 23 - 27, 2017	6	25	0	31
Top Management Workshop on Manufacturing March 23 - 25, 2017	1	24	0	25
Agriculture				
Agricultural Input Marketing January 16 - 21, 2017	8	12	0	20
Centre for Management of Health Services				
Hospital Management June 27 - July 02, 2016	5	15	2	22
Data Analysis for Healthcare Management January 09 - 13, 2017	2	11	0	13
Public Systems				
Legal and Regulatory Issues in Infrastructure August 29 - September 02, 2016	10	5	0	15
General Management for Shipping March 05 - 11, 2017	6	19	0	25
Ravi J. Matthai Centre for Educational Innovation (RJMCEI)				
Strategic Leadership for Schools in a Changing Environment October 03 - 08, 2016	15	42	3	60
Total	561	1025	39	1625

INDIA GOLD POLICY CENTRE

www.bullionbulletin.in

Gold Monetization; Some Roadblocks Ahead

Prof. Arvind Sahay, Head, India Gold Policy Center, IIMA



Normally if there is a deep-seated emotional attachment to a certain thing, people do not easily change their behavior. In this case it is the attachment to the gold. So the challenge is how we can change the behavior of people so that they are more willing to take out their gold, lying in the mattresses or lockers and deposit it with the banks so that it gets monetized. If we are talking about 300 to 500 tons of gold getting out of lockers every year, it means that that amount of money is more available.

Navbharat, Mumbai
19 October 2016, p. 7

'गोल्ड नीतियों की समीक्षा कर रही है सरकार'

मुंबई. प्वा. प्र. सरकार सोने के नियमन से जुड़ी नीतियों की समीक्षा कर रही है. आर्थिक मामलों के विभाग में संयुक्त सचिव सौरभ गर्ग ने यह जानकारी दी. उन्होंने कहा कि सरकार ने सोने के नियमन से जुड़ी मौजूद नीतियों की समीक्षा के लिए समीक्षा समूह

Business Standard, Ahmedabad
31 January 2017, p. 05

Lack of sops hurt Gold Monetisation Scheme

ARMUKT DAVE
Ahmedabad, 30 January

Lack of incentives for key players like banks and refiners, coupled with lack of awareness on the Gold Monetisation Scheme (GMS), led to poor response, found a study conducted by the Indian Gold Policy Centre (IGPC) at the Indian Institute of Management, Ahmedabad (IIM-A).

"It can be said that GMS has not been a successful policy. Our research has identified the areas of policy that can be tweaked to make it more attractive for the key players of the scheme - consumers, and bankers and refiners," said Arvind Sahay, head of IGPC.

The study, Gold Monetisation in India as a Transformative Policy, by IGPC is an in-depth analysis of the buying pattern of gold. With an aim to suggest improvements for a better implementation of GMS, it was introduced in 2015. The survey was conducted in 10 cities across the country. It found that rural consumers hold a higher proportion of their gold assets in the form of gold coins and jewelry, while urban consumers hold a higher proportion of their gold assets in the form of gold bars and jewelry.

Financial Express, 31 January 2017, p. 14

As I saw your presentation today you spoke about basically the habit behind buying gold in India and why Indians do not want to part with their gold and there is lot to be needed to motivate these people to deposit their gold in gold monetization scheme. Am I right? When we start a scheme like the gold monetization scheme there are two sides to the coin.

High-income group holds a high proportion of assets in gold: Study

By Business

Ahmedabad, Jan 30: Flying in the face of the Centre's rationale behind demonetisation as a means to reinvigorate the economy a study by the India Gold Policy Centre (IGPC) under the Indian Institute of Management Ahmedabad (IIM-A) shows the tendency of high-income-urban consumers to hold a high proportion of their assets in the form of gold.

The two studies released on Monday are part of a six-day series being conducted by IGPC to obtain a research-based in-depth understanding of India's gold industry. Conducted by IGPC head Arvind Sahay and students Nishu Narayanan and Bal Gopalakrishnan, the "Gold Monetisation in India as a Transformative Policy" study, which carried out a nationwide survey across households in 10 cities, suggests improvements to better implement the Gold Monetisation Scheme (GMS) introduced in 2015.

Prof. Sahay said, "The survey revealed that rural consumers hold a higher proportion of their gold assets in the form of gold coins and jewelry, while urban consumers hold a higher proportion of their gold assets in the form of gold bars and jewelry."

The Telegraph

Gold policy review underway

Our Special Correspondent

New Delhi, Oct. 17: The government is reviewing the regulatory policies on gold as the import of the yellow metal has dipped to a decade low of \$7.2 billion in the first half of 2016-17.

High import duties, strict disclosure norms for jewellery purchase, a jewellers' strike and government efforts to unearth black money have hit the imports of the yellow metal.

"A working group has been formed to review the current regulatory policies related to gold," said Saurabh Garg, Joint Secretary in the department of economic affairs, said at a round table of senior economists organised by the India Gold Policy Centre (IGPC) and the National Institute of Public Finance and Policy (NIPFP).

An import duty of 10 per cent was imposed on gold in 2013 when the current account deficit was under severe stress. Ballooning imports of the yellow metal had pushed the current account deficit (CAD) to 4.3 per cent of the gross domestic product (GDP) in 2012-13 from 4.3 per cent in the April-June quarter of this fiscal - same as in the preceding quarter - has put to rest expectations of a surplus. Ica expects a current account deficit of \$20-25 billion in 2016-17 compared with \$22 billion in 2015-16.

Arvind Sahay, head of the IGPC, said the increase in customs duty to 10 per cent was a concern. "Not only has the increase in price been a likely factor for low consumer demand, but may have also caused a great deal of smuggling of gold into the country," Sahay said at the event.

According to Sahay, if GST is levied at 4-6 per cent along with a customs duty of 10 per cent, consumers will need to pay 14-16 per cent taxes on the purchase of gold.

"If indeed prices remain at 10 per cent or more on the upside, this could have a cascading impact on the industry and consumer behaviour and attention. It would also lead to greater smuggling of gold," Sahay said.

Rishin Roy, director at the NIPFP, observed that gold is a store of value and a medium of exchange. "The treatment of gold as a resource requires a more holistic approach. India's gold policy is a mix of investment and fiscal toolbox," he said. India's macroeconomic and fiscal toolbox, he said, India's gold demand in the form of standard gold of 992 parts per million

The Hindu Business Line, 18 October 2016, p. 4

Taxes, adverse policies taking sheen off gold, say experts

Govt reviewing policies: official

Consumer demand may be due to many factors such as higher imports duty entry tax, octroi, excise duty and all economic slowdown. The stakeholders called upon the government to address the issues on an urgent basis.

Working group formed speaking at the roundtable Saurabh Garg, Joint Secretary (Investments), Department of Economic Affairs, Ministry of Finance, said a working group has been formed to review the current regulatory policies on gold.

Arvind Sahay, Head of IGPC at the Indian Institute of Management - Ahmedabad, said, "An increase in customs duty to 10 per cent is an issue. It was, however, encouraging to note that the government is reviewing policies."

GST regime Under the Goods and Services Tax (GST) regime, if tax is levied at 4-6 per cent (with indirect taxes) and Customs duty at 10 per cent, the consumer will need to pay taxes on purchase of gold. Gold traders are pitching for GST rate of 4-5 per cent.

Ashish Nanda, Director of India. Policy makers and industry participants recognise the importance of having thoughtful and clear policies to appropriately regulate and nurture the industry for social benefit.



ALUMNI CHAPTER ACTIVITIES

Date	Chapter	Events	No. of Alumni Attended	Remark
April 6, 2016	London	Fireside Chat	42	The first fireside chat hosted Karun Chandhok, a former Formula one racing driver in conversation with Rahul Joglekat a multimedia journalist with the BBC.
May 4, 2016	Delhi	Get-together	50	We had the 90th event in Gurgaon. This was attended by alumni and students interning in NCR.
May 14, 2016	Mumbai	Executive Committee	10	The event was well attended by highly enthusiastic young alumni. We had never imagined how invigorating Synchrony could actually be and yes it was both a symphony and euphony. The evening was set in motion with a welcome note by IIMAAA President, Kalpen Shukla and Victor Pereira, Head, Alumni Relations. Synchrony 2016 was truly mesmerizing and underscored the yesteryears of everyone's campus life. It turns out to be not just an arena of get-togethers but an epiphany of togetherness which the IIMA community and fraternity shall always cherish.
		Synchrony 2016	175	
May 14, 2016	Delhi	Synchrony 2016	65	One could see the happiness and excitement in the eyes of the alumni as they were being welcomed. On the other hand, the incoming facchas of the batch were anxiously looking forward to their first interactions with the alumni. The alumni shared their memories of all the good times. Not only did the alumni share their campus and corporate experiences but they also taught the incoming facchas the tempo shout of IIMA-IIMA ka tempo high hai! The proceedings ended with Himanshu Bhatt, In-charge Alumni Office, handing over the memento to Salil Agrawal.
May 14, 2016	Bangalore	Synchrony 2016	160	Abhinay and Raghu provided insights to the current and incoming batch on the challenges and charms of entrepreneurship. The speakers also shared some memories of their stay at IIMA and gave some tricks of the trade to the fachhas. The evening gave everyone a chance to connect with each other better.
May 14, 2016	Chennai	Synchrony 2016	50	A laid back event that was cooler in more ways than one, the evening saw a group of alumni and spouses turn up to welcome the batch of 2017 and 2018. The inquisitive young ones sought out distinguished senior alumni as well as the recent graduates to ask questions that they would dare to ask on campus. The IIMA Alumni Association Chennai Chapter convened an Annual General Body Meeting to elect new Executive Committee for the two year period 2016-18.
May 21, 2016	Dubai	Synchrony 2016	44	Rajeev Kakar shared experiences from his educational and professional life. Gurmeet Singh was felicitated with the Distinguished Alumni Award. Singh shared his experiences back in IIM Ahmedabad. The incoming batch seemed enthusiastic after seeing the vast culture of the IIMA network.
May 22, 2016	Hyderabad	Synchrony 2016	200	The programme was very well structured and meticulously planned to engage and entertain. A presentation prepared for the alumni by the Alumni Cell of IIMA was shared. Alumni, families and newcomers came together as team. Recent batch got an opportunity to connect with many senior alumni.
May 23, 2016	London	Fireside Chat	57	It featured Andrew Fisher, Executive Chairman of Shazam, in conversation with Stuart Sunderland, Founder of City Pantry.

Contd. Appendix

Date	Chapter	Events	No. of Alumni Attended	Remark
May 28, 2016	Kolkata	Synchrony 2016	25	The speeches invoked nostalgia within the audience. The speakers spoke on how IIMA helped them along their professional journey, be it as entrepreneurs in leading organizations or entrepreneurs in their startup journey. The freshers were advised to live every bit of this memorable IIMA journey and keep the flag flying high.
June 21, 2016	London	Fireside Chat	32	It was set in London's most iconic and innovative work space and cultural venue, which brings together a global community of thinkers, makers, artists and entrepreneurs- Second Home.
June 16, 2016	Mumbai	Meeting	8	<p>The Mumbai Chapter of IIMAAA had the opportunity to meet and greet Dr. Raghuram Rajan at RBI, an offer a token farewell, presenting him with the IIMA Coffee Table Book, and an LDP engraved Crystal paperweight, as fond reminders of his campus days.</p> <p>The EC members had an opportunity to interact with the Dean of Alumni Affairs, Prof. Rakesh Basant, during his visit to Mumbai. Various ideas and issues were discussed to leverage the huge potential of IIMA Alumni based in Mumbai through initiatives that would be beneficial to local alumni, to the Institute and to society.</p> <p>The Mumbai Chapter supported the Thank you, India drive, in association with Thane Police. This is a social experiment to spread positivity within society, by means of "Thank You" cards offered by policemen on roads, as a token of appreciation for daily acts of good behaviour in public.</p>
June 25, 2016		Executive Committee	10	The Committee was installed in the august presence of Director, IIMA Prof. Ashish Nanda. The new EC will work with the Dean AER, and Alumni Office to strengthen the emotional bonds with the alma mater, and develop a calendar of activities for the IIMAAA Chennai Chapter.
July 9, 2016	Chennai	Session	10	The session was incredibly insightful. Kanda advised management practitioners to start small. He urged the participants to reflect on respective experiences, weave anecdotal stories to highlight challenges, and on devising innovative responses that go beyond the lessons that one learned as MBA student, and is contingent on sectorial specifics. He highlighted how IIMA's quest for industry-relevant courses also creates opportunities for management practitioners to offer elective courses, where one could design a full practice course with industry cases and experiential learning through action-learning project.
July 22 & 23, 2016	North America	Global Event 2016	50	The theme of the conference was Leadership and Change in an Interconnected World, and the speakers included some of the best and the brightest of IIMA alumni, as well as eminent speakers from other fields. Mr. Samar Das spoke of the association, which were building a global IIMA brand that is as well-known as the most prestigious business schools in the world, building a global IIMA community and engaging in giving back to the local community as well as to the larger global family.

Contd. Appendix

M

Date	Chapter	Events	No. of Alumni Attended	Remark
July 22 & 23, 2016	North America	Global Event 2016	50	The high lighting Day 2 was an address by IIMA Director Ashish Nanda. Nanda stressed that connecting with alumni was of strategic importance for the Institute. He said "IIMA alumni are key stakeholders of the Institute, and we look to them for advice, guidance and support on where to take the institute, and how. Prof. Nanda also introduced Professor Rakesh Basant, slated to take over as Dean Alumni and External relations at IIMA. Prof. Basant said "IIMA would strive to retain its thought leadership in the areas of management and public policy. We plan to strengthen existing ties and strategically build new global and local collaborations to help the Institution. Alumni are our ambassadors, and our pride. We are sure that they will continue to wholeheartedly support the Institute in these endeavors, and contribute to further enhancing brand IIMA."
August 6, 2016	Chennai	Cross Session	20	Bloom Energy's director Dr. Chock Karupaaiah weaved together lessons learned from an extraordinary journey, and provided an inspirational presentation, addressing the IIMA Alumni in Chennai on how he is leveraging the insights gained to make a difference.
August 28, 2016	Chennai	Trek to Duke's Nose	15	Trekking, a popular pastime at all times of the year for the outdoor loving Puneris, is especially fun during the monsoon months of June through September.
September 23, 2016	Chennai	Tour to Satish Dhavan Space Center - Sriharikota High Altitude	31	A group of thirty one alumni from the Chennai Chapter witnessed the full dress rehearsal of the Polar Satellite Launch Vehicle. At Satish Dhavan Space Center Sriharikota High Altitude Range. This was definitely a once in lifetime experience.
September 29, 2016	Jaipur	Young Achievers Day Celebrations	10	A public recognition of select school children was organized by OMANI foundation, in collaboration with IIMA Jaipur Chapter.
October 7, 2016	Chennai	An Evening with Rakesh Basant	30	Though on a private visit Rakesh Basant created time for an informal interaction at Chennai based alumni. He complemented Arvind Sahay, the former Dean AER in Streamlining the alumni relationships and formalizing the apex governance mechanism. He used Chennai interaction to think loudly about deepening the relationship between the alumni and the Institute. Alumni have a Pivotal role in strengthening the relationships with corporates, government organization, educational institutions and other relevant stakeholders in all chapter locations. Rakesh invited alumni suggestions for ways and means to raise financial and non-financial resources to create innovative courses, develop insightful cases, undertake cutting edge research and enhance the quality of life on the IIMA campus, as well as create value to the alumni.

Contd. Appendix

Date	Chapter	Events	No. of Alumni Attended	Remark
November 7, 2016	London	Confluence London 2016	120	<p>Themed “The new age of Disruption”, the event featured 10 speakers including government officials, policy-makers, academicians and business leaders from diverse industries. They event brought together alumni from across 26 batch years including – 1974, 1977, 1983, 1987, 1988, 1989, 1992, 1993, 1994, 1995 1996, 1997, 1999, 2000, 2001, 2003,2004, 2005, 2007, 2008, 2010, 2011, 2012, 2013, 2016, 2014. We are also joined by Prof. Ashish Nanda, Director IIMA and Prof. Rakesh Basant, Dean (Alumni & External Relations) who represented the institute at this event.</p> <p>The closing address was given by Prof. Ashish Nanda, Director IIMA where he spoke about how despite significant political pressure IIMA was able to maintain its autonomy and Prof. Nanda thanked the alumni for being the backbone in this cause. Besides this he also called out various infrastructure activities currently underway at IIMA to expand capacity and to preserve & restore the historic old campus. He also shed light on two (2) initiatives which the institute was working – 1) Public Policy center and 2) strengthening its alumni outreach.</p>
November 11, 2016	Ahmedabad	Felicitation of Prof. Barua	40	IIMAAAAC arranged the Felicitation of Prof. Barua on his retirement from the Institute. During the event Prof. Barua recounted challenges faced during his tenure at IIMA as Director and the trend in student intake over last several decades.
November 19, 2016		Visit to Zydus Hospital	25	IIMAAAAC arranged a visit to Zydus Hospital for alumni with their spouse. The hospital arranged an informative programme on Live healthy, Live long. It was quite an interactive session.
November 26, 2016	Mumbai	3rd Annual IIMAAA Family Get-together	50	<p>Remarkably the family members were in matching strength with the alumni (and that was the post pleasing outcome for event)! Time has come to initiate “IIMA Alumni Spouses Association” and IIMAAA (Mumbai) would love to promote them and their activities.</p> <p>The Entertainment Quotient was indeed very high as one could see from the fun that kids had through entire evening. The ‘Caricature Artist’ was continually occupied and declined to oblige even the organizers at the end. The ‘Fire Juggler’ and the ‘DJ cum Game Artist’ duly engaged the kids and spouses in different entertaining games and activities</p> <p>We were happy to connect with several alumni - both senior and junior. Getting to know ways in which we can contribute to the initiatives being organized to make a difference to the larger community.”</p>
December 9 to 18, 2016	Hyderabad	Cylothon 2016	55	Cylothon 2016 covered 1000km from Mumbai to Hyderabad in 10 days to raise funds for girl child education at Udbhav School.
December 11 to 15, 2016	Jaipur	IIM Week	15	Initiated an active participation with the group members. All the members along with their family were invited for the Diwali milan and New Year celebrations.

Contd. Appendix

M

Date	Chapter	Events	No. of Alumni Attended	Remark
December 29, 2016	Pune	Meeting with Kiran Karnik	20	The Pune chapter of alumni association had the honour and pleasure of stealing an evening away from Kiran Karnik while he was in Pune recently.
January 15, 2017	Jaipur	1 st Annual Get-Together	10	<p>It was well attended by majority of the members following points were debated and discussed and we arrive at the following consensus,</p> <p>The bank account opened in Jaipur by the treasurer Mr. Garg and net banking facility. The activity gant chart for the chapter would be prepared for the entire year. Prof. Vyas requested to utilize his wide range of contacts to propagate the chapter. A meeting of the chapter with IIMU to be explored. Two members to formally represent the chapter. Mr. Agarwal, President to formally send a invite to IIMU for the same. The letterhead of the chapter finalized.</p> <p>The meeting ended with the vote of thanks to all with special mention to Mrs and Mr Agarwal for graciously holding the meet.</p>
March 11, 2017	Kolkata	Rendezvous with IIMA Professors	20	<p>With Holi and lure of the 'thandai' in the background, the alums turned out in large numbers to meet their beloved professors.</p> <p>As it turned out, it was a memorable evening with Prof. Amit Karna, Prof. Arindam Banerjee, Prof. Ajay Pandey, Prof. Anindya S Chakrabarti, Prof. Rama Mohana Turaga, Prof. Satish Deodhar, Prof. Soumya Mukhopadhyay, Prof. Vishal Gupta and Prof. Rakesh Basant</p> <p>Dean-Alumni-Prof. Rakesh Basant appraised the alums about the recent initiatives at the Institute, be it case study writing, campus restoration or alumni interaction</p> <p>A healthy discussion followed where alums voiced their concerns/opinions and sought the Professor's perspective on issues like batch intake, placements, award of Degree Vs Diploma. NHRD rankings, the e-PGP course etc.</p>
March 31, 2017		The Kolkata Chapter's Rendezvous with Prof. Ashish Nanda, Director IIMA	50	<p>IIMAAA Kolkata Chapter decided that it was time to give a break to the 31st March blues and meet in order to give a warm welcome to the Director of their Alma Mater.</p> <p>And as expected, Prof. Ashish Nanda lived up to the expectations. At his eloquent best, he appraised alums about the initiatives the Institute was undertaking to live up to the stakeholders expectations. The pillars of the strategy spanned across faculty recruitment, promoting academic research, case Centre, alumni outreach, admissions and batch intake. Mr. Ajit Motwani from the External Relations Cell of IIMA further appraised the members on the fund-raising efforts in this regard.</p>

GLOBAL RANKINGS

INTERNATIONAL RANKINGS: FINANCIAL TIMES EXECUTIVE EDUCATION RANKING 2016 (OPEN PROGRAMMES)

FT.COM Executive Education - Customised - 2016
FINANCIAL TIMES FT.com Business School Rankings - Custom PDF download

2016	2015	3 year average	School	Country
1	1	2	Iese Business School	Spain
2	2	2	HEC Paris	France
3	3	2	Duke Corporate Education	US / UK / South Africa
4	6	5	IMD	Switzerland/Singapore
5	4	6	London Business School	UK
6	7	8	SOA Bocconi	Italy
7	8	6	Center for Creative Leadership	US / Belgium / Singapore / Russia
8	11	13	Insead	France / Singapore / UAE
9	15	-	Shanghai Jiao Tong University: Antai	China
10	10	9	Cranfield School of Management	UK
11	5	9	Mannheim Business School	Germany
12	16	-	National University of Singapore Business School	Singapore
13	9	10	University of North Carolina: Kenan-Flagler	US
14	18	17	Harvard Business School	US
15	25	22	Essec Business School	France / Singapore
16	-	-	Stanford Graduate School of Business	US
17	18	22	MIT: Sloan	US
18	12	12	Esade Business School	Spain
19	22	19	Ashridge Executive Education at Hult	UK
20	13	15	Ipade Business School	Mexico
20	27	33	ESMT - European School of Management and Technology	Germany
22	13	17	University of Chicago: Booth	US / UK / Singapore
23	23	23	University of Oxford: Saïd	UK
24	20	22	Thunderbird School of Global Management at ASU	US
25	24	23	Babson Executive Education	US
26	32	30	University of Michigan: Ross	US
27	28	37	ESCP Europe	France / UK / Germany / Spain / Italy
28	33	29	Fundação Dom Cabral	Brazil
29	17	22	Edhec Business School	France
30	31	30	Stockholm School of Economics	Sweden / Russia / Latvia
31	38	39	Universidad de los Andes	Colombia
32	40	42	Incae Business School	Costa Rica / Nicaragua

33	43	38	Vlerick Business School	Belgium
35	26	34	Melbourne Business School, Mt Eliza	Australia
36	48	49	Alliance Manchester Business School	UK
37	37	39	University of St Gallen	Switzerland
38	34	35	Ceibs	China
39	47	37	University of Pennsylvania: Wharton	US
40	36	36	University of Virginia: Darden	US
41	51	51	Católica Lisbon School of Business and Economics	Portugal
42	44	-	Peking University: Guanghua	China
42	50	44	EM Lyon Business School	France
44	30	38	IAE Business School	Argentina
45	-	-	University of Tennessee at Knoxville	US
45	53	50	University of Pretoria: Gibs	South Africa
47	57	-	Indian Institute of Management Bangalore	India
48	38	41	UCLA: Anderson	US
49	45	46	Western University: Ivey	Canada / China
50	42	43	Columbia Business School	US
51	-	-	York University: Schulich	Canada
52	49	51	Inspira	Brazil
52	64	62	Irish Management Institute	Ireland
54	61	60	Eada Business School Barcelona	Spain
55	67	-	University of Cambridge: Judge	UK
56	65	67	BI Norwegian Business School	Norway
57	52	46	Carnegie Mellon: Tepper	US
58	-	-	Fundação Getúlio Vargas - EAESP	Brazil
59	66	64	Tias Business School	Netherlands
60	55	46	Washington University: Olin	US
61	58	58	Aalto University	Finland / Singapore
62	60	61	Imperial College Business School	UK
63	69	68	Nova School of Business and Economics	Portugal
64	70	66	Porto Business School	Portugal
65	68	68	Rotterdam School of Management, Erasmus University	Netherlands
66	62	57	University of Toronto: Rotman	Canada
67	56	62	University of Cape Town GSB	South Africa
68	73	73	Wits Business School	South Africa
69	70	72	University of Alberta	Canada
70	82	-	Esan	Peru
71	63	68	QUT Business School	Australia
72	77	75	Nyenrode Business Universiteit	Netherlands
73	78	74	NHH	Norway
74	83	-	Indian Institute of Management Ahmedabad	India
75	79	-	Lagos Business School	Nigeria

INTERNATIONAL RANKINGS: FINANCIAL TIMES EXECUTIVE EDUCATION RANKING 2016 (CUSTOM PROGRAMMES)

FT.COM Executive Education - Open - 2016

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

2016	2015	3 year average	School	Country
1	1	1	IMD	Switzerland / Singapore
2	3	4	Iese Business School	Spain
3	4	4	Harvard Business School	US
4	11	6	University of Virginia: Darden	US
5	9	8	University of Michigan: Ross	US
6	5	7	Center for Creative Leadership	US / Belgium / Singapore / Russia
7	7	8	Esade Business School	Spain
8	2	4	HEC Paris	France
9	10	11	University of Oxford: Saïd	UK
10	12	15	Fundação Dom Cabral	Brazil
11	7	8	Insead	France / Singapore / UAE
12	17	14	London Business School	UK
13	13	15	ESMT - European School of Management and Technology	Germany
14	5	7	University of Chicago: Booth	US / UK / Singapore
15	15	13	Stanford Graduate School of Business	US
16	25	24	MIT: Sloan	US
17	23	20	University of Pennsylvania: Wharton	US
18	15	15	Essec Business School	France / Singapore
18	31	23	UCLA: Anderson	US
20	19	20	University of Toronto: Rotman	Canada
21	20	22	Kaist College of Business	South Korea
22	24	25	Ceibs	China
22	33	29	Henley Business School	UK
24	20	23	Columbia Business School	US
25	20	22	Western University: Ivey	Canada / China
26	27	27	Queen's University: Smith	Canada
27	29	30	IE Business School	Spain
28	29	33	ESCP Europe	France / UK / Germany / Spain / Italy
29	32	32	Vlerick Business School	Belgium
30	26	23	Thunderbird School of Global Management at ASU	US
31	37	35	Stockholm School of Economics	Sweden / Russia / Latvia
32	50	-	University of Cambridge: Judge	UK

32	35	35	York University: Schulich	Canada
34	33	31	Cranfield School of Management	UK
35	62	-	Boston University: Questrom	US
36	36	35	Ashridge Executive Education at Hult	UK
37	43	44	Aalto University	Finland / Singapore
38	27	31	University of St Gallen	Switzerland
39	39	36	SDA Bocconi	Italy
40	42	42	Incae Business School	Costa Rica / Nicaragua
41	43	42	Melbourne Business School, Mt Eliza	Australia
42	38	40	Católica Lisbon School of Business and Economics	Portugal
43	41	45	EM Lyon Business School	France
44	51	47	NHH	Norway
44	56	52	Eada Business School Barcelona	Spain
46	48	45	University of Pretoria, Gibs	South Africa
46	43	46	University of British Columbia: Sauder	Canada
48	49	48	Edhec Business School	France
49	47	49	AGSM at UNSW Business School	Australia
50	51	50	Nyenrode Business Universiteit	Netherlands
51	40	42	Universidad de los Andes	Colombia
52	67	-	Ipade Business School	Mexico
53	64	-	National University of Singapore Business School	Singapore
54	46	46	Inspira	Brazil
55	66	63	Fundação Instituto de Administração	Brazil
56	58	57	Grenoble Ecole de Management	France
57	53	54	Indian Institute of Management Bangalore	India
58	62	63	BI Norwegian Business School	Norway
59	68	62	Saint Paul Escola de Negócios	Brazil
59	65	63	University of Alberta	Canada
61	55	54	IAE Business School	Argentina
62	57	60	USB Executive Development	South Africa
63	60	61	Nova School of Business and Economics	Portugal
64	59	59	Lagos Business School	Nigeria
65	61	61	Solvay Brussels School of Economics and Management	Belgium
66	71	67	Tias Business School	Netherlands
67	-	-	Indian Institute of Management Ahmedabad	India
68	70	67	Wits Business School	South Africa

INTERNATIONAL RANKINGS: FINANCIAL TIMES MASTERS IN MANAGEMENT 2016 RANKING

FT .COM Masters in Management 2016
 FINANCIAL TIMES FT.com Business School Rankings - Custom PDF download

2016	2015	School name	Country	Programme name	Weighted salary (US\$)	Employed at three months (%)
1	1	University of St Gallen	Switzerland	MA in Strategy and International Management	101,502	100 (92)
2	2	HEC Paris	France	HEC MSc in Management	89,793	96 (91)
3	3	Essec Business School	France	MSc in Management	85,365	94 (74)
4	7	ESCP Europe	France, UK, Germany, Spain, Italy	ESCP Europe Master in Management	73,592	96 (90)
5	5	Rotterdam School of Management, Erasmus University	Netherlands	MSc in International Management	73,364	94 (100)
6	6	London Business School	UK	Master in Management	78,156	96 (98)
7	10	IE Business School	Spain	Master in Management	81,491	95 (89)
8	13	WU (Vienna University of Economics and Business)	Austria	Master in International Management	63,948	94 (98)
9	8	WHU Beisheim	Germany	MSc in Management	98,360	98 (91)
9	12	Esade Business School	Spain	MSc in International Management	67,810	83 (88)
11	9	Università Bocconi	Italy	MSc in International Management	69,982	96 (41)
12	11	EBS Business School	Germany	Master in Management	82,633	84 (69)
13	20	Grenoble Ecole de Management	France	Master in International Business	60,840	95 (75)
14	14	Mannheim Business School	Germany	Mannheim Master in Management	82,710	97 (83)
15	18	Edhec Business School	France	Edhec Master in Management	61,138	97 (88)
16	15	Indian Institute of Management Ahmedabad	India	Post Graduate Programme in Management	108,511	100 (97)
17	21	Iéseg School of Management	France	MSc in Management	49,776	94 (63)

INTERNATIONAL RANKINGS: FINANCIAL TIMES GLOBAL MBA RANKINGS 2017

FT.COM Global MBA Ranking 2017
 FINANCIAL TIMES FT.com Business School Rankings - Custom PDF download

Rank in 2017	Rank in 2016	3 year average rank	School name	Country	Weighted salary (US\$)	Salary percentage increase
1	1	2	Insead	France / Singapore	167,657	95
2	5	4	Stanford Graduate School of Business	US	195,322	93
3	4	3	University of Pennsylvania: Wharton	US	181,634	92
4	2	2	Harvard Business School	US	178,113	97
5	10	9	University of Cambridge: Judge	UK	164,462	107
6	3	4	London Business School	UK	154,567	92
7	6	6	Columbia Business School	US	172,624	103
8	12	11	IE Business School	Spain	168,923	108
9	8	9	University of Chicago: Booth	US	168,200	110
10	16	11	Iese Business School	Spain	147,596	133
11	17	13	Ceibs	China	159,870	155
12	11	12	Northwestern University: Kellogg	US	164,326	96
13	9	10	MIT: Sloan	US	165,716	88
13	7	10	University of California at Berkeley: Haas	US	168,163	94
15	14	14	HKUST Business School	China	149,538	103
15	18	17	Yale School of Management	US	158,206	110
17	23	20	Esade Business School	Spain	146,127	116
18	22	21	Dartmouth College: Tuck	US	165,414	105
19	19	19	New York University: Stern	US	150,859	102
20	15	17	HEC Paris	France	132,073	99
21	13	18	IMD	Switzerland	154,511	81
22	25	24	SDA Bocconi	Italy	129,064	120
23	20	22	University of Michigan: Ross	US	149,728	105
24	21	22	Duke University: Fuqua	US	150,212	96
24	29	31	Nanyang Business School	Singapore	126,218	138
26	32	30	National University of Singapore Business School	Singapore	131,760	136
27	31	29	Cornell University: Johnson	US	150,531	115
27	29	30	Indian School of Business	India	145,453	160
29	24	26	Indian Institute of Management Ahmedabad	India	181,863	105
30	38	34	Alliance Manchester Business School	UK	130,535	108

Contd. Appendix

INTERNATIONAL RANKINGS: THE ECONOMIST – FULL-TIME MBA RANKINGS 2016

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


EDUNIVERSAL BEST MASTERS RANKING IN AGRIBUSINESS / FOOD INDUSTRY MANAGEMENT 2016-17





BEST MASTERS RANKING 4000 BEST MASTERS & MBAS IN 32 FIELDS OF STUDY WORLDWIDE


Eduniversal Best Masters Ranking Agribusiness / Food Industry Management - Worldwide


Country Rank School / Programme


1.  Indian Institute of Management Ahmedabad (IIM-A)
★★★★★ Post Graduate Programme in Food and Agri-Business Management (PGP-FABM)


2.  ESSEC Business School
★★★★★ MS Management International Agro-Alimentaire


3.  Cornell University - Johnson Cornell SC Johnson College of Business
★★★★★ Master of Science in Food Industry Management


4.  The University of Melbourne - Melbourne School of Land and Environment
★★★★★ Master of Agribusiness


5.  Universidad de Buenos Aires (UBA)
★★★★★ Maestría en Agronegocios


6.  University of California, Berkeley - Department of Agricultural and Resource Economics
★★★★★ Graduate Program and PhD Agribusiness Program


7.  University of British Columbia - Faculty of Land and Food Systems
★★★★★ Master of Food and Resource Economics

8.  Universidad Austral - Faculty of Business
★★★★★ MBA in Agribusiness

9.  Purdue University - Center for Food and Agricultural Business
★★★★★ MS-MBA in Food and Agribusiness Management

10.  Texas A&M University - College of Agriculture & Life Sciences
★★★★★ Master of Agribusiness

11.  emlyon business school
★★★★★ MS Management des Entreprises du Vivant et de l'Agroalimentaire

12.  Pontificia Universidad Católica de Chile - Facultad de Agronomía e Ingeniería Forestal
★★★★★ Magister en Gestión de Empresas Agroalimentarias

**PERSONNEL****01: NEW APPOINTMENTS****Faculty**

- Professor Chinmay Tumble Economics
- Professor Kathan Shukla RJMCEI
- Professor Akshaya Vijayalakshmi Marketing
- Professor Aruna Divya T. Marketing
- Professor Ranjan Kumar Ghosh CMA
- Professor K.V. Gopakumar Organizational Behaviour

STAFF

- Mr. S.N. Rao Head - HR
- Mr. Maulesh Kantharia Head - Finance & Accounts
- Mr. Ranganathan Sourirajan Head - Executive Education Programme
- Mr. Deepak Motiramani Manager - Case Center
- Mr. Deepak Bhatt Manager - Communications
- Mr. Amit Kumar Ghosal Manager - Contracts and compliance
- Mr. Pankaj Gupta Manager - Stores & Purchase
- Mr. Kalapi Chetanbhai Shah Chartered Accountant
- Ms. Sakshi Maheshwari Chartered Accountant
- Mr. Bharadwaj Pramodray Rawal Civil Engineer
- Ms. Diana Joseph Editorial Associate
- Mr. Saimakhtar Shokatali Saiyed Hardware and Network Engineering
- Mr. Shekappa Bandi Library Professional Assistant
- Ms. Vaidegi Dhamodharan Library Professional Assistant
- Ms. Mitaaly Naidu Public Relations Executive
- Mr. Noorani Aliabbas Programme Associate (Marketing)-PGPX
- Ms. Priyanka Premapuri Programme Associate - EE
- Ms. Khushbu B Mehta Programme Associate - EE
- Mr. Indraraj Dodiya Programme Associate - EE
- Mr. Hemal Thacker Programme Associate - EE
- Ms. Alpa Modi Programme Associate - EE
- Ms. Suman Verma Programme Associate - EE
- Ms. Krishna Dhamecha Programme Associate - EE
- Mr. Ifat Sheikh Programme Associate - EE
- Ms. Madhvi Pathak Programme Associate - EE

02: RESIGNATIONS/ TERM OVER**FACULTY**

- Professor D. Karthik Resigned on April 26, 2016
- Professor Vaibhav Bhamoriya Resigned on June 10, 2016
- Professor Ramesh Bhat Resigned on July 07, 2016
- Professor Sharon Barnhardt Resigned on July 08, 2016
- Professor Sanjeev Tripathi Term over on July 29, 2016
- Professor Pavan Mamidi Resigned on August 16, 2016
- Professor Abhishek Resigned on December 31, 2016

STAFF

- Mr. Sajan Joseph Term over on June 15, 2016
- Mr. Ujjal Kumar Dey Resigned on June 24, 2016
- Ms. Reena Gupta Resigned on August 19, 2016
- Mr. Prasanjeet Bandyopadhyay Resigned on October 28, 2016
- Mr. Gopal Bhatt Resigned on November 08, 2016
- Mr. Sirajuddin Siddiqui Term over on February 28, 2017
- Ms. Anjali Sharma Resigned on March 03, 2017

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

03: RETIREMENTS

The following faculty members superannuated during the year:

- Professor Samir K Barua Retired on September 30, 2016
- Professor M.R. Dixit Retired on November 30, 2016
- Professor Prem Pangotra Retired on February 28, 2017

The following staff superannuated during the year:

- Ms. Kanchan J Jansari Retired on May 31, 2016
- Mr. Babubhai M Gohel Retired on May 31, 2016
- Mr. Dagdu Ambaji Patil Retired on May 31, 2016
- Mr. Nagjibhai S Parmar Retired on May 31, 2016
- Mr. Dinesh B Shrimali Retired on May 31, 2016
- Mr. E V Narayanan Retired on June 30, 2016
- Mr. A Gopalakrishnan Retired on August 31, 2016
- Mr. Burhanullah S Kadari Retired on August 31, 2016
- Ms. Mitali Sarkar Retired on September 30, 2016
- Mr. V S Ravikumar Retired on September 30, 2016

Contd. Appendix

- Mr. Bharat R Makwana Retired on September 30, 2016
- Mr. N Gopalakrishnan Pillai Retired on November 30, 2016
- Mr. Patel Magan B Retired on November 30, 2016
- Mr. Solanki SS Retired on November 30, 2016
- Mr. Doodhnath R Kori Retired on December 31, 2016
- Mr. Dipak Bandopadhyay Retired on December 31, 2016

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

O4: DEATHS

- Mr. Mataprasad Passi Expired on June 17, 2016
- Mr. Dhanaji J. Marwadi Expired on October 15, 2016

The Institute deeply condoles their untimely death.

O5: LEAVE OF ABSENCE

- Professor Prem Pangotra has been granted leave without pay from April 01, 2016 to June 30, 2016.
- Professor Vijay Paul Sharma has been granted leave of absence for a period of five years from June 01, 2016.
- Professor Hans Huber has been granted leave of absence from June 20, 2016 to August 08, 2017.
- Professor Viswanath Pingali has been granted leave of absence from August 22, 2016 to June 06, 2017.
- Professor Prahalad Venkateshan has been granted leave of absence from January 01, 2017 to December 31, 2017.
- Professor Naman Desai has been granted leave of absence from February 10, 2017 to August 31, 2017.
- Professor G. Raghuram has been granted leave of absence from February 22, 2017 to February 21, 2018.
- Professor Sukhpal Singh has been granted leave of absence from February 27, 2017 to February 26, 2018.
- Professor Dheeraj Sharma has been granted leave of absence from March 01, 2017.
- Professor Debjit Roy has been granted leave of absence from May 01, 2017 to June 30, 2017.

O6: PROMOTIONS**FACULTY**

- Professor George Kandathil promoted as Associate Professor.
- Professor Karthik Sriram promoted as Associate Professor.
- Professor Naman Desai promoted as Associate Professor.
- Professor Sukhpal Singh promoted as Professor.
- Professor Vishal Gupta promoted as Associate Professor.

STAFF

- | | | |
|---------------------|------------------------|---------------------------|
| • Mr. Sunil Shah | • Mr. G.J. Lakhani | • Ms. Suganya Sudhakar |
| • Mr. R. Baskaran | • Ms. Sarala Nair | • Mr. M.B. Premkumar |
| • Mr. Pradosh Thiya | • Mr. P Bose | • Ms. Rini Vinod |
| • Mr. Dinesh Joshi | • Mr. C.B. Borikar | • Ms. Reji Pillai |
| • Mr. M. P. Baby | • Mr. Akhilesh N Gor | • Mr. S. Panneerselvan |
| • Mr. N. G. Pillai | • Ms. Maya Swaminathan | • Ms. Vasanthi Durairajan |

Contd. Appendix**O**

- Ms. Reshmi Thomas
- Ms. Mini Nair
- Mr. Jitendrakumar Shah
- Ms. Bindu Dodiya
- Mr. Maulik Thakkar
- Mr. K.S. Sudheeran
- Mr. Biju Sahadevan
- Ms. Kairavi R Swarup
- Mr. Ravi Asari

07: MANPOWER

Year	Faculty	Research Staff	Administrative Staff	Total
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
2016-17	94	64	293	451

BOARD OF GOVERNORS

Interim Chairman

Pankaj R. Patel

Chairman and Managing Director
Cadila Healthcare Limited, Ahmedabad
(up to October 20, 2016)

Chairman

Shri Kumar Mangalam Birla

Chairman
Aditya Birla Group, Mumbai
(from October 21, 2016)

Members	
<p>Vinay Sheel Oberoi Secretary Department of Higher Education Ministry of Human Resource Development New Delhi (up to February 28, 2017)</p> <p>Kewal Kumar Sharma Secretary Department of Higher Education Ministry of Human Resource Development New Delhi (from March 1, 2017)</p>	<p>Pankaj R. Patel Chairman and Managing Director Cadila Healthcare Limited Ahmedabad</p> <p>D. Shivakumar Chairman and CEO - India Region PepsiCo India Holdings Pvt. Ltd. Gurgaon</p> <p>T. V. Rao Chairman, TVRLS Ahmedabad</p>
<p>Darshana M. Dabral Joint Secretary and Financial Advisor Department of Higher Education Ministry of Human Resource Development New Delhi</p>	<p>Anil Gupta Professor Indian Institute of Management Ahmedabad</p>
<p>Anju Sharma Principal Secretary (Higher and Technical Education) Education Department Government of Gujarat Gandhinagar</p>	<p>Neharika Vohra Indian Institute of Management Ahmedabad</p> <p>Kiran Karnik New Delhi</p>
<p>Dr. M.N. Patel Vice Chancellor Gujarat University Ahmedabad</p>	<p>Dr. Srikant M. Datar Arthur Lowes Dickinson Professor of Accounting Harvard University, USA</p>
<p>Ashank Desai Founder and Past-Chairman Mastek Limited, Mumbai</p>	<p>Ashish Nanda Director Indian Institute of Management, Ahmedabad</p>
<p>Dr. Hasit Joshipura Member-Executive Management Committee and Head - Corporate Centre Larsen & Toubro Limited Mumbai</p>	<p>Secretary Cdr. Manoj Bhatt (Retd.) Chief Administrative Officer Indian Institute of Management Ahmedabad</p>



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

Ravi Kyran R.

President (Human Resources)
Bajaj Auto Ltd.
Pune

Joydeep Dutta Roy

Head – Strategic HR and OD
Bank of Baroda
Mumbai

Kamlesh Patel

General Manager and Head
Baroda Apex Academy
Gandhinagar

Parshuram Panda

Zonal Manager
Bank of India
Ahmedabad

P. Dwarakanath

Chairman and Managing Director
BEML Limited
Bengaluru

B. Prasada Rao

Chairman and Managing Director
Bharat Heavy Electricals Ltd.
New Delhi

Durgesh Mehta

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

Pankaj R. Patel

Chairman and Managing Director
Cadila Healthcare Limited
Ahmedabad

M.M. Murugappan

Chairman
Carborundum Universal Ltd.
Chennai

Pramit Jhaveri

India CEO
Citibank
Mumbai

R. Kirpalani

Director – Automotive and Chief
Operating Officer
Castrol India Limited
Mumbai

S. Das Gupta

General Manager (Operations)
Central Bank of India
Mumbai

Anang K. Shah

Managing Director
Crystal Quinone Pvt. Ltd.
Ahmedabad

Dr. Vinay Bharat-Ram

Chairman and Managing Director
DCM Ltd
New Delhi

Sunil Aggarwal

Director
Devidayal Rolling and Refineries Pvt. Ltd.
Mumbai

C. Bhaskar

Managing Director and Chief Executive
Officer
Digjam Limited
New Delhi

Bharatbhai U. Patel

Chairman and Managing Director
Shri Dinesh Mills Ltd.
Vadodara

Sanjay Gupta

Chairman and Managing Director
Engineers India Ltd.
New Delhi

Nikhil Nanda

Managing Director
Escorts Limited
Faridabad

Geetha Muralidhar

Chairman-cum-Managing Director
ECGC Limited
Mumbai

General Insurance Corporation of India

Mumbai

Annaswamy Vaidheesh

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

Samir S. Somaiya

Chairman and Managing Director
Godavari Biorefineries Ltd.
Mumbai

Anand Mohan Tiwari, IAS

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

Arvind Agarwal

Managing Director
Gujarat State Financial Corporation
Gandhinagar

Piyush O. Desai

Chairman
Gujarat Tea Processors and Packers Ltd.
Ahmedabad

Contd. Appendix

B.P. Biddappa

Executive Director - Human Resources
Hindustan Unilever Limited
Mumbai

Akhilesh Joshi

COO and Wholetime Director
Hindustan Zinc Ltd.
Udaipur

Mukesh D. Ambani

Chairman
Indian Petrochemicals Corpn. Ltd.
Vadodara

T.K. Srirang

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

Rahul N Amin

Chairman and Managing Director
Jyoti Ltd.
Vadodara

Rajesh Khandelwal

Khandelwal Brothers Limited
Mumbai

Dr. Hasit Joshipura

Member-Executive Management
Committee and Head – Corporate
Centre
Larsen & Toubro Limited
Mumbai

S.N. Subrahmanyam

Member of the Board and
Senior Executive Vice-President –

Infrastructure and Construction

Larsen and Toubro Limited
Chennai

S.R. Subramanian

Board Member
L&T Cutting Tools Limited
Mumbai

N.V. Venkatasubramanian

Chief Executive
L&T Valves Ltd.
Chennai

Chairman

Life Insurance Corporation of India
Mumbai

Managing Director

Linde India Limited
Kolkata

Hrishikesh A. Mafatlal

Chairman
Mafatlal Industries Ltd.
Mumbai

Rajiv Dayal

Managing Director and Chief Executive
Officer
Mafatlal Industries Ltd.
Mumbai

Rajeev Dubey

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

Ashank Desai

Founder and Past Chairman
Mastek Limited
Mumbai

A.K. Tyagi

Chairman-cum-Managing Director
MECON Limited
Jharkhand

Ved Prakash

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

Niraj Bajaj

Chairman and Managing Director
Mukand Ltd.
Mumbai

Suhas R. Lohokare

Managing Director
National Peroxide Limited
Mumbai

G. Srinivasan

Chairman and Managing Director
The New India Assurance Company
Limited
Mumbai

Arun Jain

Managing Director
N.R.C. Limited
Mumbai

Himanshu Joshi

Circle Head
Punjab National Bank
Ahmedabad

Sanjay Sawarkar

Ralliwolf Limited
Mumbai

Rajesh R. Mehta

Vice Chairman
Rohit Group of Enterprises
Ahmedabad

Anuj R. Mehta

Director
Rohit Group of Enterprises
Ahmedabad

Saurabh N. Shodhan

Director
Sakarlal Balabhai and Company Ltd.
Ahmedabad

Suhrid S. Sarabhai

Director
Sarabhai Holdings Pvt. Ltd.
Ahmedabad

Kartikeya V. Sarabhai

Sarabhai Management Corpn. Pvt. Ltd.
Ahmedabad

Tapan Haresh Chokshi

Saurabh Corporation
Ahmedabad

Priyam B. Mehta

Chairman and Managing Director
Sayaji Industries Ltd.
Ahmedabad

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

Q

Prabir Jha

Senior Vice President – Human Resources
Tata Motors Limited
Mumbai

Dr. Jayant Kumar

Chief HR
The Tata Power Company Ltd.
Mumbai

T.P. Vijayasathy

Director
Torrent Power Limited
Ahmedabad

R. Haresh

Secretary and Treasurer
T V S Charities
Madurai

R. Haresh

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

Narendren Nair

EVP & CHRO
Voltas Limited
Mumbai

Chakor Doshi

Chairman
Walchandnagar Industries Ltd.
Mumbai

S. Chaudhuri

Vishnu Farm
Distt. Hardwar

Mahipal Dalal

Ahmedabad

Gokul M. Jaykrishna

Ahmedabad

Dr. Biharilal Kanaiyalal

Ahmedabad

Rajiv C. Lalbhai

Ahmedabad

Jyotindra N. Mehta

Ahmedabad

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

Ahmedabad

Varun Arya

Founder and Director
Marwar Education Foundation
Jodhpur

Professor T.V. Rao

Chairman, TVRLS
Ahmedabad

Pramod Agarwal

New Delhi

Anupam Martins

Chief Executive Officer
New Chapter Inc
USA

ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

ADMINISTRATION

Director

Ashish Nanda

Ph.D. (Harvard)

Dean (Faculty)

Errol D'Souza

Ph.D. (JNU)

Dean (Programmes)

Shailesh Gandhi

Fellow (IIMA)

Dean (Alumni and External Relations)

Rakesh Basant

Ph.D. (Gujarat University)

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. (JNU, New Delhi)

Sukhpal Singh

Ph.D. (Bangalore)

Vaibhav Bhamoriya

Fellow (IIMA)

Vasant P. Gandhi

Ph.D. (Stanford)

Vijay Paul Sharma

Ph.D. (NDRI, Karnal)

Ranjan Kumar Ghosh

Ph.D. (Humboldt, Germany)

Communication

Asha Kaul

Ph.D. (IIT, Kanpur)

Meenakshi Sharma

Ph.D. (Queensland)

Vaibhavi Kulkarni

Ph.D. (California)

Economics

Abhiman Das

Post-Doctoral Reseach Fellow (MIT)
Ph.D. (IIPS, Mumbai)

Errol D'Souza

Ph.D. (JNU)

Pritha Dev

Ph.D. (New York University)

Rakesh Basant

Ph.D. (Gujarat)

Ravindra H. Dholakia

Ph.D. (MSU)

Anindya Chakrabarti

Ph.D. (Boston University)

Contd. Appendix

R

Sanket Mohapatra
Ph.D. (Columbia)

Sebastian Morris
Fellow (IIMC)

Viswanath Pingali
Ph.D. (Northwestern)

Satish Deodhar
Ph.D. (Ohio State)

Shruti Sharma
Ph.D. (California)

Chinmay Tumble
Fellow (IIMB)

Finance and Accounting

Ajay Pandey
Fellow (IIMA)

Neerav Nagar
Fellow (IIMC)

T.T. Ram Mohan
Ph.D. (Stern School, NYU)

Jayanth R. Varma
Fellow (IIMA)

Shailesh Gandhi
Fellow (IIMA)

Vineet Virmani
Fellow (IIMA)

Joshy Jacob
Fellow (IIML)

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

Naman Desai
Ph.D. (Florida)

Sobhesh Kumar Agarwalla
Fellow (IIMA)

Human Resource Management

Biju Varkkey
Fellow (NIBM, Pune)

Miguel Sarrion
Ph.D. (Strathclyde Business School)

Rajesh Chandwani
Fellow (IIMB)

Manjari Singh
Fellow (IIMC)

Promila Aggarwal
Ph.D. (Delhi)

Sunil Kumar Maheshwari
Fellow (IIMA)

Information Systems

Kavitha Ranganathan
Ph.D. (Chicago)

Rekha Jain
Ph.D. (IIT, Delhi)

Srikumar Krishnamoorthy
Fellow (IIML)

Manish Aggarwal
Ph.D. (IIT, Delhi)

Sanjay Verma
Fellow (IIMC)

Marketing

Abhishek
Fellow (IIMA)

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

Soumya Mukhopadhyay
Ph.D. (NTU, Singapore)

Abraham Koshy
Fellow (IIMA)

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

Akshaya Vijayalakshmi
Ph.D. (Iowa)

Anand Kumar Jaiswal
Fellow (XLRI)

Piyush Kumar Sinha
Ph.D. (SP University)

Aruna Divya T.
Fellow (IIMB)

Arindam Banerjee
Ph.D. (State University of NY)

Sanjeev Tripathi
Fellow (IIMA)

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)

K V Gopakumar
Fellow (IIMB)

Production and Quantitative Methods

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

Apratim Guha
Ph.D. (California)

Debjit Roy
Ph.D. (Wisconsin-Madison)

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

Chetan Soman
Ph.D. (Groningen)

Dhiman Bhadra
Ph.D. (Florida)

Contd. Appendix

Diptesh Ghosh Fellow (IIMC)	N. Ravichandran Ph.D. (IIT, Madras)	Samir K. Barua Fellow (IIMA)
Goutam Dutta Ph.D. (Northwestern)	Prahalad Venkateshan Ph.D. (Case Western Reserve)	Saral Mukherjee Fellow (IIMC)
Karthik Sriram Fellow (IIMB)	Sachin Jayaswal Ph.D. (Uni. of Waterloo)	Tathagata Bandyopadhyay Ph.D. (Calcutta)
Public Systems Group		
Amit Garg Fellow (IIMA)	Navdeep Mathur Ph.D. (Rutgers)	Sharon Barnhardt Ph.D. (Harvard)
Ankur Sarin Ph.D. (Chicago)	Prem Pangotra Ph.D. (Wisconsin)	Sundaravalli Narayanaswami Ph.D. (IIT, Bombay)
G. Raghuram Ph.D. (Northwestern)	Rama Mohana Turaga Ph.D. (Georgia Institute of Technology)	
Hans Huber Ph.D (Universite de Geneve)	Ramesh Bhat Ph.D. (Delhi)	
Ravi Matthai Centre for Educational Innovation		
Vijaya Sherry Chand Ph.D. (Gujarat)	Rajeev Sharma Ph.D. (Allahabad)	Kathan Shukla Ph.D. (Virginia)
Adjunct Faculty		
A K Jain	K.V. Ramani	P.R. Shukla
Brij Kothari	Lil Mohan	S.C. Bhatnagar
B.H. Jajoo	Mukul Vasavada	V. Venkata Rao
Deepti Bhatnagar	Premchander	
Officers		
Ajit Motwani B. Tech. (IIT Kanpur), MBA Head – Development	Dineshkumar D. Joshi Dip. in Mechanical Engineering Dip. in Business Management BA House Keeping Officer	Kanchanben K. Jansari BA Material Reproduction Officer
Albert Xavier B.Sc./MLM/PGD in IRPM/MBA Manager - Development - EE	Ishita Nilesh Solanki P.G.D.in Social Comm.and Media(Maharashtra) P.G.D. in Rural Dev.Mgmt.(IRMA) Specialization Dip.in HRM (IGNOU) Manager - Global Partnership and Corporate Affairs	Kaushik D. Bhatt M.Com., Second L.L.B. Accounts Officer
Amit Kumar Ghosal B.Com., MBA, PGDBL, ICWA (Inter) Manager – Contracts & Compliance	Jatin M. Nagori M.Com., LL.B. (Gujarat) Dip. in Export Mktg. Mgmt. (IIE, Baroda) Manager - PGPX	Laxmandev B. Gohil B. Com., ACS Chief Manager, Accounts
Avinash G. Lad MBA (Gujarat) BE (Electrical) (Saurashtra) Manager - Electrical	Kalapi Chetanbhai Shah Chartered Accountant Officer – Finance	Maulesh Kantharia B.Com, CS, CA Head - Finance
Baskaran R MA Programmes Officer, SAO	Kamlesh Gandhi BE (Civil) (Gujarat) Manager – Projects, Estate & Maintenance	Mohan Paliwal M.Com. (Gujarat) PG Dip. Comp. Sc. (Gujarat Vidyapith) IT Officer (Academic Services)
Deepak Bhatt PGDM-AIMA, EPHRM-IIMC, PGDT&D (ISTD) Manager – Communications		Lt. Cdr. Monica Dutta M.Sc. (Physics) Manager – Director's Office
Deepak Motiramani BE, MBA Manager – Case Center		Dr. Mukesh Sharma MA (Public Administration) (Rajasthan) MA (Hindi) (Osmania) M.Phil. (Kurukshetra) Ph.D. (Sardar Patel) Hindi Officer

Contd. Appendix

R

N. Baskaran

B.Tech., PGD in Mgmt., MBA
Officer – Executive Education

Neeraj Jain

BE (IIT, Roorkee)
Manager – CIIE

Nina Badlani

MBA (Finance) (Gujarat)
ICWA (Inter)
Chief Manager (Stores and Purchase)

Pankaj Gupta

BA, MBA
Manager – Stores & Purchase

Pankajkumar K. Bhatt

M.Com.
Accounts Officer

Pradosh V Thiya

BA
Facilities Officer

Pranaya Srivastava

B.Tech. (Civil) (Awadh)
MBA (Nirma)
Chief Manager - Project, Estate and
Maintenance

Pravin G. Christian

M.Com, LL.B. (Second)
Programmes Officer, PGP-FABM

Pushpa Hariharan

M.A.
Diploma in HRM/DMS
Material Reproduction Officer

Ramachandran K.V.

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

Ranganathan Sourirajan

BE, PGDM
Head – Executive Education

Ravindranath N. Pandya

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

Ruchi Agarwal

BA, PGDRM
Manager – India Gold Policy Center

S. Bhattacharya

B.Sc. (Calcutta)
Relationship Manager

S.N. Rao

M.Sc. (Statistics)
Diploma in Advance Computing
Head – HR

Samir Sheth

Chartered Accountant
Manager – PGP

Sudarsanan M.S.

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

Sunil Kumar Garg

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

Sunil K. Shah

B.Com.
Accounts Officer

U.B. Bhavsar

M.Com., Inter CA Group-I
Programmes Officer - EE

Vadher Harendra J.

B.E. (Civil) (SPU)
MBA (Gujarat)
Chief Manager - Engineering
Services and Estate

Victor Pareira

M.A.
Manager – Alumni Relations

Library**Hima B. Soni**

BA, M.Lib. Sc. (Sagar)
Deputy Librarian

Muralidharan K.N.

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

Dr. U.P. Pandya

B.Sc. (Saurashtra)
LL.B (Gujarat)
DLP (Gujarat)
M.Lib.Sc. (IGNOU)
Ph.D. (North Gujarat)
Assistant Librarian

Permanent Research Staff**Jayant Bhatt**

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

Mitali Sarkar

MA (Patna)

Shruti Dave

Ph.D. (SPU)

Sonal Kureshi

MBA, LL.B. (Gujarat)
Ph.D. (SPU)



सत्यमेव जयते

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

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

सेवा में,
भारत सरकार के सचिव,
मानव संसाधन विकास विभाग मंत्रालय,
माध्यमिक और उच्चतर शिक्षा विभाग,
कमरा नंबर 529 शास्त्री भवन, 'सी' विंग,
नई दिल्ली- 110001

संख्या: के.ले.प. (व्यय)/SAR/IIM/A'bad/2016-17/OW-1322
दिनांक: 28/11/2017

विषय: भारतीय प्रबंध संस्थान, अहमदाबाद के वर्ष 2016-17 के लेखाओं पर पृथक लेखापरीक्षा प्रतिवेदन

महोदय,

The Annual account of the Indian Institute of Management, Ahmedabad for the year 2016-17 were audited between 19/07/2017 to 09/08/2017 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 2016-17.
- 2) Certified copy of Annual Accounts of IIM, Ahmedabad for the year 2016-17.

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

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

हस्ता/-
उप निदेशक/आ.रा.ले.प.एवं के.ले.प.(व्यय)

संलग्न: उपर्युक्त

प्रतिलिप: निर्देशक, भारतीय प्रबंध संस्थान, वस्त्रापुर, अहमदाबाद-380 015

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

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

हस्ता/-
उप निदेशक/आ.रा.ले.प.एवं के.ले.प.(व्यय)

Separate Audit Report of the Comptroller and Auditor General of India on the Accounts of the Indian Institute of Management, Ahmedabad for the year ended 31 March 2017.

We have audited the attached Balance Sheet of the Indian Institute of Management, Ahmedabad as of 31 March 2017, Income and Expenditure Account and Receipts and Payments Account for the year ended March 31, 2017 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 2016-17. 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

- NIL-

B. Income & Expenditure Statement

1) Expenditure

Staff Payments and Benefits ₹ 15449.44 Lakh (Schedule -13)

Other Establishment Expenses-Customized Executive Education Programme ₹ 1289.74 lakh

The above amount includes ₹ 91.03 lakh being the expenses towards Staff Incentive Pool for non-teaching staff payable under Customized Executive Education Programme (CEEP) for the year 2016-17.

As per the approved orders the rate of Incentive Payable is 3 per cent of the gross revenue earned on such programme, however, the incentive was paid on contribution earned on such programme.

This has resulted in understatement of provision for staff incentive pool by ₹ 13.76 lakh and also resulted in understatement of Excess Expenditure over income by ₹ 13.76 lakh.

2) Contingent Liabilities

IIM Ahmedabad disclosed ₹ **145.84** lakh as Service Tax demands in dispute in the above Schedule. However, penalty payable as per the Service Tax demand notices amounting to ₹ 139.51 lakh were not disclosed in Schedule 22.

It is pertinent to mention that the same was commented during SAR of 2015-16.

C. Grants in Aid

The unspent Grants in aid balance of previous year was ₹ 71.79 lakh. The grants-in-aid received during 2016-17 was ₹ 230.05 lakh. The institute could utilize a sum of ₹ 235.41 lakh. The closing balance of grants-in-aid for the year was ₹ 66.43 lakh.

iv. Effects of comments on Accounts

- Understatement of Staff Benefits (Staff Incentive Pool) by ₹ 13.76 lakh (Schedule- 13)
- 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 2017 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**

Sd/-
Principal Director of Audit/(Central)

Place : Ahmedabad

Date : 28.11.2017

Annexure A to Audit Report

It should contain the following comments/observations:

1. **Adequacy of Internal Audit system:** The internal audit of the Institute is carried out by Chartered Accountants and the Internal auditor has to submit report half yearly. Internal auditor has not submitted the report for the period from **October 2016 to March 2017**
2. **Adequacy of Internal Control System:-** The internal control system is inadequate as
 - a. Provision for gratuity for employees covered under NPS was made based on the order issued for Central Government employees, however, the same has not been made applicable by the Government / Ministry in respect of employees of Autonomous bodies
 - b. Interest earned in respect of investments have been incorrectly allocated.
 - c. Staff Incentive Benefits was paid as a percentage of net revenue instead of as a percentage of gross revenue.
 - d. 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 is being carried out at regular interval. Last Physical verification was conducted in March 2017.
4. **System of Physical verification of inventory:** Physical verification is being carried out at regular interval Last Physical verification was conducted in 2017.
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 31,2017

(Rs. in Lacs)

	Schedule	2017	2016
SOURCES OF FUNDS			
Corpus / Capital Fund	1	14,603.08	15,638.79
Designated/ Earmarked/ Endowment Funds	2	43,973.34	38,337.94
Current Liabilities & Provisions	3	39,641.11	31,448.25
TOTAL		98,217.53	85,424.98
APPLICATION OF FUNDS			
Fixed Assets			
Tangible Assets	4	4,020.36	4,492.79
Intangible Assets	4	47.84	15.31
Capital Work-in-Progress	4	326.36	130.48
Investments			
Long Term	5	68,773.96	53,707.12
Short Term		-	-
Current Assets	6	16,659.86	21,422.94
Loans, Advances & Deposits	7	8,389.15	5,656.33
TOTAL		98,217.53	85,424.98
Significant Accounting Policies	21		
Notes to Accounts	22		

As per our report of even date

For T R Chadha & Co LLPFirm Registration No.006711N / N500028
Chartered Accountants**Sd/-**
Ashish Nanda
Director**Sd/-**
Manoj Bhatt
Chief Administrative Officer**Sd/-**
Arvind Modi
Partner
Membership No.112929**Sd/-**
Maulesh Kantharia
Head - Finance & Accounts**Sd/-**
Laxmandev Gohil
Chief Manager- Accounts

Date : June 29, 2017

Place: Ahmedabad

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED MARCH 31, 2017

(Rs. in Lacs)

Particulars	Schedule	2016-2017	2015-2016
INCOME			
Academic Receipts	8	18,593.83	16,458.63
Grants / Subsidies	9	193.58	215.67
Income from Investments	10	1,118.82	821.02
Interest Earned	11	133.68	99.63
Other Income	12	2,890.91	2,573.36
Prior Period Income	-	-	-
	Total (A)	22,930.82	20,168.31
EXPENDITURE			
Staff Payment & Benefits (Establishment Expenses)	13	15,449.44	8,457.51
Academic Expenses	14	5,759.06	5,677.27
Administrative and General Expenses	15	1,102.21	1,161.09
Transportation Expenses	16	2.90	2.62
Repairs & Maintenance	17	907.73	822.10
Finance Costs	-	-	-
Depreciation/Amortization	18	578.72	942.65
Other Expenses	19	-	1.41
Prior Period Expenses	-	-	-
	Total (B)	23,800.06	17,064.65
Balance being (Short)/excess of Income over Expenditure (A-B)		(869.24)	3,103.66
Transfer to Designated Fund	20	-	3,000.00
Balance Being Surplus/(Deficit) Carried to Capital Fund		(869.24)	103.66
Significant Accounting Policies	21		
Notes to Accounts	22		

As per our report of even date

For T R Chadha & Co LLPFirm Registration No.006711N / N500028
Chartered Accountants**Sd/-**
Ashish Nanda
Director**Sd/-**
Manoj Bhatt
Chief Administrative Officer**Sd/-**
Arvind Modi
Partner
Membership No.112929**Sd/-**
Maulesh Kantharia
Head - Finance & Accounts**Sd/-**
Laxmandev Gohil
Chief Manager- Accounts

Date : June 29, 2017

Place: Ahmedabad

SCHEDULE 1 - CORPUS/CAPITAL FUND

(Rs. in Lacs)

Sr. No.	Particulars	Balance as At 01-04-2016	Out of Grant (Go/State Govt.)	Assets Purchased / Donations Received			Interest	Others	Debited during the year	Balance as At 31-03-2017
				Out of Earmarked Funds	Out of Sponsored Projects	Donation / Gift				
1	Corpus Fund	10,802.52	-	-	-	-	-	-	10,802.52	
2	Capital Fund	4,595.31	4.20	81.44	16.10	225.58	-	424.27	4,498.34	
3	Income & Expenditure Account	194.96	-	-	-	-	-69.52	-	-743.78	
4	ILMA Society Membership Fund	46.00	-	-	-	-	-869.23	-	46.00	
Total		15,638.79	4.20	81.44	16.10	225.58	- 938.75	424.27	14,603.08	
	Previous Year	14,898.76	1.42	57.32	21.61	14.34	- 1,190.33	544.99	15,638.79	

(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

SCHEDULE 2 - EARMARKED FUNDS

Sr. No.	Particulars	(Rs. in Lacs)									
		Balance as at 01-04-2016	Contributions Received	Other Income Earned	Interest Income	Transfer from I & E A/c	Internal Transfer within Funds A/c	Other Adjustments	Capital Expenditure	Revenue Expenditure	Balance as at 31-03-2017
1	Fund for CMA Programme	524.72	-	15.64	51.59	-	-	-	4.41	1.87	585.67
2	Fund for Alumni Activities	357.32	-	138.20	39.22	-	-	-	-	46.43	488.31
3	Fund for Expense on Computer	1,313.06	-	-	128.74	-	-	-	76.22	-	1,365.58
4	Students' Welfare Fund	284.56	-	97.19	29.35	-	-	-	-	71.24	339.86
5	Campus & Infrastructure Development Fund	23,052.12	-	-	2,255.08	-	-200.24	(e)	-	-	25,106.96
6	Centre for Innovation & Incubation	98.39	-	7.17	6.89	-	-	-	-	5.56	106.89
7	Research, Publication & Thrust Area Fund	3,367.72	99.19	280.60	348.22	-	69.52	(d)	0.81	216.40	3,948.04
8	Fund for Conveyance Advance	64.70	-	0.10	6.42	-	0.85	(a)	-	-	72.07
9	House Building Advance Fund	581.88	-	6.97	57.80	-	-	(a)	-	-	646.65
10	Faculty, Officers & Staff Development & Welfare Fund	903.46	-	196.73	71.49	-	-	(b)	-	144.47	1,027.21
11	Chair Funds	403.96	70.00	-	54.64	-	149.28	-	-	44.07	633.81
12	Endowment Fund (Schedule 2A)	3,689.36	232.89	838.99	345.82	-	-196.58	(c)	-	53.47	4,857.01
13	Donation Funds										
	-Campus & Infrastructure Development	1,602.31	673.10	-	169.08	-	-12.10	-	225.58	51.23	2,155.58
	-Research & Publication	311.38	-	-	29.02	-	-9.50	-	-	7.88	323.02
	-Students Aid	1,303.86	113.64	-	146.94	-	189.81	-	-	86.29	1,667.96
	-Staff Welfare	95.42	-	-	9.36	-	1.07	-	-	2.69	103.16
	-Faculty Award, Fellowship	130.09	1.00	-	-	-	-130.09	-	-	1.00	-
	-Others	253.62	255.99	-	27.85	-	8.10	-	-	-	545.56
	Total	38,337.93	1,445.81	1,581.59	3,777.51	-	-0.01	-129.87	307.02	732.60	43,973.34
	Previous Year	30,437.41	-	2,568.40	3,622.09	2,000.00	560.71	71.66	779.01	38,337.94	

Notes

(a) Loan to Employees (Net) (b) Transferred from General Fund (c) Corpus Endowment received (d) Transferred from I&E Account

(e) Interest given to CAT 2015 A/c

Research project sanctioned from R & P Fund is considered as expenditure of the fund and unspent balance at year end is shown under "Receipt from sponsored project/programme under Current Liabilities"

SCHEDULE 2A - ENDOWMENT FUNDS

Sr. No.	Name of Endowment	Balance as at 01-04-2016			Addition during the year			Total			Expenditure on the object during the year			Balance as at 31-03-2017		
		Endowment	Accumulated Interest	Interest	Endowment	Interest	Endowment	Endowment	Interest	Endowment	Interest	Endowment	Interest	Endowment	Interest	Total
1	Chair Fund	1,957.69	727.16	232.89	230.92	230.92	2,330.62	2,330.62	608.62	22.56	2,330.62	586.06	2,916.68			
				155.04 (a)	-155.04											
				-15.00 (b)	-194.41											
Total		1,957.69	727.16	372.93	-118.53	2,330.62	2,330.62	608.62	22.56	2,330.62	586.06	2,916.68				

Sr. No	Name	Opening			Received during the year			Expenses during the year			Transfer			Closing		
		Donation	Interest	Total	Donation	Interest	Total	Donation	Interest	Total	Donation	Interest	Total	Donation	Interest	Total
1	Donations - Raghunandan & Aprameya's CR-2 IMDC	300.00	-	300.00	200.00	31.20	231.20	-	-	-	-	-	-	500.00	31.20	531.20
2	Endw PGP1992batch-Classroom-Heritage Campus CR-4	-	-	-	268.32	8.85	277.17	-	-	-	13.25	-	13.25	255.07	8.85	263.93
3	Donation For D-1 Prof. Kamla Chowdhury Dorm	-	-	-	350.00	37.67	387.67	-	-	-	-	-	-	350.00	37.67	387.67
4	Admissions Corpus - IIMA For Supporting Restructu	250.00	10.38	260.38	-	-	260.38	-	-	-	250.00	10.38	260.38	-	-	-
5	IIMAVERICKS Corpus - IIMA For Supporting Enterpren	250.00	10.38	260.38	250.00	28.75	278.75	24.36	-	-	-	-	-	475.64	39.13	514.77

Sr. No	Name	(Rs. in Lacs)													
		Opening		Received during the year			Expenses during the year			Transfer			Closing		Total
		Donation	Interest	Donation	Interest	Donation	Interest	From Interest	Donation	Interest	Donation	Interest	Donation	Interest	
6	Donation For IMA & SRK Lecture Series	150.00	2.45	-	14.93	3.55	-	-	-	-	-	-	146.45	17.38	163.83
7	Donation For SRK Distinguished PGPX Fac Award	30.00	0.52	-	2.99	-	2.00	-	-	-	-	-	30.00	1.51	31.51
8	Endw Fund-PGP 1991-Med.support. Retired C&D - CPF	0.79	-	27.75	0.59	-	-	-	-	-	-	-	28.54	0.59	29.13
9	Endw-Madan Mohanka Res. & Pub. Award - Faculty & FPM	-	-	19.00	0.30	1.00	-	-	-	-	-	-	18.00	0.30	18.30
Total		980.79	23.73	1,115.07	125.28	28.91	2.00	263.25	10.38	1,803.70	136.63	1,940.34			

Note

- (a) Accumulated interest transferred to Corpus A/c
(b) Chair fund transferred to Scholarship fund A/c

SCHEDULE 3 - CURRENT LIABILITIES & PROVISIONS

(Rs. in Lacs)

Particulars	As at	
	31-03-2017	31-03-2016
A. CURRENT LIABILITIES		
1 Deposits from Staff	3.70	7.91
2 Deposits from Students	196.93	159.01
3 Deposit-Others (including EMD, Security Deposit)	303.83	251.49
4 Sundry Creditors		
For Goods & Services	475.77	433.52
Others	-	-
5 Fee Received in Advance	2,999.81	2,603.60
6 Statutory Liabilities		
Overdue	-	-
Others	183.37	396.18
7 Other Current Liabilities		
Salaries	237.51	220.67
Pension	83.51	78.22
Receipts against Sponsored Projects / Programmes (Schedule - 3a)	2,193.22	1,623.69
Receipts against Sponsored Fellowships & Scholarships (Schedule - 3b)	79.22	14.62
Unutilised Grant (Schedule 9)	228.35	219.09
CAT 2015	103.46	1,813.79
IIM Nagpur	-	750.00
Service Tax Refundable to Students (PGP-X)	727.59	-
Students Account	101.51	35.37
Students Events	295.21	281.42
Other Liabilities	479.69	567.84
Total A	8,692.68	9,456.42
B. PROVISIONS		
1 Superannuation Pension	24,180.85	17,922.22
2 Accumulated Leave Encashment	2,093.18	1,884.74
3 Gratuity	1,894.77	1,032.45
4 7th Central Pay Commission Arrear	1,363.62	-
5 Others	1,416.01	1,152.42
Total B	30,948.43	21,991.83
Total (A+B)	39,641.11	31,448.25

SCHEDULE 3A - SPONSORED PROJECTS / PROGRAMMES

(Rs. in Lacs)

Sr. No.	Name of Sponsor	Balance as at 01-04-2016		Receipts / Recoveries during the Year	Expenditure during the Year	Balance as at 31-03-2017	
		Credit	Debit			Credit	Debit
1	Open Enrollment Programme	21.50	0.96	3,370.27	3,374.61	25.63	9.44
2	Customised Executive Education Programme	364.39	12.01	4,183.95	4,035.33	501.13	0.13
3	Consultancy Projects	402.87	24.36	1,615.11	964.32	1,066.22	36.92
4	Research Projects	711.50	4.20	400.44	695.13	424.50	11.89
5	Workshop, Seminar, Conferences	85.27	11.46	576.83	527.08	131.43	7.87
6	Others Projects / Programme	38.15	2.77	70.79	61.89	44.30	0.03
Total		1,623.68	55.76	10,217.39	9,658.36	2,193.21	66.28

SCHEDULE 3B - SPONSORED FELLOWSHIPS AND SCHOLARSHIPS

(Rs. in Lacs)

Sr. No.	Name of Sponsor	Balance as at 01-04-2016		Transactions during the year		Balance as at 31-03-2017	
		Credit	Debit	Credit	Debit	Credit	Debit
1	IIM Scholarship	6.83	-	16.82	16.37	7.28	-
2	Central Government	7.79	-	158.64	94.49	71.94	-
3	Scholarship from Industries	-	-	14.50	14.50	-	-
Total		14.62	-	189.96	125.36	79.22	-

SCHEDULE 4 - FIXED ASSETS

(Rs. in Lacs)

Sr. Assets Heads No.	Gross Block			Depreciation			Net Block		
	As at 01-04-2016	Additions	Deductions	As at 31-03-2017	As at 01-04-2016	For the Year	Deductions	As at 31-03-2017	As at 31-03-2016
1	107.00	-	-	107.00	-	-	-	107.00	107.00
2	12,261.27	75.04	-	12,336.31	9,587.41	608.52	-	10,195.93	2,140.38
3	819.92	63.72	-	883.64	530.32	54.44	-	584.76	289.60
4	14.43	0.55	-	14.98	1.74	1.99	-	3.73	11.25
5	1,771.53	47.30	6.11	1,812.72	1,287.47	78.07	4.06	1,361.48	451.24
6	11.14	93.05	-	104.19	1.65	9.78	-	11.43	9.49
7	1,598.24	91.60	0.22	1,689.62	1,533.69	77.07	0.22	1,610.54	79.07
8	2,067.04	82.69	0.26	2,149.47	1,236.86	91.19	0.26	1,327.79	821.68
9	37.82	0.04	0.16	37.71	16.46	3.23	0.07	19.61	18.09
10	1,379.43	48.65	0.10	1,427.98	1,379.43	48.56	-	1,427.98	-
Total (A)	20,067.82	502.64	6.85	20,563.62	15,575.03	972.85	4.61	16,543.25	4,020.36
Previous Year	19,789.20	353.79	75.17	20,067.82	14,281.46	1,356.87	63.31	15,575.02	4,492.80
11	130.48	517.27	321.40	326.36	-	-	-	-	130.48
Previous Year	122.56	76.33	68.41	130.48	-	-	-	-	122.56
Total (B)	263.96	517.27	321.40	326.36	-	-	-	-	263.96
Total (C)	20,223.07	1,082.59	328.24	20,977.41	15,584.48	1,002.99	4.61	16,582.86	4,394.56
Previous Year	19,911.76	454.88	143.58	20,223.07	14,281.46	1,366.33	63.31	15,584.48	4,638.59

SCHEDULE 4A - FIXED ASSETS - PLAN

Sr. No.	Assets Heads	(Rs. in Lacs)											
		Gross Block					Depreciation					Net Block	
		As at 01-04-2016	Additions	Deductions	As at 31-03-2017	As at 01-04-2016	For the Year	Deductions	As at 31-03-2017	As at 31-03-2017	As at 31-03-2017	As at 31-03-2016	
1	Buildings	2,789.61	-	-	2,789.61	1,441.56	269.85	-	1,711.41	1,078.20	1,348.05		
2	Electrical Installation and Equipment	275.44	-	-	275.44	109.95	24.82	-	134.77	140.67	165.49		
3	Office Equipment	365.59	0.53	0.15	365.96	301.44	9.70	0.15	310.98	54.98	64.15		
4	Computers & Peripherals	154.05	1.81	-	155.86	153.48	1.43	-	154.91	0.95	0.58		
5	Furniture, Fixtures & Fittings	545.66	1.79	0.12	547.32	286.08	26.14	0.12	312.09	235.23	259.58		
6	Library Books	582.76	0.07	-	582.83	582.76	0.07	-	582.83	-	-		
Total		4,713.11	4.20	0.27	4,717.02	2,875.27	332.01	0.27	3,207.01	1,510.01	1,837.84		
	Previous Year	4,739.39	5.23	31.52	4,713.11	2,555.16	349.72	29.61	2,875.26	1,837.84	2,184.24		

SCHEDULE 4A - FIXED ASSETS - OTHERS

Sr. Assets Heads No.	Gross Block				Depreciation			Net Block	
	As at 01-04-2016	Additions	Deductions	As at 31-03-2017	As at 01-04-2016	For the Year	Deductions	As at 31-03-2017	As at 31-03-2016
1	107.00	-	-	107.00	-	-	-	107.00	107.00
2	9,471.66	75.04	-	9,546.70	8,145.85	338.67	-	8,484.52	1,325.82
3	544.48	63.72	-	608.20	420.37	29.62	-	449.99	124.11
4	14.43	0.55	-	14.98	1.74	1.99	-	3.73	11.25
5	1,405.94	46.78	5.96	1,446.76	986.03	68.37	3.91	1,050.49	419.91
6	11.14	93.05	-	104.19	1.65	9.78	-	11.43	9.49
7	1,444.18	89.79	0.22	1,533.76	1,380.21	75.64	0.22	1,455.64	63.97
8	1,521.38	80.90	0.13	1,602.15	950.78	65.05	0.13	1,015.70	570.60
9	37.82	0.04	0.16	37.71	16.46	3.23	0.07	19.61	21.37
10	796.67	48.58	0.10	845.15	796.67	48.48	-	845.15	-
Total (A)	15,354.70	498.45	6.57	15,846.60	12,699.76	640.83	4.33	13,336.26	2,510.34
Previous Year	15,049.81	348.56	43.65	15,354.71	11,726.30	1,007.16	33.70	12,699.76	3,323.50
11	130.48	517.27	321.40	326.35	-	-	-	-	326.35
Previous Year	122.56	76.33	68.41	130.48	-	-	-	-	122.56
Total (B)	130.48	517.27	321.40	326.35	-	-	-	-	326.35
Total (C)	24.76	62.67	-	87.44	9.46	30.14	-	39.59	15.31
Previous Year	-	24.76	-	24.76	-	9.46	-	9.46	15.31
Grand Total (A+B+C)	15,509.96	1,078.39	327.96	16,260.39	12,709.21	670.97	4.33	13,375.86	2,884.53
Previous Year	15,172.37	449.65	112.06	15,509.96	11,726.30	1,016.61	33.70	12,709.21	3,446.06

Sr. Intangible Assets No.	Gross Block				Amortization			Net Block	
	As at 01-04-2016	Additions	Deductions	As at 31-03-2017	As at 01-04-2016	For the Year	Deductions	As at 31-03-2017	As at 31-03-2016
12	24.76	62.67	-	87.44	9.46	30.14	-	39.59	15.31
Total (C)	24.76	62.67	-	87.44	9.46	30.14	-	39.59	15.31
Previous Year	-	24.76	-	24.76	-	9.46	-	9.46	15.31
Grand Total (A+B+C)	15,509.96	1,078.39	327.96	16,260.39	12,709.21	670.97	4.33	13,375.86	2,884.53
Previous Year	15,172.37	449.65	112.06	15,509.96	11,726.30	1,016.61	33.70	12,709.21	3,446.06

SCHEDULE 5 - INVESTMENTS FROM EARMARKED / ENDOWMENT FUNDS

(Rs. in Lacs)

Sr. No.	Particulars	As at 31-03-2017	As at 31-03-2016
Long Term			
1	In Central Government Securities	7,008.35	7,008.35
2	In State Government Securities	1,000.00	1,000.00
3	Bonds	60,765.55	45,698.56
		68,773.90	53,706.91
	Provision for Premium/(Discount) on Redemption of Investments	0.06	0.21
	Total	68,773.96	53,707.12

SCHEDULE 6 - CURRENT ASSETS

(Rs. in Lacs)

Sr. No.	Particulars	As at 31-03-2017	As at 31-03-2016
1	Stock		
	a) Electrical Material	12.80	14.58
	b) Stationery	38.19	14.81
	c) Others	4.48	2.82
		55.47	32.21
2	Cash and Bank Balances		
	a) With Scheduled Banks:		
	In Current Accounts		
	Rupee Account	479.63	529.70
	FC Account	0.13	5.64
	In term deposit Accounts	14,413.78	18,935.71
	In Savings Accounts	1,705.88	1,169.37
	In Savings Accounts(IIM Nagpur)	-	750.00
		16,599.42	21,390.42
	b) Cash on hand	0.25	0.25
	c) Stamps on hand	4.72	0.06
	TOTAL	16,659.86	21,422.94

SCHEDULE 7 - LOANS, ADVANCES & DEPOSITS

(Rs. in Lacs)

Sr. No.	Particulars	As at 31-03-2017		As at 31-03-2016	
1	Advances to Employees: (Non-interest bearing)				
	a) Festival	0.49		1.63	
	b) Other	26.95	27.44	17.16	18.79
2	Advances and Other Amounts Recoverable in Cash or in Kind or for Value to be Received				
	a) Advances to Others	122.47		165.24	
	b) Students	10.01		10.25	
	c) IIM Nagpur	45.66		-	
	d) Pension Recovery	30.55		-	
	e) Service Tax Paid in Advance	3.76		3.66	
	f) CENVAT Credit Receivable	54.56		60.06	
	g) Service Tax Paid under Protest (PGP-X)	727.59		-	
	h) TDS Receivable	1,987.67	2,982.27	1,287.18	1,526.39
3	Prepaid Expenses				
	a) Insurance	6.97		9.93	
	b) Other expenses	157.35	164.32	172.57	182.50
4	Deposits				
	a) Telephone	0.21		0.21	
	b) Electricity	54.99		55.00	
	c) Gas Deposit	22.88		23.08	
	d) Other Security Deposits	1.50	79.58	2.02	80.31
5	Income Accrued				
	a) On Investments	3,589.08		2,811.72	
	b) Others (includes income due unrealized)	1,480.19	5,069.27	980.84	3,792.56
6	Other Current Assets receivable from Grant/Sponsored Projects				
	a) Debit balances in Sponsored Projects	66.27		55.77	
	b) Grants Receivable	-	66.27	-	55.77
7	Claims Receivable				
	a) GSLIS Claim Account	-	-	-	0.01
	Total		8,389.15		5,656.33

SCHEDULE 8 - ACADEMIC RECEIPTS

(Rs. in Lacs)

Particulars	2016-2017	2015-2016
FEES FROM STUDENTS		
Academic		
1. Tuition Fee	7,922.45	7,242.84
2. Admission Fee	48.68	24.06
3. Enrolment Fee	3.96	4.24
4. Academic Support	2,064.03	1,804.18
5. International Immersion Programme	147.45	318.75
Total (A)	10,186.57	9,394.07
Examinations		
1. Admission Test Fee - CAT (Net)	559.09	165.55
2. Mark Sheet, Certificate Fee	43.45	25.80
Total (B)	602.54	191.35
Other Fees		
1. Fine / Miscellaneous fee	52.41	18.05
2. Medical fee	25.12	24.31
3. Hostel fee	791.61	676.47
4. Mess Charges	69.03	57.51
Total (C)	938.17	776.34
Other Academic Receipts		
(a) Executive Education Programmes		
1. Registration fee for workshops, programmes	3,282.60	3,264.90
2. Registration fee for Customised Executive Education Programme	3,526.68	2,765.01
	6,809.28	6,029.91
(b) Registration fees (Academic Staff)		
	57.27	66.96
Total (D)	6,866.55	6,096.87
GRAND TOTAL (A+B+C+D)	18,593.83	16,458.63

SCHEDULE 9 - GRANTS / SUBSIDIES (IRREVOCABLE GRANTS RECEIVED)

(Rs. in Lacs)

Particulars	Government of India		Total 2016-2017	Government of India		Total 2015-2016
	FPM	CMA		FPM	CMA	
Balance Brought forward	161.47	57.62	219.09	149.09	24.71	173.81
Add: Grants received/receivable during the year	-	191.12	191.12	-	250.00	250.00
Add: Interest received during the year	15.91	-	15.91	12.37	-	12.37
Total	177.38	248.74	426.12	161.46	274.71	436.18
Less: Refund	-	-	-	-	-	-
Balance	177.38	248.74	426.12	161.46	274.71	436.18
Less: Utilised for Capital expenditure	-	4.20	4.20	-	1.42	1.42
Balance	177.38	244.54	421.92	161.46	273.29	434.76
Less: Utilized for Revenue Expenditure (A)	-	193.58	193.58	-	215.67	215.67
Balance Carried forward (B)	177.38	50.96	228.34	161.46	57.62	219.09

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	2016-2017	2015-2016
1. Interest		
a. On Government Securities	723.52	602.66
b. Other Bonds	4,383.67	3,480.49
2. Interest on Term Deposits	1,823.34	1,930.13
Sub Total	6,930.53	6,013.28
Less :		
1. Transferred to Earmarked/Endowment Funds	3,777.53	3,622.09
2. Transferred to Project Account	20.11	52.73
3. Transferred to Grant Account	15.91	12.37
4. Transferred to Provision for Retirement Benefit Account	1,998.16	1,505.07
Total	1,118.82	821.02

SCHEDULE 11: INTEREST EARNED

(Rs. in Lacs)

Particulars	2016-2017	2015-2016
1. On Savings Accounts with Scheduled Banks	133.68	99.63
Total	133.68	99.63

SCHEDULE 12- OTHER INCOME

(Rs. in Lacs)

Particulars	2016-2017	2015-2016
A. Income from Land & Buildings		
1. Hostel Room Rent	13.03	10.58
2. License fee	17.50	17.93
3. Hire Charges of Auditorium/Play ground/Convention Centre, etc	116.20	96.83
4. Facilities (MDC/ IMDC/New Campus etc.)	826.65	770.64
Total A	973.38	895.98
B. Sale of Institute's publications	-	-
Total B	-	-
C. Others		
1. Income from Consultancy	755.40	552.54
2. Consultancy Project Balances Written Back	-	-
3. Income from Research Projects	340.34	224.06
4. Placement Fee	476.40	442.83
5. Scholarships	-	11.37
6. RTI Fees	0.01	0.01
7. Income from Royalty	-	-
8. Brokerage on Investments	213.71	168.46
9. Profit on Sale/Disposal of Assets - Own Assets	-	3.78
10. Misc. Receipts (Sale of tender form, waste paper, etc.)	131.67	246.40
11. Depreciation Fund Written Back to extent of Sale of Assets	-	27.93
Total C	1,917.53	1,677.38
Total (A+B+C)	2,890.91	2,573.36

SCHEDULE 13 - STAFF PAYMENTS & BENEFITS (ESTABLISHMENT EXPENSES)

(Rs. in Lacs)

Particulars	Teaching	Non-Teaching	Unallocable	2016-2017	2015-2016
Non Plan					
a) Salaries and Wages	2,346.32	1,630.85	-	3,977.17	3,854.29
b) Allowances and Bonus	-	20.19	-	20.19	20.91
c) Contribution to Provident Fund	22.09	9.51	-	31.60	32.44
d) Staff Welfare Expenses	-	-	71.79	71.79	64.57
e) Retirement and Terminal Benefits (Refer Schedule 13A)	2,005.07	4,909.11	-	6,914.18	2,043.70
f) LTC Facility	18.60	48.31	-	66.91	51.61
g) Medical Facility	21.57	71.67	-	93.24	86.80
h) Children Education Allowance	6.39	19.81	-	26.20	25.93
i) 7th Central Pay Commission Arrear	505.52	827.55	-	1,333.07	-
Total A	4,925.56	7,537.00	71.79	12,534.35	6,180.25
Other Establishment Expenses					
a) CMA Project	135.88	35.74	-	171.62	197.58
b) Consultancy Projects	421.52	48.44	-	469.96	384.73
c) Research Projects	83.86	112.03	-	195.89	107.87
d) Centre Activities	-	0.30	-	0.30	1.92
e) Customised Executive Education Programme	1,198.70	91.03	-	1,289.74	803.70
f) Open Enrollment Programme	695.13	92.45	-	787.58	781.46
Total B	2,535.09	379.99	-	2,915.09	2,277.26
TOTAL (A+B)	7,460.65	7,916.99	71.79	15,449.44	8,457.51

SCHEDULE 13 A - EMPLOYEES RETIREMENT AND TERMINAL BENEFITS

(Rs. in Lacs)

Particulars	Pension	Gratuity	Leave Encashment	2016-2017	2015-2016
Opening Balance as on 1.4.2016	17,922.22	1,032.45	1,884.74	20,839.41	18,625.59
Addition: Interest credited to Fund	1,718.45	98.99	180.72	1,998.16	1,505.07
Total (a)	19,640.67	1,131.44	2,065.46	22,837.57	20,130.66
Less: Actual Payment during the Year (b)	1,131.97	170.58	143.04	1,445.59	1,229.17
Balance Available on 31.03.2017 c (a-b)	18,508.69	960.87	1,922.41	21,391.97	18,901.49
Provision required on 31.03.2017 as per Actuarial Valuation (d)	24,180.85	1,894.77	2,093.18	28,168.80	20,839.41
A. Provision to be made in the Current year (d-c)	5,672.16	933.90	170.77	6,776.83	1,937.92
B. Contribution to New Pension Scheme				134.55	104.22
C. Travel to Hometown on Retirement				2.81	1.56
Total (A+B+C)				6,914.19	2,043.70

SCHEDULE 14 - ACADEMIC EXPENSES

(Rs. in Lacs)

Particulars	2016-2017	2015-2016
Non Plan		
A - Academic Expenses		
a) Field work/Participation in Conferences	31.77	19.65
b) Payment to Visiting Faculty	232.83	227.41
c) Admission Expenses	135.17	97.68
d) Convocation Expenses	10.68	17.83
e) Stipend/Means-cum-Merit Scholarship	1,119.76	996.61
f) Books & Case Materials	267.20	288.72
g) Electricity - Students	97.07	111.92
h) Medical expenses	16.79	16.09
i) Misc. Expenses	139.00	122.61
j) Placement Expenses	174.45	152.11
k) Student's Exchange Programme	3.35	6.18
l) International Immersion	106.65	291.28
m) Mess Expenses	69.03	57.51
n) Room Rent	146.97	146.49
o) Library Expenses	661.44	549.81
p) Marketing, Promotion & Development Exps.	22.22	22.46
q) Review Committee	-	2.54
Total A	3,234.38	3,126.90
B - Other Projects / Programmes Expenses		
a) Open Enrollment Programme	1,127.74	1,098.19
b) Workshops, Conferences etc.	235.03	155.55
c) Customised Executive Education Programme	831.60	1,062.13
d) Consultancy Projects	100.59	22.20
e) Faculty Development Programme	28.59	40.93
f) Research Projects	124.27	74.33
g) CMA Other Expenses	21.96	18.09
h) Centre Activities	3.10	13.48
i) Faculty & Professional Development Expenses	51.80	65.47
j) Research Assistance to New Faculty	-	-
Total B	2,524.68	2,550.37
Total (A+B)	5,759.06	5,677.27

SCHEDULE 15 - ADMINISTRATIVE AND GENERAL EXPENSES

(Rs. in Lacs)

Particulars	2016-2017	2015-2016
Non Plan		
A Infrastructure		
a) Electricity and Power	152.81	188.55
b) Water Charges	76.10	81.71
c) Insurance	14.50	16.66
d) Rent, Rates and Taxes (including Property Tax)	66.10	75.40
Total A	309.51	362.32
B Communication		
a) Postage and Stationery	-0.61	3.22
b) Telephone, Fax and Internet Charges	68.88	67.42
Total B	68.27	70.64
C Others		
a) Printing and Stationery	13.28	14.52
b) Travelling and Conveyance Expenses	87.59	97.14
c) Hospitality	46.33	44.17
d) Auditors Remuneration	6.15	5.50
e) Professional / Legal Charges	44.15	41.48
f) Advertisement and Publicity	15.84	17.31
g) Security Charges	208.94	184.67
h) Service Tax borne by the Institute	208.38	221.83
i) Staff Mess Expenses	21.00	19.54
j) Misc. Expenses	68.27	69.34
k) Loss on Sale of Assets	1.74	9.17
l) Bank Commission	2.76	3.46
Total C	724.43	728.13
TOTAL (A+B+C)	1,102.21	1,161.09

SCHEDULE 16-TRANSPORTATION EXPENSES

(Rs. in Lacs)

Particulars	2016-2017	2015-2016
Non Plan		
1 Vehicles (owned by Institution)		
a) Running expenses	1.68	1.41
b) Repairs & maintenance	0.65	0.67
c) Insurance expenses	0.57	0.54
Total	2.90	2.62

SCHEDULE 17 - REPAIRS & MAINTENANCE

(Rs. in Lacs)

Particulars	2016-2017	2015-2016
Non Plan		
a) Buildings	151.35	154.66
b) Furniture & Fixtures	39.67	40.38
c) Office Equipments	39.60	35.80
d) Computers	102.31	65.96
e) Estate Maintenance	574.80	525.30
Total	907.73	822.10

SCHEDULE 18 - DEPRECIATION/AMORTIZATION

(Rs. in Lacs)

Particulars	2016-2017	2015-2016
Depreciation on Tangible Assets	972.85	1,356.87
Amortization of Intangible Assets	30.14	9.46
	1,002.99	1,366.33
Less : Transferred from Capital Funds	424.27	423.68
Total	578.72	942.65

SCHEDULE 19 - OTHER EXPENSES

(Rs. in Lacs)

Particulars	2016-2017	2015-2016
Non Plan		
a) Irrecoverable Balances Written off	-	1.41
Total	-	1.41

SCHEDULE 20 - TRANSFER TO DESIGNATED FUND

(Rs. in Lacs)

Particulars	2016-2017	2015-2016
a) Endowment Fund (Corpus)	-	1,000.00
b) Campus & Infrastructure Development Fund	-	1,000.00
c) Faculty & Staff Welfare Fund	-	500.00
d) Research, Publication & Thrust Area Fund	-	500.00
Total	-	3,000.00

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 on the accrual basis of accounting except for subscription to Journals & Periodicals and development allowance to staff and Accounting Standards as Notified by the Institute of Chartered Accountants of India.

The financial statements are broadly prepared on the basis of format prescribed by the Ministry of HRD for Central Higher Educational Institutions.

2. USE OF ESTIMATES

The preparation of Financial Statements in conformity with Indian GAAP requires the management to make estimates and assumptions in the reported amounts of assets and liabilities (including contingent liabilities) as of the date of the financial statements and the reported income and expenses during the reporting period.

Management believes that the estimates used in preparation of the financial statements are prudent and reasonable. Accounting estimates could change from period to period. Actual results could differ from those estimates. Appropriate changes in estimates are made as the Management becomes aware of changes in circumstances surrounding the estimates. Changes in estimates are reflected in the financial statements in the period in which changes are made and, if material, their effects are disclosed in the notes to the financial statements.

3. INVENTORY VALUATION

Inventories comprise of Stores, Stationery and Consumables and are valued at lower of cost or net realisable value. The cost includes cost of purchase and related direct costs. The cost of inventory is arrived at using the weighted average method.

4. FIXED ASSETS

Tangible Assets

Tangible Fixed Assets are stated at cost less accumulated depreciation and impairments if any. Cost of acquisition of fixed assets is inclusive of freight, duties and taxes and other incidental and direct expenses related to acquisition of the asset & bringing the assets to its working condition for the intended use.

In respect of projects under construction, related pre-operational expenses form part of the value of the assets capitalized.

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

Assets created out of Earmarked Funds and funds of Sponsored Projects, where the ownership of such assets vests in the institution, are set up by credit to Capital Fund and merged with the Fixed Assets of the Institute.

Intangible Assets

Intangible assets are stated at their cost of acquisition, less accumulated amortization and impairment losses. An intangible asset is recognized, where it is probable that the future economic benefits attributable to the asset will flow to the enterprise and where its value / cost can be reliably measured.

The Institute capitalizes software and related implementation costs where it is reasonably estimated that the software has an enduring useful life.

5. DEPRECIATION

On Tangible Assets

Depreciation on Buildings has been provided on Straight Line Method while Depreciation on other Assets has been provided on Written down Value Method. The rates of depreciation are as specified in the Income Tax Act, 1961 except for Buildings of main Campus. In this case, where separate figures of residential and non-residential building are not available and major portion of the Building is for residential purpose, the rate of depreciation applied is 5%, the rate fixed by the Income Tax Act for residential building; instead of 10% for non-residential building.

Depreciation on assets where actual cost of individual item is equal to or less than Rs. 5,000/- are treated as small value assets and is provided at the rate of 100%.

Capital Grants / Funds (Govt. and Non-Govt.) related to Fixed Assets are treated as Deferred Income and recognized in the Income and Expenditure Account on a systematic and rational basis over the useful life of the assets, i.e. Capital grants / Funds are allocated to Income over the periods and in the proportion in which depreciation is charged.

Amortization of Intangible Assets

Computer Software is amortized at the rate of 60%.

6. INVESTMENTS

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

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

7. EARMARKED / ENDOWMENT FUNDS

Earmarked

Long Term Funds are earmarked for specific purpose and the same has been invested in Government Securities, Bonds and Term Deposits with Banks. The income from Investments is credited to respective funds based on average rate of interest earned on investments as the Institute has a pool of investments. The expenditure and advances are debited to the fund. The assets created out of Earmarked Funds where the ownership vests in the Institution, are merged with the assets of the Institute by crediting an equal amount of the Capital Fund. The balance in the respective funds is carried forward and is represented on the asset side by the Investments and Accrued Interest.

Endowment

Endowment are fund received from various individual donors, Trusts and other organizations, for establishing Chairs and for Medals & Prize, as specified by the Donors. The same has been invested in Government Securities, Bond and Term Deposits with Banks.

The income from Investments are credited to respective funds based on average rate of interest earned on average monthly investments as the Institute has a pool of investments and the same has been allocated in the ratio of the average monthly closing balances in each fund. The expenditure on Medals & Prizes is met from the interest earned on investment of the respective Endowment Funds and the balance is carried forward.

In respect of Chairs, Corpus of the Endowment can be used in case of shortfall of interest income. The balances are represented by Investments and Accrued Interest.

8. REVENUE RECOGNITION

Fees from Students are recognized on accrual basis except for Enrollment fees for “PGP for Executive Course” which is accounted on receipt basis.

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

Income from Land and Building, Placement Fees, Other misc. receipts and Interest on Investments is accounted on Accrual basis.

Income from ongoing Research, Consultancy, CEE & OEP projects on year end is recognized in Income & Expenditure A/c to the extent of expenditure incurred during the year under the respective project as Institute’s Share & Faculty Share of income from the project is not certain till closure of the project.

Donations, Insurance Claim receipts & Contribution from CAT Fees are accounted on Receipt basis.

9. INTEREST ON INVESTMENT

Interest on Investments out of Earmarked, Endowment and other Funds are allocated to respective Fund Account based on average rate of interest earned on average monthly investment during the year after adjusting 1% of total interest earned during the year towards administration of fund. Such amount is recognized in Income & Expenditure account as Interest Income.

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

10. FOREIGN CURRENCY TRANSACTIONS

Transactions denominated in foreign currency are accounted at the exchange rate prevailing at the date of the transaction. Net exchange gain or loss resulting in respect of foreign exchange transactions settled during the period is recognized in the Income and Expenditure account.

11. GOVERNMENT GRANTS

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

Grants in respect of specific fixed assets are treated as Capital Grant 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.

Government grants for meeting Revenue Expenditure (on accrual basis) are treated, to the extent utilized, as income of the year in which they are realized.

Unutilized grants are carried forward and exhibited as a liability in the Balance sheet.

12. SPONSORED PROJECTS

In respect of ongoing Sponsored Projects, the amounts received from the sponsors are credited to the head Receipts against ongoing sponsored projects under head Other Liabilities – Current Liabilities. As and when expenditure is incurred / advances are paid against such projects, the concerned project account is debited.

13. RETIREMENT BENEFITS

All eligible employees received benefits from Provident fund, a defined contribution plan and gratuity & superannuation pension under defined benefits plan. The employees are also entitled to compensate absences in the form of leave encashment.

Regular contributions are made to provident fund at the prescribed rates. Provision towards gratuity, superannuation pension and accumulated leave for employees is made on the basis of the actuarial valuation using Projected Benefit Obligation Method (PBO Method).

14. INCOME TAX

The income of the Institution is exempt from Income Tax under section 10(23C)(vi) of the Income Tax Act, hence no provision for Tax is therefore made in the accounts.

Income Tax Recoverable relates to tax deducted from interest on Investment, Professional Fees and Placement Income.

15. PROVISIONS, CONTINGENT LIABILITIES AND CONTINGENT ASSETS

Provisions involving a substantial degree of estimation in measurement are recognized when there is a present obligation as a result of past events and it is probable that there will be an outflow of resources. Provisions required to settle are reviewed regularly and are adjusted where necessary to reflect the current best estimates of the obligation.

Where no reliable estimate can be made, a disclosure is made as contingent liability. Where there is a possible obligation or a present obligation in respect to which the likelihood of outflow of resources is remote, no provision or disclosure is made. Contingent liabilities are not recognized but are disclosed in the accounts by way of a note.

Contingent assets are neither recognized nor disclosed in the financial statements.

SCHEDULE 22: OTHER NOTES TO ACCOUNTS

1. CONTINGENT LIABILITIES

- (a) Service Tax demands in dispute Rs. 145.84 Lacs (Previous year Rs. 191.87 Lacs).
- (b) Claims against the Institute not acknowledged as debts Rs. Nil (Previous year Rs. 1.59 Lacs)
- (c) Electricity Duty Rs. 34.69 Lacs (Previous Year Rs. 34.69 Lacs)

2. UNEXECUTED CAPITAL CONTRACT

Unexecuted Capital Contract (Net of Advances) is **Rs. 879.42 Lacs** (Previous year **Rs. 318.34 Lacs**), which shall be utilized from Campus & Infrastructure Development Fund.

3. CURRENT ASSETS, LOANS AND ADVANCES

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

4. TAXATION

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

The Institute is recognized as wholly charitable society and granted registration under section 12A(a) of Income Tax Act, 1961.

5. EXPENDITURE IN FOREIGN CURRENCY (Rs. in Lacs)

Particulars	2016 - 2017	2015 - 2016
a) Foreign Travel	59.32	59.62
b) Books and Case Materials	336.91	693.99
c) Others	140.22	175.59

6. EARNING IN FOREIGN CURRENCY (Rs. in Lacs)

Particulars	2016 - 2017	2015 - 2016
a) Project, Program, Donations & Fees Income	663.62	642.03
b) Placement Income	36.57	30.80

- 7. The Institute has made provision of employee costs for **Rs. 1,333.07 Lacs** towards incremental salary on estimated basis for the period January 2016 to March 2017, in terms of the estimated salary hike recommended by the 7th pay commission.

8. Institute has deposited **Rs. 727.59 Lacs** under protest with the service tax department against service tax collected from the students for PGP-X course. Hence the same has been disclosed in Schedule 7 as Service Tax Paid under Protest (PGP-X) and correspondingly in Schedule 3 as Service Tax Refundable to Students (PGP-X). The same will be adjusted \ refunded as & when the dispute is resolved.
9. Corresponding figures for the previous year have been regrouped / rearranged wherever necessary to confirm current year's presentation based on accounting and presentation norms given by MHRD.

As per our report of even date

For T R Chadha & Co LLP

Firm Registration No.006711N / N500028
Chartered Accountants

Sd/-
Ashish Nanda
Director

Sd/-
Manoj Bhatt
Chief Administrative Officer

Sd/-
Arvind Modi
Partner
Membership No.112929

Sd/-
Maulesh Kantharia
Head - Finance & Accounts

Sd/-
Laxmandev Gohil
Chief Manager- Accounts

Date : June 29, 2017
Place: Ahmedabad

RECEIPTS AND PAYMENTS ACCOUNT FOR THE YEAR ENDED 31ST MARCH 2017

(Rs. in Lacs)

RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
I. Opening Balances			I. Expenses		
a) Cash balances	0.25	0.25	a) Establishment Expenses	5,735.01	7,748.75
b) Bank Balances			b) Academic Expenses	3,234.17	3,360.61
i. In Rupee accounts	529.70	676.64	c) Administrative Expenses	1,042.49	1,153.33
ii. In Deposit accounts	18,935.71	21,224.15	d) Transportation Expenses	2.90	2.62
iii. Savings accounts	1,919.37	309.21	e) Repairs & Maintenance	904.77	822.10
iv. In FC accounts	5.64	9.21	f) Prior Period Expenses	-	-
c) Stamps on Hand	0.06	0.01			
II. Grants Received			II. Payments against Earmarked/Endowment Funds	732.46	779.01
a) From Government of India	191.12	441.41			
b) From State Government	-	-			
c) From Other Sources	-	-			
III. Academic Receipts	12,123.49	10,888.08	III. Payments against Sponsored Projects/Schemes	5,272.96	2,394.82
IV. Receipts against Earmarked/Endowment Funds	3,027.39	3,125.09	IV. Payments against Sponsored Fellowships and Scholarships	125.36	23.72
V. Receipts against Sponsored Projects/Schemes	8,001.87	5,970.73	V. Investments and Deposits made		
			a) Out of Earmarked/Endowment Funds	20,591.99	16,091.36
			b) Out of own Funds(Investment Others)	-	-
VI. Receipts against Sponsored Fellowships and Scholarships	189.97	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	4,430.06	4,083.15	a) Fixed Assets	243.92	378.56
b) Other Investments	-	-	b) Capital Works-in-Progress (Including Capital Advances)	517.27	7.92
VIII. Interest received on			VIII. Other Payments including Statutory Payments		
a) Bank Deposits	1,723.12	1,759.02	a) Deposits Given	-	0.58
b) Loans and Advances	-	-	b) Deposits Repaid	4.21	17.03
c) Saving Bank Accounts	133.68	99.63	c) Statutory Payments	207.41	177.48

RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
IX. Investments Encashed	5,525.00	-	IX. Refund of Grants		
X. Term Deposits with Scheduled Banks	-	-	X. Deposits and Advances	-	42.52
XI. Other Income			XI. Other Payments		
a) Income from Land & Buildings	973.38	895.98	a) Sundry Debtors and Loans and Advances	-	-
b) Other	821.79	1,608.31	b) Sundry Creditors and Other Liabilities	7.80	-
			c) Changes in Stock	23.27	4.55
			d) TDS Receivable	700.50	80.27
XII. Deposits and Advances			XII. Any Other Payments		
a) Caution money Deposits Received	90.26	-	a) Sundry Creditors and Other Liabilities	2,672.21	-
b) Security Deposits	0.74	-			
c) Loan to Employees	-	1.52			
XIII. Miscellaneous Receipts (Statutory Receipts)	-	396.18			
XIV. Any Other Receipts			XIII. Closing Balances		
a) Changes in Provisions	-	9.91	a) Cash balances	0.25	0.25
b) Sundry creditors and Other Liabilities	-	2,944.66	b) Bank Balances		
c) Sale of Assets	0.49	2.30	i. In Rupee accounts	479.63	529.70
			ii. In Deposit accounts	14,413.78	18,935.71
			iii. Savings accounts	1,705.88	1,919.37
			iv. In FC accounts	0.13	5.64
			c) Stamps on Hand	4.72	0.06
TOTAL	58,623.09	54,475.96	TOTAL	58,623.09	54,475.96

For T R Chadha & Co LLP

Firm Registration No.006711N / N500028
Chartered Accountants

Sd/-
Ashish Nanda
Director

Sd/-
Manoj Bhatt
Chief Administrative Officer

Sd/-
Arvind Modi
Partner
Membership No.112929

Sd/-
Maulesh Kantharia
Head - Finance & Accounts

Sd/-
Laxmandev Gohil
Chief Manager- Accounts

Date : June 29, 2017
Place: Ahmedabad

GOLD MEDALISTS 1966-2017

1966

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

1967

- Vijay Bhargava
- Jayant Kumar Dey

1968

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

1969

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

1970

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

1971

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

1972

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

1973

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

1974

- Rajiv Burman
- Janardhanmohan G. Rao
- Ravi R.
- S. Ravichandran

1975

- R. Balagangadharan
- S. Balasubramanian
- Raaj Kumar Sah
- Sridhar S.

1976

- Gautam Chakravarti
- Shrikant P. Pande
- Rita Mohan
- Sudhir Krishnamurthi

1977

- Manvinder Singh Banga
- Laxmi Chand Bhandari
- Hemant Shah
- B. Ramaswamy (SPA)

1978

- B. Anantaram
- Srikant Madhav Datar
- Sandeep Mathur
- Vasant Prakash Gandhi (SPA)

1979

- Mr. K. Chandrasekhar
- Mehar Karan Singh
- Vijay Srirangan

1980

- Sanjay Bhargava
- Vipul Prasad Jain
- Sridhar Seshadri

1981

- Alok Agarwal
- Rajeev Kapoor
- Vijay Mahajan
- V.S. Sitaram

1982

- Jagmohan Singh Raju
- Shasi Kant Sachdeva
- Jayanth Rama Varma

1983

- Prakash Mirchandani
- Ashish Nanda
- Ramkumar S.
- Suresh Madan (SPA)

1984

- Sunil Gulati
- Pappu Jagdish Rao

1985

- Harsh Lal
- Cadambi P. Janardhan
- Srinath Mukherji

1986

- Anil Ahuja
- Rajeev Ahuja
- Devina Mehra

1987

- Harish R. Bhat
- Venkatesh Narasiah
- Raghuram G. Rajan

1988

- Rajiv Agarwal
- Sanjay Gupta
- Saurabh Garg

1989

- R. Subramanian
- K.R.S. Jamwal
- Sachit Jain

1990

- Vipin Gupta
- Monish Kumar
- Milind Shahane

1991

- Aggarwal Vijay
- S. Nagarajan

1992

- Chetankumar B. Shah
- Sanjeev Chhabra
- Vivek Rastogi

1993

- Sanjay Kumar Jain
- Gautam Kumra
- Rohit Chatterjee

1994

- Hrishikesh B. Parandekar
- S. Ramesh
- Anand Sanghi

1995

- Ashutosh Padhi
- Nitin Malhan
- Sanjay Purohit

1996

- Samit A. Parekh
- Bhupender Singh
- Purva Indurkar

1997

- Rajeev E.K.
- Rajat Bhargava
- Sandeep Gupta

1998

- Sumat Rajpal
- Avinash Agarwal
- Vipul Bansal

1999

- Amit Bordia
- Anupam Mortins
- Prashant

2000

- Priyanka Arora
- Surendra Kuman Jain
- Shishir R. Mankad

2001

- Krishna Y.S.R.
- Bharadwaj V.T.
- Anand Sridharan

2002

- Vikas Gupta
- Manikandan Natarajan
- Mohit Khurana
- Suman Ann Thomas (PGP-ABM)

2003

- Amar Makhija
- Ramnath Balasubramanian
- Nitin Dahiya
- Ramprasad V.K. (PGP-ABM)

2004

- Mukundan D.
- G.V. Ravishankar
- K.N. Ramganesb
- 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 Pandey (PGP-PMP)

2011

- Mr. Jaideep Shankar Jagannathan
- Mr. Mayank Kukreja
- Mr. Mohit Garg
- Mr. Rahul. (PGPX)

2012

- Mr. Gaurav Jagdish Singhal
- Mr. Nehul Malhotra
- Mr. Aditya Khandelia
- Mr. Shivram Ramakrishnan (PGPX)

2013

- Nikhil Agarwal
- Aniketh Talwai
- Sumit Somani
- Shashank Rathi (PGP ABM)
- Aditya Bansal (PGPX)

2014

- Hemant Omprakash Mundra
- Sanchit Bansal
- Prashant Sarkar
- Aditya Kiran Paranjpe (PGPX)

2015

- Agrawal Rahul Satish
- Rakshit U. Agarwal
- Abhinav Gupta
- Sidharth Aggarwal (PGP-ABM)
- Anshul Srivastav (PGPX)

2016

- Ayush Agarwal
- Shah Ashay Subhash
- Anurag Agarwal
- Prasanna Venkatesan Srinivasan Iyengar (PGPX)

2017

- Ashish Khullar
- Akash Gupta
- Samyak Daga
- Mihir Parekh (PGPX)



Chief Guests at Convocations

1966 Mr. M.C. Chagla	1984 Mr. P.L. Tandon	2002 Mr. Azim Premji
1967 Dr. Vikram Sarabhai	1985 Mr. K. C. Pant	2003 Dr. A.P.J. Abdul Kalam
1968 Mrs. Indira Gandhi	1986 Mr. Hiten Bhaya	2004 Dr. Bimal Jalan
1969 Dr. Karan Singh	1987 Dr. Raja Ramanna	2005 Mr. Raghuram Rajan
1970 Mr. L. K. Jha	1988 Mr. V. Kurien	2006 Mr. M.S. Banga
1971 Mr. Dharma Vir	1989 Mr. A.S. Ganguly	2007 Mr. P. Chidambaram
1972 Mr. C. Subramaniam	1990 Mr. Russi Mody	2008 Mr. Montek Singh Ahluwalia
1973 Mr. D.P. Dhar	1991 Mr. Sarup Singh	2009 Shri Deepak Parekh
1974 Professor Nurul Hasan	1992 Mr. Rajmohan Gandhi	2010 Dr. C. Rangarajan
1975 Mr. T. A. Pai	1993 Mr. P.V. Narasimha Rao	2011 Dr. Manmohan Singh
1976 Dr. V.M. Dandekar	1994 Dr. Manmohan Singh	2012 Shri K. V. Kamath
1977 Mr. M.S. Swaminathan	1995 Mr. Sam Pitroda	2013 Shri L. N. Mittal
1978 Mr. H. M. Patel	1996 Mr. A.M. Ahmadi	2014 Mr. Anand Mahindra
1979 Mr. V. G. Rajadhyaksha	1997 Mr. Adi Godrej	2015 Mr. Ajay Banga
1980 Justice Mr. M. Hidaytullah	1998 Mr. Vikram Lal	2016 Smt. Arundhati Bhattacharya
1981 Mr. Keshub Mahindra	1999 Mr. K.B. Dadisheth	2017 Smt. Shikha Sharma
1982 Mrs. Sharda Mukherjee	2000 Mr. R.K. Laxman	
1983 Mr. Nani Palkhiwalla	2001 Dr. Desh Deshpande	

