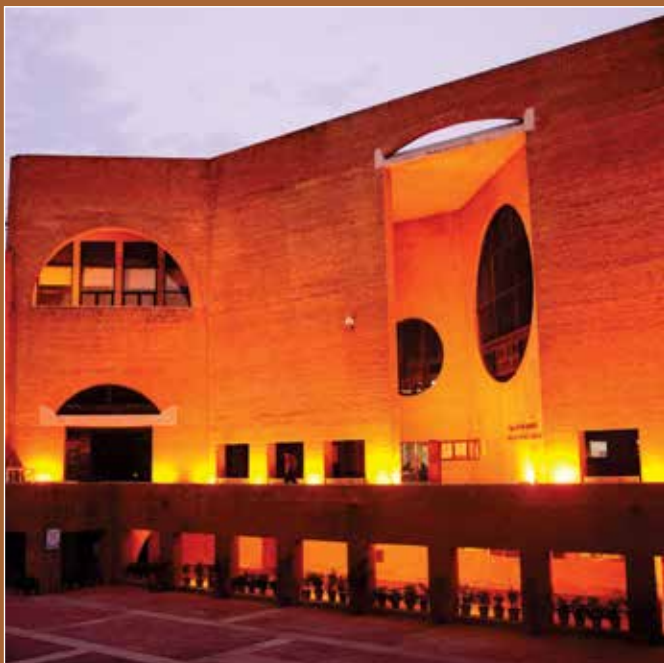




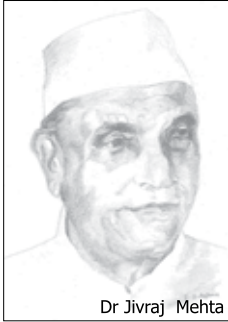
भारतीय प्रबंध संस्थान अहमदाबाद  
INDIAN INSTITUTE OF MANAGEMENT  
AHMEDABAD



**52<sup>nd</sup>**  
**वार्षिक प्रतिवेदन**  
**ANNUAL REPORT**  
**2013-14**



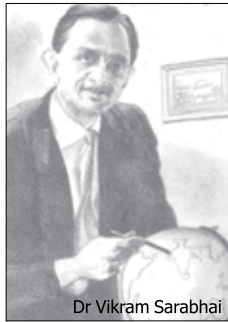
*Founding Fathers*  
1911-1947  
ANNEBENARY



Dr Jivraj Mehta



Kasturbhai Lalbhai



Dr Vikram Sarabhai

*Our Past Chairmen*  
1947-1999  
ANNEBENARY



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

*Our Present Chairman*  
ANNEBENARY



Shri A. M. Naik

*Our Present Director*  
ANNEBENARY



Prof. Ashish Nanda

*Our Past Directors*  
ANNEBENARY



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



**FIFTY-SECOND ANNUAL REPORT: 2013-14**



भारतीय प्रबंध संस्थान अहमदाबाद  
Indian Institute of Management Ahmedabad

# CONTENTS

<b>THE YEAR IN RETROSPECT</b>	<b>5</b>
<b>ACADEMIC PROGRAMMES</b>	<b>10</b>
1. POST-GRADUATE PROGRAMME IN MANAGEMENT	10
2. POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT	14
3. POST-GRADUATE PROGRAMME IN MANAGEMENT FOR EXECUTIVES (PGPX)	16
4. FELLOW PROGRAMME IN MANAGEMENT	18
5. PLACEMENT	20
6. CONVOCATION	21
7. FACULTY DEVELOPMENT PROGRAMME IN MANAGEMENT	22
<b>RESEARCH AND PUBLICATIONS</b>	<b>23</b>
<b>MANAGEMENT DEVELOPMENT PROGRAMMES</b>	<b>25</b>
<b>INTERDISCIPLINARY CENTRES AND GROUPS</b>	<b>26</b>
1. CENTRE FOR e-GOVERNANCE (CEG)	26
2. CENTRE FOR GENDER EQUITY, DIVERSITY, AND INCLUSIVITY (CGEDI)	26
3. CENTRE FOR INFRASTRUCTURE POLICY AND REGULATION (CIPR)	29
4. CENTRE FOR INNOVATION INCUBATION, AND ENTREPRENEURSHIP (CIIE)	29
5. CENTRE FOR MANAGEMENT IN AGRICULTURE (CMA)	35
6. CENTRE FOR MANAGEMENT OF HEALTH SERVICES (CMHS)	36
7. CENTRE FOR RETAILING	36
8. PUBLIC SYSTEMS GROUP (PSG)	37
9. RAVI J. MATTHAI CENTRE FOR EDUCATIONAL INNOVATION (RJMCEI)	38



<b>DISCIPLINARY AREAS</b>	<b>39</b>
1. BUSINESS POLICY	39
2. COMMUNICATION	40
3. ECONOMICS	40
4. FINANCE AND ACCOUNTING	41
5. INFORMATION SYSTEMS	42
6. MARKETING	42
7. ORGANIZATIONAL BEHAVIOUR	43
8. PERSONNEL AND INDUSTRIAL RELATIONS	44
9. PRODUCTION AND QUANTITATIVE METHODS	44
<b>ALUMNI ACTIVITIES</b>	<b>46</b>
<b>GLOBAL PARTNERSHIP AND CORPORATE AFFAIRS</b>	<b>49</b>
<b>GRANT-IN-AID</b>	<b>52</b>
<b>INFRASTRUCTURE DEVELOPMENT</b>	<b>53</b>
<b>PERSONNEL</b>	<b>54</b>
<b>STUDENT ACTIVITIES</b>	<b>56</b>
<b>VIKRAM SARABHAI LIBRARY</b>	<b>73</b>
<b>WELFARE ACTIVITIES</b>	<b>75</b>
<b>APPENDIXES</b>	<b>77</b>

## 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

Since its establishment in 1961, IIMA has been the premier management institute in India and one of the top management schools worldwide. Over the years, it has cumulated significant strengths, on which it can build. But the environment has changed significantly as well. New challenges and new opportunities confront the institute. How we face up to the challenges and take advantage of the opportunities in the next few years will determine significantly whether the institute continues to maintain and indeed improve its premier position among global management schools. The Institute took several steps in 2013-14 to address the challenges it faces and build on its strengths.



### The Context

IIMA has tremendous strengths that provide a powerful platform for ongoing success in the future. Our commitment to high quality and engaged classroom learning is exemplary. We have a history of inductive case-based teaching. Our diaspora of alumni is deeply committed to the institute. The institute has a sterling reputation among potential students, recruiters, and society. We have a heritage of collegiality. A spirit of identification with the institute pervades all sections of the IIMA community: faculty, staff, students, and alumni. We live and work in an evocative and functional campus. Members of the IIMA community operate in an environment that respects autonomy, values the will to work, and encourages all to put their efforts to good use.

The platform has provided us the opportunity to excel. Not surprisingly, we are well placed in various rankings, typically leading Indian management by a comfortable margin. Yet, rankings are a lagging and instrumental measure. High rankings are the consequence, not the goal, of our doing good work at the institute. Besides, our ambition is not just to be the best Indian management school, but to be one of the best globally.

The trend in some areas that drive institutional health over the long term has been worrisome. Our research output could be more impactful. One of our traditional sources of strength, development of high quality cases, is becoming less of a differentiator as other management institutes in India have caught up. Our approach to executive education has been opportunistic rather than strategic. And although we take pride in being an autonomous institution, our operating margins have thinned considerably.

In addition to intensifying competition from established Indian management institutions, new and disruptive competition has been emerging in the form of Indian operations of foreign universities, e-learning platforms, and offshore educational offerings, offering opportunities but also new challenges.

While facing these challenges, the institute was also in a phase of leadership transition. The previous director had stepped down in March 2013 and an interim director was leading the institute in a caretaker capacity till September, when I started my appointment as the new

director. In addition to the director's position, several administrative positions, including deans, needed to be filled.

One of my first priorities as incoming director was to establish the institute's leadership team. Following recommendations of the previous committee on future directions at the institute and in consultation with the faculty, three deans were appointed in September itself – Dean (Faculty), Dean (Programmes), and Dean (Alumni & External Relations). Vacancies in administrative positions were also filled.

### Vision – and Strategic Priorities

In the face of various challenges and given our ambition to be one of the top management institutions globally, the institute leadership team, in consultation with the faculty, rededicated the institute to *educating leaders of enterprises*. Our vision – *we educate leaders of enterprises* – states explicitly that our institute educates and develops not only executives for Indian businesses, but also executives who flourish in international settings, government officers and bureaucrats, leaders in the social sector, and entrepreneurs.

To achieve this vision, the institute has focused on a three-pronged approach: *connect, nurture, and grow*. Following are the activities we have initiated in each of these three strategic priorities to achieve our vision effectively.

#### Connect

To be a vibrant institution, we are trying to connect proactively with four constituencies: (a) our diaspora of alumni, (b) the worlds of practice and policy, (c) academic work nationally and globally, and (d) the local community.

Outreach to alumni was a high priority for the new leadership team. Between September 2013 and March 2014, the Director and Dean (A&ER) visited with local chapters in Mumbai, Ahmedabad, Dubai, and Chennai. Six alumni reunions were held on campus in December 2013. Besides, during the summer of 2013, 10 local chapters organized Synchrony, an event to welcome and integrate new alumni into the IIMA community.

Through targeted executive education, casewriting, and consulting, the institute is trying to improve its connections with practice and policy. Executive Education was revamped so as to include both Open Enrollment and Custom Programmes within the Institute's ambit. A separate Case Development and Distribution Center was established to give a fillip to casewriting and distribution.

Through research interchanges at the level of finished products but also at the level of ideas and work-in-progress, we are attempting a vibrant connection with global research.

Through a set of integrated activities that welcome and include the local community, we are trying to achieve the fourth goal of connect.

#### Nurture

To *nurture* a high performance work environment in the Institute, IIMA leadership is emphasizing and supporting a climate of autonomy, stretch, and community. Professionals achieve their best when they have a sense of ownership of what they do. Providing members of the community – faculty, staff, and students – a sense of freedom and ownership of their pursuits unleashes their drive and creativity. Yet, the sense of autonomy must come with a sentiment that one must strive to do one's best and stretch to expand one's own potential. Third, high performance professional organizations rarely are simple conglomerations of brilliant stars. They are communities in which bright, capable individuals work with one



another to achieve results that no one individual can. IIMA is trying to nurture this culture of autonomy, stretch, and teamwork that is believed to underlie sustained high performance.

To nurture faculty development, FDEC has been invited to develop and share with faculty clear guidelines on confirmation and promotion. FDEC members have been allocated Areas with the express intent of having developmental conversations with younger faculty.

The Institute's Performance Credit System has been used to offer incentives that encourage faculty to invest in research and teaching, and through limited tradability, encourage them to specialize in what they do best.

We are investing in fundraising with alumni and corporates, partly leading to better connect with them, but also to use their funding support to establish some chairs that will provide salary supplement and research funding to capable faculty, leading to retention of the best talent and also attracting the best from outside.

### **Grow**

IIMA has tremendous potential of building a presence far beyond what it is able to achieve today, given limits to its capacity. Institute leadership plans to grow the capacity, but to do so in a thoughtful and strategic manner, aiming to have an impact commensurate with the ambitions, and ensuring that the quality of its people and its experience is maintained and upgraded.

Institute faculty, which is already quite stretched, given the scale of activities, is a critical resource for any growth to fructify. We must invest in recruiting faculty and yet ensure that quality standards are not compromised. During the year, the Institute focused on recruiting high quality faculty so as to raise overall faculty strength.

In addition to growing Executive Education, the Institute is exploring ways to offer a meaningful educational programmes in public policy. We are also exploring ways to strengthen the PGP programme by introducing international students to the class, thereby increasing capacity but also diversity of the class.

### **Research and Publication**

Research output has been increasing, both in absolute and per-faculty terms. Part of the reason is a developing expectation and culture in the Institute that a significant proportion of faculty effort should be devoted to knowledge enhancement. Research and publication in established journals have now been given importance in measurement of faculty contribution. This would result in nudging faculty members to excel and push the frontiers of knowledge in their chosen fields of inquiry.

In addition to writing scholarly articles, Institute faculty has been known over the years to contribute to an understanding of the world of practice through case-writing. The Institute has set up a dedicated Case Center to support the development and dissemination of case based research.

Several Centers have been established at the Institute over the years to encourage research in fields that cross-cut the traditional Areas of the Institute. Existing Centers include Centre for Infrastructure Policy and Regulation (CIPR); Centre for Management of Health Services (CMHS); IIMA IDEA Telecom Centre of Excellence (IITCOE); Centre for Gender Equity, Diversity and Inclusivity (GEDI); Centre for Electronic Governance (CEG); Centre for Innovation Incubation and Entrepreneurship (CIIE) and Centre for Retailing (CFR). CIIE deserves a special note of recognition for the efforts the Center has taken to encourage entrepreneurship among students and recent graduates through its incubation and mentorship initiatives. The Institute

has attempted to revitalize the Centers to ensure they are vibrant, engage faculty across Areas, and conduct relevant and meaningful research. The Institute is also contemplating setting up new Centers where interest and opportunities intersect.

### Programmes

Following are key highlights of the long duration programmes.

The **PGP programme** is going through a detailed internal review. We expect the results of the review process to influence significantly the structuring and offerings of the programme. Meanwhile, the programme continued to flourish. Several new elective courses were offered, ranging from focused topics to perspective building courses. The number of institutions with which IIMA has exchange programmes has continued to grow. As of the end of Academic Year 13-14, the Institute had exchange relationships with 71 institutions. About 35% of the student body took advantage of the exchange programmes. The PGP Programme was ranked 18<sup>th</sup> by *Financial Times* among Masters in Management programmes as of 2013. Students were admitted through a meritocratic and independent admissions process. Although pleased with the quality of intake, the Institute has been concerned with the homogeneity of the entering class, which is heavily dominated by engineering school graduates and men. In coming years, we will endeavor to mold the admissions process to ensure that quality of students continues to be exceptional even as we admit a more diverse group. Placements continued to be strong. Several co-curricular events kept the student body actively engaged, both academically and socially.

**PGP-ABM** programme continued to be one of the premier agribusiness focused programmes, ranked number one worldwide for 2013 by Eduniversal. The programme is also going through a detailed review, with the results likely to significantly influence the programme structure. In admissions, following a conscious choice by the PGP-ABM programme committee, the mix of applicants has broadened to include larger number of students from non-agriculture backgrounds. The programme has three components: management compulsory courses, agribusiness compulsory courses, and elective courses. A distinguishing feature of the programme, four week long rural immersion towards the end of the first year, provides students a thorough experience of ground realities in the rural environment.

The **PGPX programme**, launched in 2005-2006 as a one year residential programme for executives with substantial work experience, continued to attract outstanding candidates, who have found the programme useful, and have proceeded to outstanding contributions in their careers. The programme was ranked 26<sup>th</sup> worldwide for 2013 by *Financial Times* among global MBAs. Given the significant work experience of the cohort, placements require specialized attention. The Institute has decided to strengthen the placement office to support this activity.

The **FPM programme** awarded 10 Fellow titles in 2013-14. The programme is also going through a detailed review and is likely to significantly influence its structure in future. Given the pressing need for qualified management researchers and faculty in the country, the programme is important not only for IIMA's academic environment but for the nation as well.

In addition to the long duration programmes, the Institute has significantly revamped its MDP (management development programme) offerings and relabeled the activity as **Executive Education**, to bring it more in line with global developments. We expect Executive Education activities to grow significantly in scale and scope and become more aligned with the Institute's strategic objectives.

## Administration

### *Finances*

The Institute achieved a surplus of Rs. 13 crore on a revenue base of Rs. 170 crore. Although it is gratifying to operate with a surplus, projections for coming years suggest the surplus vanishing very soon, unless revenue enhancement measures are taken urgently while costs are controlled effectively.

### *Infrastructure*

We have an iconic and integrated campus. Our library is comparable to the best business libraries in the world. Our campus has an excellent ambiance with rich foliage and an ecosystem alive with varied fauna. However, the historic Louis Kahn campus is in a state of considerable disrepair and needs urgent attention. We have initiated a process of review of the buildings with the objective of embarking on a conservation and restoration exercise that will preserve this iconic architecture while also bringing it up-to-date. The restoration exercise will be multi-year and, since it will be conducted while the campus is fully functional, it will be complex and will limit physical capacity for a few years as the campus upgrades.

### *Looking Ahead*

In coming years, the Institute rededicates itself to the goal of educating leaders of enterprises. We shall endeavor to do so by connecting better with relevant constituencies, nurturing a high performance work environment, and supporting strategic growth initiatives. Through all this, we will strive to maintain a culture of excellence, collegiality, and learning.

**Ashish Nanda**





## ACADEMIC PROGRAMMES

Offered since 1964, the Post-Graduate Programme in Management (PGP) is the longest running programme offered by the Institute. In surveys conducted by leading publications in India and abroad, it has been consistently ranked at the top. The range of programmes offered by the Institute has expanded over the years. Currently, the Institute offers five academic programmes of varying duration: the Post-Graduate Programme in Management (PGP) (equivalent to MBA); the Post-Graduate Programme in Agri-Business Management (PGP-ABM) (equivalent to MBA); the Post-Graduate Programme in Management for Executives (PGPX); the Fellow Programme in Management (FPM) (equivalent to Ph.D.); and the Faculty Development Programme (FDP) for management teachers and trainers.

### 1. POST-GRADUATE PROGRAMME IN MANAGEMENT

The Golden Jubilee (50<sup>th</sup>) batch of the Post-Graduate Programme in Management (PGP) got off to a start on June 24, 2013, with 380 students. At the end of the year, 375 students were promoted to the second year.

The second year of the programme commenced on June 10, 2013, with 376 students. At the end of the second year, 388 students (including Double Degree) graduated, after having satisfactorily completed the academic requirements.

Students	SC	ST	OBC	Disabled
First Year	55	29	99	10
Second Year	59	27	102	11

Details are given in **Appendix A1**.

The break-up of scheduled caste, scheduled tribe, other backward class, and disabled students is as follows:

#### 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, 125 students attended this programme from June 3 to 22, 2013.

#### Orientation Programme

An orientation programme for new students was held from June 24 to 26, 2013. In addition to addresses by the Dean and the PGP Chairperson, a dialogue with the PGP Executive Committee and briefing on the computer and library facilities as well as their usage formed part of the programme. An extended session on case preparation and case method was also held to familiarize new students with case method of teaching since that is the dominant pedagogical tool.

#### Tutorials

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

## Curriculum

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

This year, first year students took 31 compulsory courses spread over six slots. In the second year, students had to complete a minimum of 17 and a maximum of 20 credits of elective courses.

In the second year, 121 elective courses and 81 project courses were offered (including 2 non-credit independent projects). On account of heavy registration, one elective course was taught in four sections, one in three sections, and 22 in two sections.

## New Courses

Twenty new elective courses were offered in the second year. Details are given in **Appendix A2**.

## Double Degree Programme and One Term Exchange Programme

### Double Degree Programme

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

- ESSEC Business School, France
- The University of Bocconi, Italy
- HEC School of Management, France
- European Business School, Germany

Three students from ESSEC Business School, five students from the University of Bocconi, and one student from HEC participated in the second year of PGP during the year under the Double Degree programme. Six second year students from the Institute participated in the Double Degree Programme at the University of Bocconi and HEC during 2013-14.

### One Term Exchange Programme

In line with the Internationalization of PGP and with a view to providing international exposure to the students, the Institute continued its collaboration with international business schools for exchange of students during the academic year 2013-14.

While 101 (one term exchange) and 6 (Double Degree Programme) students went on exchange, 84 (one term exchange) and 9 (Double Degree programme) students from collaborating institutions took courses at the Institute. Details are given in **Appendixes A3** and **A4**.

## Lecture

The following distinguished persons addressed students during 2013-14:

Mr. Venkatesh Kini	CEO, Coke India
Mr. Madhukar Sabnavis	Vice Chairman and Country Head, Ogilvy & Mather

### Scholarships

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

### Industry Scholarships

Thirty-eight students received industry merit scholarships based on academic performance during the year.

### Aditya Birla Scholarships

The Aditya Birla Group selected eight students for their scholarship.

### Sir Ratan Tata Scholarships

Sir Ratan Tata Trust scholarships are given to second year students based on their first year academic performance. Four students received the scholarships this year.

### Shri S.K. Seth Memorial Award

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

### S. Umapathy Prize

Instituted by the brother of the late S. Umapathy to recognize 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 Hemant Omprakash Mundra.

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

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

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

This award is 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 Hemant Omprakash Mundra.

### Woman All-Rounder Awards

The PGP Woman All Rounder Excellence Cash Award, instituted by Ms. Rita Duggal, wife of Mr. Arun Duggal, an alumnus, recognizes the all-round performance of an outstanding woman student. This year, the award was given to D'Silva Suzanne Maria.

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 D'Silva Suzanne Maria.

### Sajeev Sirpal Academic and Creativity Excellence Award

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



### Smt. J. Nagamma Memorial Award

This award is 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 of PGP. This year, the award was given to Hemant Omprakash Mundra.

### Late Shri B.V. Doshi Memorial Entrepreneurship Assistance

This award has been instituted in memory of Shri B.V. Doshi by his grandson Sahil Doshi. It is awarded to students who exhibit entrepreneurial spirit by starting business venture and providing employment. This year, assistance was given to Sushil Kumar Meena and Shaunak Chhaparia.

### Shri G.C. Mital Entrepreneurship Aid

This award is instituted by Mr. Ankit Mital (PGP 2005) to aid students who wish to start their own venture. This year, it was given to S. Kanupradeep.

### Outstanding Sportsperson Award

Instituted by Mr. Sunil Chainani (PGP 1980), it is awarded to a student who gives excellent all round performance in sports. This year, the award was given to Palaparthi Lalitha.

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

The Institute awarded scholarships worth Rs.6,45,08,000, under the SNBS during the year. Scholarships amounts ranged from Rs.79,000 to Rs.5,67,000. The maximum support of 70 per cent of the total course fee was given to 36 students. Programme-wise break-up of students on SNBS is as follows:

	No. of Students	Amount (Rs.)
PGP II	86	2,74,59,000
PGP-ABM II	17	63,18,000
PGP I	82	2,32,26,000
PGP-ABM I	21	75,05,000
<b>Total</b>	<b>206</b>	<b>6,45,08,000</b>

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

SC – The scholarship amount of the last academic year, Rs.1,37,66,194, was received and disbursed to the awardees. For the current year, out of sixteen applications received from first year students, twelve applications were sent to the Ministry of Social Justice and Empowerment along with six renewal applications. The grant for these scholarships is awaited.

ST – The scholarship amount of the last academic year, Rs.54,47,163 was received and disbursed to the awardees. For the current year, out of six applications received from first year students, five applications were sent to the Ministry of Tribal Affairs along with three renewal applications. The grant for these scholarships is awaited.

### IIMA SC/ST Scholarships

During the year 2013-14, 181 students received the SC/ST scholarships amounting to Rs.1500 each.

### Scholarships Instituted by Other Agencies

- ▶ The OP Jindal Scholarship worth Rs.1,25,000 each was awarded to Ankit Garg and Sanchit Bansal of PGP II.
- ▶ The T. Thomas Scholarship worth Rs.1,00,000 was awarded to Ankit Garg of PGP II.
- ▶ *Societe Generale Global Solution Centre Pvt. Ltd. Bangalore.* The Centre gave scholarships of Rs.5,90,000 to Nimit Sachdeva of PGP-ABM-I and Rs.2,43,000 to Navneet Singh of PGP-ABM-II.

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

### State Government Scholarships

State government sponsored scholarships were given to two students as follows:

	Awardee	Class/Batch	Amount (Rs.)
Maharashtra State	Ramtake Abhay Manohar	PGP-II/2012-14	6,41,000
	Sangade Mahesh Sitaram	PGP-I/2013-15	5,90,000

Names of recipients of various scholarships are given in **Appendix A5**.

### Admission

Category	Male	Female	Total
General	143	39	182
NC-OBC	82	17	99
SC	45	13	58
ST	18	11	29
DA	10	2	12
Total	298	82	380

Three hundred and eighty students were admitted to PGP beginning June 2014.

Computer based Common Admission Test was conducted with a testing window of twenty days from October 16, 2013 to November 11, 2013. The programme attracted 163336 applications including several from overseas candidates.

Details of applications received and students admitted are given in **Appendixes A6 and A7**.

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

The two-year Post-Graduate Programme in Agri-Business Management (PGP-ABM) has been ranked number one by Eduniversal, Paris in agribusiness/food industry management programmes in the world for three years in a row (2011, 2012, and 2013). Right from the beginning the Institute accepted managerial issues related to agriculture, food, and other developmental sectors as part of its thrust area.

### Course Objectives

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

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

### Admission

The programme has been well received by the student community. The Institute received 1,35,911 applications in 2013-14. The details are given in **Appendixes B1** and **B2**. After an intensive selection process, which included the Common Admission Test, group discussion, and interview, 45 students joined the programme.

### Preparatory Programme

In order to strengthen mathematical, communication, and computer skills, all students were asked to attend the preparatory programme from June 3 to 22, 2013.

### Orientation Programme

A welcome and orientation programme for the new batch was held during June 25-26, 2013. There was an interaction and dialogue with the PGP-ABM Executive Committee and a briefing on computer and library facilities at the Institute. A session on case preparation and case discussion was held to introduce students to case method of instruction.

The First year of the PGP-ABM programme got off to a start on June 24, 2013 with 45 students. At the end of the year, 38 students were promoted to the second year. Details are given in **Appendix B3**.

### Curriculum

The first year of the programme is common with the PGP. The students took 31 compulsory courses spread over six slots.

In the second year four sector-specific compulsory courses and 23 elective courses covering different aspects of agribusiness were offered. Two new elective courses (I) Food Supply Chain Management and (II) Economics of Food Quality were offered in the second year. Second Year students were required to register for a minimum of 17 credits and a maximum of 20 credits. They were also allowed to register for 3 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 an exposure to rural life, learning from interaction with villagers, and becoming familiar with the rural environment, society, institutions, and economy. The first phase of the module was organized from March 25 to April 6, 2013. Students were divided into ten groups. Two groups were placed in Vaishali and Madhubani districts of Bihar, two groups were placed by SEEDS (NGO) based in XLRI, Jamshedpur, two groups were placed with Kalamandir, another NGO based in Jamshedpur, three groups were placed in Amalsad in Gujarat, and one in Enabavi Village in Andhra Pradesh. The second phase was organized from December 10 to 21, 2013, in the aforesaid locations.

### Exchange Programme

Four second year students of PGP-ABM went to ESSEC MS Agribusiness School and spent a term. Three students from ESSEC spent a term at the Institute during June-September 2013.

### Amaethon 2014

Amaethon 2014, IIMA's agribusiness, food, and rural summit, was organized on January 11-12, 2014. The event was inaugurated by Shri Bhupendrasinh Chudasma, Honourable Minister of Rural Development, Government of Gujarat. About 300 students from universities and business schools as well as experts from industry, government, and academia attended the summit. Panel discussions were held on a wide range of topics. Several workshops were also conducted.





### PGP-ABM/SPA/PMA Alumni Meet

An all-batch alumni reunion of 25 participants of PGP-ABM/SPA/PMA was held at the Institute from January 10 to 12, 2014. The sessions witnessed enthusiastic response from the participants who shared their experiences.

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

Spread over five academic terms, the PGPX programme is structured around six segments: Induction, Building Blocks, Preparing for Top Management, International Immersion, Electives, and Capstone. The programme commenced on Sunday April 7, 2013. The batch had 85 students including 11 female students. The profile of the PGPX 2013-14 batch is given in **Appendix C**.

Twenty-three core/compulsory and eighty-two elective courses including eleven new courses were offered during the academic year of which thirty-eight courses sailed including four new courses.

#### International Immersion Programme (IIP)

The IIP was held from August 26 to September 6, 2013. Students travelled in three groups to:

- ▶ Chinese University of Hong Kong (28 students)
- ▶ Warwick Business School, University of Warwick, Coventry (18 students)
- ▶ ESCP, Paris (39 students)

#### Exchange Programme

A module on “Doing Business in India” was organized for 14 exchange students from Warwick Business School. This module covered topics such as Culture, People, and Leadership, Marketing, Legal Aspects of Doing Business, Public Private Partnerships in Infrastructure Sector, Capital Markets, Innovation and Entrepreneurship, Legal and Regulatory Frameworks, and Economic Situation including WTO rules prevalent in India. As part of the programme, participants visited Arvind Mills (Shirting Unit, Santej), Sintex (Plastics Unit, Kalol), and the GVK EMRI (108 Ambulance Services) Centre in Ahmedabad.

#### Awards

All 85 PGPX students graduated successfully. Following awards were given:

- ▶ Gold Medal to PGPX topper – Aditya Kiran Paranjpe
- ▶ Academic Merit Awards carrying cash of Rs.20,000 to five students – Aditya Kiran Paranjpe, Ajit Singh Sengar, Ms. Harsha Chetan Mundhada, Nikhil Paruchuri, and Yasuhiro Mase.
- ▶ All-round Excellence Award carrying cash of Rs. 50000 sponsored by Shri Arun Duggal (Chairman, Shriram Capital Ltd., IIMA Visiting Faculty, and alumnus 1974 batch) was given to Nikhil Paruchuri.

#### International Recognition

PGPX continued to be ranked among the best in the world in the *Financial Times* FT Global MBA Rankings 2014. It was ranked second in Career Progress and 30<sup>th</sup> overall.

#### Student Activities

##### ConneXion2013

ConneXion 2013, the annual business conclave, was organized from October 24 to 26, 2013. It was kicked off with a traditional 5 km run within the campus. Around 15 business leaders attended the event to present their views on the central theme of event: “India INCubate: Idea



to Action,” which was organized around four sub-themes: Bridging the Divide: Subsidy to Sustainability, Redefining Made in India: Low Cost to High Value, New Media New Rules, and Building India’s Leadership Pipeline. Senior executives from reputed companies exchanged ideas with students on various themes. A Member of Parliament, Mr. Suresh Prabhu, was also an expert panelist during this event. The keynote speakers were Dr. K.C. Chakrabarty, Deputy Governor, Reserve Bank of India, and Mr. Amit Agarwal, Country Head, Amazon India. A CEO dinner was organized on October 25, 2013, where the Chief Guest was Dr. A.K. Jagessur, GOSK, High Commissioner, Embassy of Mauritius.

### X-Biz

X-Biz was conducted in a war game format this year and focused on “Socio-Economic Impact of the Land Acquisition Act”. Industry leaders, government experts, and activists mentored participating teams. There were various stakeholders, each represented by student teams (from IIMA and IIMB) such as The Indian Farmer, State Government, Government of India/ Policy Formulator, Real Estate Developers, Social Activists, and Infrastructure Companies. The event was anchored very well by Professor Shailendra Mehta who has used war games as a research tool for many years. Student presentations were evaluated by experts and the winning team (from IIMA) was awarded a trip to Mauritius by Air Mauritius.

### PGPX Alumni Meet

A large contingent of PGPX alumni came down for this event and shared interesting stories of their success and the contribution of PGPX in their careers. The event culminated with a felicitation ceremony of the X3 batch.

### Speaker Series

Speaker Series is a student initiative where senior corporate leaders and eminent citizens are invited to share their experiences. This year’s invitees included:

- ▶ Mr. Rohinton (Ronnie) S. Screwvala, Founder and CEO, UTV, spoke on the topic “The Path of a First Generation Indian Entrepreneur,” on April 27, 2013.
- ▶ Mr. Aniruddha Deshmukh, President-Textiles and Retail, Raymond Ltd., spoke on the topic “Retailing of Fashion Apparel in Small Towns in India.” on May 24, 2013.
- ▶ Dr. Devdutt Pattnaik, Chief Belief Officer, Future Group, spoke on the topic “Relevance of Mythology in Modern Management, especially in the Realm of Leadership and Culture,” on June 18, 2013.
- ▶ Professor Srikanth Datar, Arthur Lowes Dickinson Professor of Accounting, spoke on the topic “Making Managers and Organizations More Innovative,” on June 30, 2013.

- ▶ Dr. Suman Berry, Chief Economist, Royal Dutch Shell Group, in collaboration with the Public Policy Special Interest Group of PGP students, spoke on the topic “New Lens Scenario: Exploring How Economic, Political and Social Forces Shape Future Global Energy System,” on July 10, 2013.
- ▶ Mr. J. Suresh, Managing Director and CEO, Arvind Brands and Retail, spoke on the topic “Lifestyle Brands,” on July 12, 2013.
- ▶ Ms. Kiran Bedi, Social Activist, spoke on the topic “Driving Change: Is it Gender Agnostic?” on September 13, 2013.
- ▶ Mr. S. Chandramouli, Senior Vice President and Managing Director, CGI India, spoke about “Mergers and Acquisitions in the IT Industry,” on September 23, 2013.
- ▶ Ms. Kumud Srinivasan, President, Intel India, spoke on the topic “Navigating Growth in the Technology Industry,” on October 1, 2013.
- ▶ Mr. Onno Ruhl, Country Director-India, World Bank, spoke on the topic “India’s Key Development Challenges: Social Inclusion, Economic Integration, and Spatial Transformation,” on November 15, 2013. This was part of the World Bank and IIM Lecture Series.
- ▶ Ms. Usha Jumani, Social Activist, spoke on the topic “Role of Management (Institutions) to Address Social Inequalities,” on November 16, 2013.
- ▶ Mr. Rakesh Kumar Gupta, Managing Director, Allianz Cornhill, spoke on the topic “Changing Dynamics of Captives in the IT and Offshoring Industry,” on November 22, 2013.
- ▶ Mr. Mansoor Ali Khan, Film Producer and author of The Third Curve, shared his views on Unsustainability and Growth on February 28, 2014. He spoke of the stark and unbridgeable disparity between the compulsions of economic growth and the limits imposed on us by Nature. Questioning the efficacy of the modern industrial world, he shared his views about what civilization might perforce have to accept not merely as a possibility but as a way of life.

### Admission

Six hundred and ninety applications were received for PGPX 2014-15, out of which 230 applicants were shortlisted. Final offers were made to 100 candidates and 25 were placed in wait list of which 4 were activated. Finally 85 candidates joined the programme of which 13 are women. Seven candidates who took admission deferred their joining to April 2015.

## 4. FELLOW PROGRAMME IN MANAGEMENT

So far 295 students had received the title of “Fellow of the IIMA”. With the addition of 10 (ten) students who graduated in March 2014, the total stands at 305. There are 32 students in thesis phase and 37 students are pursuing course work.

Details of graduated FPM students of 2014 are given in **Appendix D1**.

### Awards

#### IFCI Thesis Award

Name of Student	Title of Thesis	Award
Manoj Motiani (Marketing)	Instrumental Leadership as a Determinant of Salesperson Performance: Applying the Extended Full Range Leadership Theory (FRLT)	Rs.50,000
B. Sundar (Economics)	Numeracy, Financial Literacy, Risk Attitudes, and Impatience of Forest Dependent Communities: Evidence from Andhra Pradesh	Rs.50,000





### Prof. Tirath Gupta Memorial Thesis Award

Name of Student	Title of Thesis	Award
Kaushik Roy (Business Policy)	Development of Dynamic Capabilities in International Joint Ventures: An Investigation within the Context of Insurance Industry of an Emerging Economy	Rs.50,000
Prakriti Naswa (PSG)	Uncertainty and Risk Management of Climate Change Impacts on Infrastructure Assets	Rs.50,000

### Seventh IIMA Doctoral Colloquium

The Seventh Doctoral Colloquium held from December 9 to 11, 2013, had more than 150 participants consisting of registered Ph.D. students, Ph.D. graduates, professors, and representatives from the corporate sector. It provided a platform to over 80 doctoral candidates to present their research over two days and engage in meaningful conversations with their peers and subject matter experts.

The colloquium featured four workshops in emerging fields of research. Keynote speeches were delivered by Professors Sumit Kundu, Viswanath Pingali, and Peter Stokes.

The colloquium also had two panel discussions on “Doing and Disseminating Meaningful Research” chaired by Professor D.P. Dash and “Gender Sensitization and Creation of Women Centric Workspaces” chaired by Professor Ajeet Mathur.

The doctoral colloquium signals a significant effort towards the creation of an academic community with a strong focus on publishing quality research.



### Conferences/Doctoral Colloquium/Consortium participation by FPM Students

Details are given in **Appendix D2**.

Details of student strength in PGP, PGP-ABM, and FPM in the last 10 years are given in **Appendix E**.





## 5. PLACEMENT

### PGP

The placement process for the graduating batch of the PGP was completed with students being placed across various sectors and functions of their choice. The successful completion of placement for 378 students stands testament to the high quality of students and the robust nature of the placement process that provides adequate flexibility to both students and recruiters.



### Placement Process

The placement process was conducted in two stages. The first was the lateral process where firms interviewed students with work experience and offered them mid-level managerial positions. The second stage was the final placement process where firms were grouped into cohorts based on the profile offered, and groups of cohorts were invited to campus across different clusters. As in previous years, students were provided the flexibility of making a “dream” application to any firm of their choice in a subsequent cluster even with an offer in hand. This gave students the flexibility and choice to build careers in sectors of their preference.

### Top Recruiters

More than 125 firms participated in the placement process including the laterals. Accenture Strategy was the top recruiter across all clusters having picked 18 students. In the strategy-consulting domain, the Boston Consulting Group extended 15 offers to students while A.T. Kearney, Bain & Company, and McKinsey & Company extended 7 offers each. In the niche consulting domain, EXL was the highest recruiter with 8 offers. Among global investment banks, HSBC was the largest recruiter having picked 9 students for roles in investment banking, corporate banking, and private banking. In the consumer goods and services sector, Hindustan Unilever and Star TV India were the leading recruiters having extended 6 offers. Amongst general management firms, Reliance Industries Limited was the largest recruiter with 8 offers. In the technology sector, Amazon was the largest recruiter having extended 15 offers for roles in business development and operations. Latent View and Samsung extended 7 offers for roles in data analytics and business development.



### Entrepreneurship

The Institute has always encouraged students to take up entrepreneurship as a career and this year, thirteen students opted out of the placement process to start their own ventures. The start-ups include an IT solutions venture to support the logistics and transportation sector, and a platform for improving the agriculture supply-chain, amongst others. In line with its culture of fostering entrepreneurship, the Institute offers a placement holiday to these students wherein they will be allowed to participate in placement in one of the next two years in the event that their venture does not work out.

### Strengthening Old Relationships and Forging New Ones

Placements are viewed as an opportunity to build relationships with the industry and create a symbiotic association. Not only did existing recruiters maintain their relationship with the Institute through recruiting large numbers but many new companies also recruited. Twenty-eight companies came to the campus this year for the first time.

### PPO Placements

Based on the performance of students in summer internships, 118 pre-placement offers were made by 53 companies out of which 84 were accepted.



### Lateral Placement

The thrust on lateral placement ensures that students could leverage their experience. Firms like Amazon, Latent View, Infosys, Star India, Mahindra ComViva, Microsoft IDC, Narayana Hrudalaya, Aditya Birla Group, Airtel, Cognizant, Dunia Finance, Google, and India Property were some of the major recruiters during the process. About 40 firms participated in the lateral process and extended 108 offers out of those 87 were accepted by students.

### PGP-ABM

Placement process for 41 students was completed successfully. The robust placement process was well received by both recruiters and students, effectively matching talent with opportunities. A testament to the strength of the process and calibre of students was that companies created special roles for candidates based on their profiles.

Over 30 companies participated in the placement process, ranging from MNCs to small and medium enterprises as well as notable start-up firms. Godrej Agrovet, GSFC, Kirloskar Oil Engines Limited, and Naga Industries recruited three students each. Escorts, Gati-KWE, I-Prof, Mondelez International, SH Group, Standard Chartered, Stellapps, and Tata Rallis hired students for the first time. Regular recruiters such as ESP, Rabo Bank, Syngenta, and Tafe also recruited.

A variety of roles were offered across diverse domains including Seeds, Fertilizers, Pesticides, Inclusive Banking, Corporate Banking, Food & Agribusiness Research and Advisory, Logistics and Supply Chain Management, Platform Development, Plantations, Commodity Trading, Agricultural Machinery, Rural Banking, and Consulting.

Three students opted out of the placement process to launch their own ventures.

### PGPX

Placement for PGPX students started from December on a rolling basis. The focus is on ensuring a good fit between the participant and the potential job/role.

This year's recruiters spanned conglomerates, IT, engineering and technology, consulting, and many first-time recruiters.

Firms that returned for recruitment included Google, Goldman Sachs, Hero Moto, Amazon, and Mindtree. Bharti Airtel Limited and Accenture Services Private Limited made the largest number of offers.

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

## 6. CONVOCATION

The forty-ninth convocation of the Institute was held on March 22, 2014. Mr. Anand Mahindra, Chairman and Managing Director, Mahindra & Mahindra Ltd., delivered the convocation address. At the convocation, 10 FPM students were awarded the title of Fellow of the Indian Institute of Management, Ahmedabad, 388 students were awarded the Post-Graduate Diploma in Management, 41 students were awarded the Post-Graduate Diploma in Agri-Business Management, and 85 students were awarded the one-year Post-Graduate Diploma in Management for Executives.

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

- ▶ Hemant Omprakash Mundra
- ▶ Sanchit Bansal
- ▶ Prashant Sarkar



Mr. Anand Mahindra, Chairman and Managing Director, Mahindra & Mahindra, at the forty-ninth Convocation



Hemant Omprakash Mundra



Sanchit Bansal



Prashant Sarkar



Kiran Paranjpe

Aditya Kiran Paranjpe of the Post-Graduate Diploma in Management for Executives received the Indian Institute of Management Ahmedabad Medal for Scholastic Performance.

## 7. FACULTY DEVELOPMENT PROGRAMME IN MANAGEMENT

The Faculty Development Programme (FDP) is a 15-week residential programme, specially designed for faculty members of management education and training institutes. The first FDP was offered in 1979, after the Institute had experimented with a series of University Teachers' Programmes. Over the years the FDP's structure and curriculum have been reworked to address emerging developmental needs of management educators. The 35<sup>th</sup> FDP was conducted from June 10 to September 28, 2013. Thirty-eight management teachers, including three from Nepal, attended the programme. There were 17 women participants. Fellowships were given to 18 self-sponsored participants.

The major focus of FDP is on upgrading the teaching, training, and research skills of management educators – especially those educators who have not had adequate opportunities to hone their teaching and research skills. Three sets of courses were offered in the 35<sup>th</sup> 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, Management Accounting, Financial Management, Marketing, Business and Marketing Research Methods, Understanding Organizational Behaviour, Qualitative Research Methods, Human Resource Management, Statistics for Data Analysis, and Operations Management.

The foundational courses aimed at specific pedagogical and research skills, and included Communication for Management Teachers, Research Methods, Applications for Data Analysis, and Introduction to Case Writing.

The electives included Health and Hospital Management, Course Design: Managing Climate Change, Business in Democratic Society, Strategy in Emerging Markets, Social Entrepreneurship, Crafting and Publishing of Research, Decision Making, Game Theory for Decision Making, and International Business.

FDP has been recognized as one of the best programmes in the country for an intensive management faculty development experience. The FDP alumni network now has 702 members, including 83 management teachers from Nepal, Bangladesh, Maldives, Sri Lanka, Bhutan, and Ethiopia. Over the years FDP alumni have been contributing significantly to improvements in the quality of management education in India and abroad.

### FDP Alumni Conference

The FDP Alumni Conference on the topic "Ethics and Social Responsibility of Business 2013" was organized by the GITAM University during December 20-21, 2013, in Visakhapatnam with academic support from the Institute.







## RESEARCH AND PUBLICATIONS

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

During the year, 8 research projects, 6 seed money projects, and 4 case development projects were completed. Eight research projects, 6 seed money projects, and 8 case development projects were initiated, while 1 case development project was closed. In addition, 36 summer internship projects were undertaken.

During the year, the academic community wrote 20 books and 110 articles in journals. They contributed 23 chapters in Books, presented 129 papers in conference, and wrote 103 working papers.

Details are given in Appendixes G, H, and J.

### Vikalpa: The Journal for Decision Makers

*Vikalpa: The Journal for Decision Makers* ([www.vikalpa.com](http://www.vikalpa.com)) is a quarterly publication of the Indian Institute of Management, Ahmedabad. Currently in its 39th year of publication, *Vikalpa* is recognized as a premier management journal, communicating developments in the field of management to academicians and managers. The focus of the journal is on applied research that meets the standards of academic rigour and reflections that are relevant to practising managers.

Every issue of *Vikalpa* has the following features. *Perspectives* presents emerging issues and ideas that call for action or rethinking by managers, administrators, and policy makers in organizations. *Research* has analytical or research-based articles that focus on the resolution of managerial and academic issues. *Interfaces* presents articles which are of practical utility



Vikalpa The Journal for Decision Makers	
Volume 38	Number 2
<b>PERSPECTIVES</b>	1
<b>RESEARCH</b>	28
<b>NOTES AND COMMENTARIES</b>	94
<b>COLLOQUIUM</b>	103
<b>MANAGEMENT CASE</b>	123

Vikalpa The Journal for Decision Makers	
Volume 38	Number 1
<b>PERSPECTIVES</b>	1
<b>RESEARCH</b>	13
<b>NOTES AND COMMENTARIES</b>	76
<b>COLLOQUIUM</b>	103
<b>MANAGEMENT CASE</b>	123

Vikalpa The Journal for Decision Makers	
Volume 38	Number 4
<b>PERSPECTIVES</b>	1
<b>RESEARCH</b>	13
<b>NOTES AND COMMENTARIES</b>	97
<b>COLLOQUIUM</b>	103
<b>MANAGEMENT CASE</b>	123

Vikalpa The Journal for Decision Makers	
Volume 38	Number 3
<b>PERSPECTIVES</b>	1
<b>RESEARCH</b>	28
<b>NOTES AND COMMENTARIES</b>	97
<b>COLLOQUIUM</b>	103
<b>MANAGEMENT CASE</b>	123

to managers and which would help them in updating their managerial skills. *Notes and Commentaries* covers preliminary research, review of literature, and comments on published papers. *Colloquium* includes debate on a contemporary topic. *Management Case* describes a real-life situation faced, a decision or action taken by an individual manager or by an organization at the strategic, functional, or operational levels; *Diagnoses* features analyses of the Case by academicians and practitioners. *Vikalpa* also features *Book Reviews*.

*Vikalpa* is a peer-reviewed journal. All contributions received are put through a two-stage review process; a preliminary screening and double-blind review; accepted contributions are edited suitably. About 96 reviewers were involved in reviewing the papers during the year.

During 2013-2014, *Vikalpa* received 355 papers; 266 of these were rejected at the preliminary stage, the rest, after review, would be accepted, either without modification or after revisions by the authors, or rejected – this process will be completed during 2014-15. About 16 papers were cleared for publication during the year thus having an acceptance rate of less than five per cent. About 96 academicians were involved in the review process.

During the year, copies of *Vikalpa* were distributed to approximately 12,000 subscribers including society members.



## MANAGEMENT DEVELOPMENT PROGRAMMES

In the financial year 2013-14, the Institute offered 59 Management Development Programmes (MDPs). They attracted 1,578 executives from private and public sector organizations including government departments. The MDP activity resulted in 11,107 participant-days.

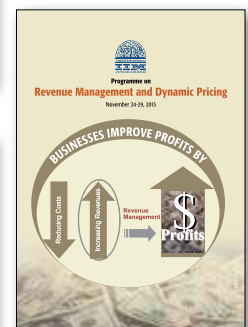
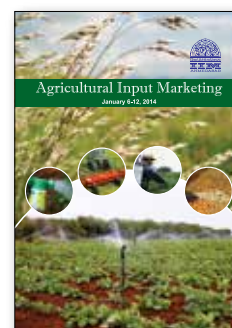
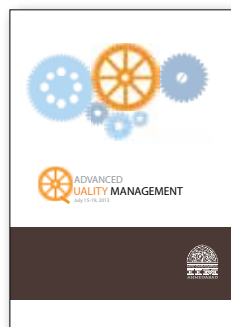
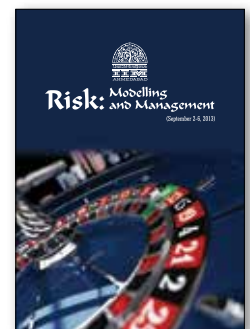
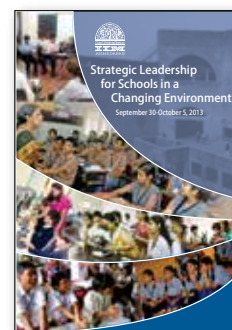
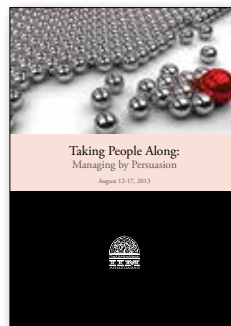
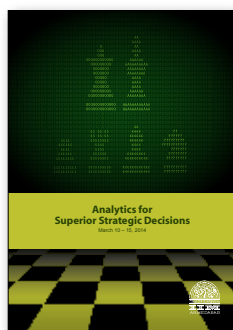
During the year, 3TP Middle Management Programme was offered twice.

Of the 59 programmes, four were regular General Management Programmes.

Of the remaining 55 programmes, two were global programmes, seven were new programmes, and 46 were repeat offerings. Of these seven new programmes, two were offered by Centre for Management of Health Services and one each was offered by Public Systems, Information Systems, Production and Quantitative Methods, Marketing, and Agriculture.

Initially, 66 programmes were planned to be offered, but, subsequently, 7 programmes were cancelled.

Details are given in **Appendix K**.





## INTERDISCIPLINARY CENTRES AND GROUPS

### 1. CENTRE FOR e-GOVERNANCE (CEG)

During the year, CEG conducted a workshop on ERP implementation for SJVN Ltd. and provided advisory support on ERP implementation to Gujarat Urja Vikas Nigam Ltd.

A research project conducted in Sri Lanka studied e-Governance in municipalities and improving the delivery of services to micro enterprises and urban poor.

CEG faculty made a presentation on e-Governance in the leadership workshop for legislators and minister of the Nagaland government, and participated in a panel discussion on e-Governance at the Lal Bahadur Shastri National Academy of Administration, Mussorie.

Three issues of the newsletter *Information Technology in Developing Countries* were published during the year. The newsletter carried articles by experts on using technology for development.

### 2. CENTRE FOR GENDER EQUITY, DIVERSITY, AND INCLUSIVITY (CGEDI)

#### Mainstreaming of Gender

The GEDI Centre's core focus in 2013-14 was on:

- ▶ mainstreaming of gender issues and concerns through a series of dialogues by GEDI Centre faculty members with stakeholding constituents including policy makers, academicians, leaders, managers, entrepreneurs and others. This included two special symposiums in December 2013 in which Professors Manjari Singh and Ajeet Mathur of IIMA, Professor Ujvala Rajadhyaksha, Saint Mary's College, Notre Dame, IIMA alumni and Professor Vasanthi Srinivasan of IIMB anchored the discussions with scholars, practitioners, and policy makers. The themes were "Gender Sensitization and Creation of Women Centric Sorkspaces" and "Doing Gender Research"
- ▶ research on various aspects of gender equity, diversity, and inclusivity such as a study of the nature of women's representation on corporate boards in the ET-500 list and the impact of women's representation on organizational performance (by FPM student Anish Purkayastha and Professor Ajeet Mathur), inquiries into Equal Pay for Equal Work (by Professor Biju Varkkey), and case study research to understand the structuring of women's organizations for mobilization of political and countervailing power (by Professor Ajeet Mathur)
- ▶ engaging with the Centre's primary task to create, support, and sustain gender-sensitive processes for better understanding of disharmony in the management of gender differences through capacity building initiatives such as gender sensitization for school principals and school teachers of the Kendriya Vidyalayas (by Professor Ajeet Mathur) and initiating new projects such as with Mrs. Anju Sharma, Secretary, Women and Child Development being



developed (by Professor Asha Kaul) to assess the effectiveness of sexual harassment laws at workplaces

- ▶ thematic workshops and a series of monthly GEDI Colloquia Evenings for the IIMA community and GEDI Centre affiliates in the Ahmedabad region to continue onion-peeling in action research mode, for deepening the ongoing enquiries into the nature of gender prejudices, persistence of female foeticide, abandonment of female babies, identity crises during late adolescence, systemic discrimination in service rules in adult life including government service, differences between how male and female sexuality comes into contact in the context of gender disharmony and problems of implementing laws that punish perpetrators of sexual harassment at the workplace
- ▶ supporting policy research, and providing policy-makers, practitioners, scholars, alumni and the student community with advisory support on gender initiatives
- ▶ undertaking case research projects that feature women protagonists

### Research Findings

Research findings during the year are:

- ▶ conclusions from the study initiated to understand the nature of women's representation on corporate boards in the ET-500 list (by FPM student Anish Purkayastha and Professor Ajeet Mathur). One hundred and sixty-three women were found to be on boards of directors which is less than half a per cent of the total number of directors. About two-thirds of women directors were family members of promoters or representatives of banks. Boards with women tended to have more members pointing to the addition of women at the margin as a form of tokenism avoiding trade-offs where women might be preferred. No relationship has yet been established between women on boards and organizational performance even with a lag. This suggests that critical minimum thresholds may not have yet been attained for women's representation to show up as making a difference. These are initial results and research is continuing.
- ▶ insights from continuing action research through the GEDI Colloquia series that led to the formulation of a series of working hypotheses. These were submitted to the European Research Council in the form of a research proposal. This is one of the ten research proposals that has been shortlisted as eligible for funding under the auspices of the European Research Council.

### Gender Studies

During the year, the GEDI Centre and the Vikram Sarabhai Library implemented the new classification for reference materials on gender studies bringing together all relevant source materials on gender. There were also new acquisitions to fill some of the gaps.

### Colloquia Series 2013-14

For the GEDI Centre, "gender" refers to an understanding of the perspectives of both men and women. Distinguishing itself from the stream of "women's studies", the Centre focused on gender injustices that arise at different stages of life and cannot be quick-fixed in a narrow set of adult roles in work life. For this reason, the Centre adopted a life-cycle perspective from the womb to old age through attention to pre-natal care, infant care, child rearing, education, work-life balance for couples in roles and systems, economic and social security management, and the chronic under-representation of women in authority in professional life. Some of the priorities identified are: under-representation of women in elected and selected roles of professional responsibility and capacity building to enhance gender diversity, equity and inclusivity at workplaces and in systems of higher education, gendered child-rearing practices and design of educational curricula to combat systemic deficits that translate into gender stereotyping, and the special challenges for women entrepreneurs and managers.

The report of the Justice Verma Committee was discussed in two successive colloquia evenings in 2013. Justice Verma was himself invited to be present at one of them. The Centre partnered with NGOs working with female foeticide, female infanticide, orphans, and experts to understand the nature of prejudices, understand modalities and taboos around male and female sexuality, and how mishandling sexual excitement can lead to problems with gender relations.

Highlights of some of the notable GEDI Colloquia during 2013-14 are summarized below:

- ▶ The two GEDI Colloquia that discussed the Justice Verma Committee Report had drawn attention to how violence against females begins quite early. Mr. Nitin Tonk of the NGO Talitha Cumi India was invited on July 19, 2013, to explore the nature of the problem of female foeticide, female infanticide, and abandonment of female infants as orphans. The centre screened the NGO's award winning documentary film on female foeticide following which there was an animated discussion.
- ▶ Ms. Gauri Trivedi, IAS, was invited at the next colloquium on August 13, 2013, to examine systemic discrimination against women to which government is itself a party. Ms. Trivedi confirmed that gender stereotyping is systemically embedded as an unresolved problem in the governance and administrative frame itself. She went on to share how, even at the highest echelons of the civil service, women in the IAS did not have the same career opportunities as men. She shared numerous examples in support of her contention that the government is a microcosm of a society which does not even recognize female sexuality as equal to male sexuality.
- ▶ Dr. Apurva Shah was invited to the next colloquia on September 3 and September 6, 2013. On September 3, 2013, The film *Vertigo* was screened followed by a discussion of male desire, man's need to create and control a woman, how the female is "made" out in male fantasy, the violent and destructive nature of male desire, and how males handle and mishandle female sexuality. On September 6, 2013; the film *Anna Karenina* was screened followed by a discussion of female sexuality. The film helped understand the psychology of how roles are assigned to women or taken by women and how men handle (or mishandle) female sexuality.
- ▶ In the colloquium on October 17, 2013, Professor Ajeet Mathur discussed eight working hypotheses. The discussion in this colloquium revolved around how during our lives we all proceed through membership of a diverse range of groups, whether by choice or by chance; how group membership is an inevitability and how gender manifests as a divisive force in groups based on prejudices of which we are not conscious.
- ▶ Dr. Allan Shafer, Fellow of the Australian Institute of Socio-Analysis, explored how emergence of powerful and often irrational negative feelings arise and how these dynamics are exploited by those in power to increase or cement their power. What emerged at this colloquium was recognition of how prejudices ossify from the ways in which sexual excitement is repressed or suppressed or expressed in healthy and unhealthy ways.
- ▶ Dr. Thomas Brod, psychiatrist, psychoanalyst, and yoga expert, was invited to introduce his world famous work on sexual excitement together with Professor Robert Stoller in the colloquium on January 30, 2014. Discussion centered on Professor Stoller's research and contributions to the theme "Gender identity and sexual excitement". Professor Stoller (of the University of California, Los Angeles) is widely known for his theories concerning the development of gender identity and dynamics of sexual excitement. Less well known is Stoller's contribution toward making psychoanalysis a legitimate research tool.
- ▶ Ms. Anju Sharma, IAS, Secretary, Women and Child Development, addressed a colloquium on "Building Gender Sensitive Organizations with Special Focus on Protection of Women from Sexual Harassment at the Workplace" on February 27, 2014. The main concern voiced by participants was about how to build a society that upholds the dignity of women, and

how contemporary organizations are expected to provide a safe work environment for women. Concerns were expressed that more laws do not necessarily change the dynamics in the social fabric and there was a need to track transformative changes in societies that had succeeded from very adverse circumstances.

- ▶ The colloquium on March 7, 2014, on the eve of International Women's Day discussed Rwanda's experience of having majority of women in the country's parliament. Mr. Joseph Kabakeza, Deputy High Commissioner of Rwanda, narrated how Rwanda recovered from the dangerous decade of the 1990s to emerge at the forefront of gender equity, diversity, and inclusivity.

#### Progress with Case Study on SEWA

A case study is being conducted of the largest women's cooperative in the world, SEWA (with about 2 million members), to understand the umbrella characteristics, hybrid organizational features, and countervailing power dynamics of this remarkable organization.

### 3. CENTRE FOR INFRASTRUCTURE POLICY AND REGULATION (CIPR)

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

#### Training Programmes/Workshops/Conferences

- ▶ Conducted a one day workshop for Ernst & Young on "Commercial Structuring"
- ▶ Conducted a training programme for the state electricity regulators of India in two phases. Phase I was conducted in IIMA in October 2012 while Phase II was conducted in July 2013 at the Lawrence Berkeley National Laboratory (LBNL), San Francisco
- ▶ Conducted an in-company training programme for Power Exchange India Ltd (PXIL) from March 12 to 14, 2014.

### 4. CENTRE FOR INNOVATION INCUBATION, AND ENTREPRENEURSHIP (CIIE)

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

Over the years, CIIE has taken several initiatives to facilitate entrepreneurship, ranging from India's first internet/mobile accelerator named iAccelerator, one of India's largest mentoring networks named MentorEdge and India's first cleantech entrepreneurship focused ecosystem and fund named Infuse Ventures. CIIE has strong partnership with leading entrepreneurship development initiatives like the Economic Times Power of Ideas, which gives it access to a very strong pipeline of scalable ideas.

Through its various initiatives like Power of Ideas, iAccelerator, Infuse etc., CIIE has seeded over 100 ventures across stages and has provided acceleration/handholding support to over 300 entrepreneurs. CIIE has been an active player in the entrepreneurial ecosystem since 2002 and has been a champion in identifying and nurturing the enterprising spirit of the Indian start-up community from across all sectors. In 2008, CIIE's investment arm was incorporated with the objective of providing sufficient financial support to enterprises that would make a more sustainable impact to the businesses.

To date, CIIE has:

- ▶ motivated 400,000+ people about entrepreneurship
- ▶ helped 30,000+ crystallise ideas
- ▶ mentored 4000+ entrepreneurs
- ▶ supported 200+ entrepreneurs
- ▶ invested in nearly 80 enterprises; which have leveraged CIIE investment

#### **Alumni Connect for Impact**

CIIE is actively engaged with alumni to support activities in the social investing space. This initiative has been funded by the Rockefeller Foundation.

The project has generated US\$ 231,000 from participants of the event, validating the hypothesis that awareness is a significant issue for creating venture philanthropy and angel investment options.

#### **GIZ-Aarohan Workshops**

CIIE, in collaboration with GIZ, launched a pioneering series of workshops focused on the ecosystem development for social enterprises in India through capacity building of support organizations. The workshop series had two goals:

- ▶ Capacity building of social enterprises with a keen focus on their critical needs
- ▶ Sensitization of grassroots support organizations to the needs and requirements of social enterprises at various stages of their growth.

Four workshops were held at the Indian Institute of Management (Ahmedabad), Kumaraguru College of Technology (Coimbatore), Xavier's Labour Research Institute (Jamshedpur) and the Indian Institute of Technology and BHU (Varanasi). A robust support system for social enterprises was created. This network aims to foster peer to peer support and collaboration.

#### **Infuse**

CIIE's activities in the cleantech sector have received a fillip through commitment from various partners towards Infuse. International Financial Corporation, BP, Godrej Industries, Government of India's Ministry of New and Renewable Energy and Technology Development Board, and the Asian Development Bank have joined hands with CIIE for Infuse's activities. In partnership with ADB, an accelerator programme named PowerStart was organized under which 20 aspiring entrepreneurs were provided rigorous mentoring. A few ventures are being provided continued mentoring support and will be considered for investment by Infuse.

#### **Young Mavericks Fellowship Programme**

The Young Mavericks Fellowship is a one of a kind initiative that supports graduating IIMA students who wish to kick start entrepreneurial or other non-conventional careers. This takes the form of a fellowship Rs. 30,000 a month for a period of two years. Through the efforts of seven Young IIMavericks, four startups have been formed. To support aspiring IIMA entrepreneurs, a four-day acceleration workshop was organized between March 10 and 13, 2014.

#### **iAccelerator 2013**

iAccelerator is an endeavour by CIIE to identify, encourage, and incubate innovative technologies in the IT and mobile domain. The fifth edition of the programme was organized in 2013. iAccelerator continued to act as a platform to bring together startups, investors, functional experts, successful entrepreneurs, IIMA faculty and students, corporates, and service providers to form mutually beneficial connections.



The programme saw increase in quantity and quality of applications. Eleven startups from enterprise, gaming, and consumer segment are being supported.

### Entre Fair 2013

The Placement Committee of the Institute organized Entre Fair on October 12, 2013, in association with the Entrepreneurship Club of IIM Ahmedabad and CIIE. Entre Fair strives to provide a platform for promising start-ups and B-school students across the country to interact with each other. These interactions help kindle the entrepreneurial spirit in students by inspiring them to either start their own ventures or pursue internship or full-time opportunities with these start-up firms.

The Entre Fair commenced with a panel discussion on the topic “Career Opportunities in Start-ups”. The panelists included Mr. Anil Joshi, President - Mumbai Angels, Mr. Manish Maheshwari, MD txtweb @ Intuit Technologies, Dr. T V Rao, Chairman - T V Rao Learning Systems, Professor - IIM Ahmedabad, Mr. Sunil Parekh, Founding Curator at the World Economic Forum, Geneva, and Mr. Dinesh Arora, MD and CEO, Sundyota Numandis Pharma, each of whom provided a diverse perspective on the topic. In the post-lunch session, each firm was provided with a 30-minute presentation slot to showcase their start-ups to students.

Many start-up firms expressed their interest in participating in the Entre Fair of which 21 were shortlisted based on the sector and stage of growth. Over 300 students visited the Entre Fair from more than 15 institutes across the country. These institutes include IITs, IIMs, MICA, School of Petroleum Management Gandhinagar, Silver Oak College of Engineering and Technology, BK School of Management, amongst others. Students who are part of the Exchange programme at IIMA from overseas universities such as University of Bocconi, Italy, ESSEC, Paris etc. also participated in the fair.

This year’s edition of the Entre Fair provided the opportunity for students across the world to engage in the event online through the webinar. This initiative was very well-received with 10,957 students hailing from more than 12 countries participating in the event interactively through the webinar. These countries include India, USA, UK, France, Spain, Australia, Singapore, Germany, Kenya, Honduras, Qatar, Canada, etc. The queries raised varied across a range of topics such as the nature of Indian start-up environment, impact of the economic condition on their business model, their differentiation from bigger players in the market, and the key challenges faced by them in their start-up journey.

The firms that participated in Entre Fair 2013 included:

#### 1. 200OK

200OK Solutions is a SharePoint consultancy services company which delivers top-notch technology solutions to diverse clients worldwide. With experienced and expert engineers in its arsenal, 200OK implements innovative solutions that help enterprises to collaborate and communicate better.

<http://www.200oksolutions.com/>

#### 2. Alma mater Biz solutions

Founded by Mr. Sameer Aasht, an IIM-A alum, the start-up focuses on nurturing social and technology ventures.

<http://almamaterplc.com/>

#### 3. Avhan Technologies

Avhan is technology development company which has built platforms and products in Customer Interaction Management (CIM). They have numerous and large installations

in Enterprise and BPO industry in India, Sri Lanka, UK, etc. and some of their marquee customers are SBI Life, Metlife, Just Dial, Mahindra Holidays, etc.  
<http://avhan.com/>

#### 4. **Azilen Technologies**

Azilen Technologies offers innovative products and solutions for hospitality industry with the aim of translating technologies into value creation. Azilen has pioneered digital menu technologies with sales networks in multiple countries and world's best hospitality organizations as its customers.  
<http://www.azilen.com/>

#### 5. **Bombay Hemp Co**

India's first industrial hemp company, Bombay Hemp Company works to reform the agriculture industry and boost its role in the economy. They help to uplift socio-economic standards of local farmers, identify and utilize the untapped value of natural geographic advantages by studying Indian agronomics, and boost ecological balance and sustainable development.  
<http://boheco.org/>

#### 6. **Buddy4study**

Buddy4study aims at bridging gaps in our education system by its various initiatives such bringing all scholarship and competition opportunities in one platform, creating mentorship opportunities at school level etc.  
<http://www.buddy4study.com/>

#### 7. **Dhung**

Dhung is a community of active career seekers who want to make the best career decisions in life. Dhung provides these users with tools, information and analytics that help them in making the right career decision. Dhung community can take advantage of the information shared anonymously by other users in the community.  
<http://www.dhung.com/>

#### 8. **eConstructionmart**

The start-up serves as an online marketplace for the construction industry, started with a vision to develop technology enabled marketplace to save time and cost.  
<http://econstructionmart.com/>

#### 9. **Ekjaa**

Ekjaa is the first organization in the world to provide hybrid solution with the donate and the lend model on the same platform in the social sector.  
<http://www.ekjaa.org/Ekjaa/>

#### 10. **Electronics Idea Lab**

The Idea Lab is a state-of-the-art infrastructure for electronics community in India. The Design Lab aims to create a world-class pay and use laboratory for carrying out all activities related to electronics development.  
<http://www.electronicsidealab.com/>

#### 11. **ESSMART Global**

A Harvard based startup which won the Dell social innovation award, ESSMART works in last mile marketing, distribution and services of life improving essential technologies in low income households.  
<http://www.essmart-global.com/>

**12. GreedyGame**

GreedyGame was founded with a vision to create a less frustrating world for internet surfers and mobile app users and change the way online advertising is done. They want to deliver the brand information without disengaging the user. It blends the advertisement with the theme of the content and passes it to the user.

<http://greedygame.com/>

**13. Innobytes**

Innobytes is a young start-up in SCM consulting, e Commerce and IT services.

**14. Kwench**

Kwench is a next-generation cloud based employee engagement platform that enables companies to engage their workforce through various offerings that cater to their professional and personal needs.

<http://www.kwench.in/>

**15. MotherIndiaFarms**

Mother India Farms is a leading producer of organic food products in India. The company caters to the demands of international market for organic food/ ingredients.

<http://www.motherindiafarms.com/>

**16. Nationsroot**

Nationsroot.com is a platform which shares the report card of politicians, MPs and MLAs and was created with the objective of making the voice of common man heard.

<http://www.nationsroot.com/>

**17. Peagle**

Peagle operates in developing co-scholastic activities in schools through its two branches: STEM (Science Technology Engineering Maths) and Performing Arts division.

<http://www.peagle.in/>

**18. Printbindaas**

Printbindaas is an online merchandizing platform aiming to disrupt print and merchandise procurement in India through automation.

<http://www.printbindaas.com/Home>

**19. Properji**

Properji is combined effort of Ivy League and IIM professionals to inject trust, transparency and total professionalism in property transactions in India.

<http://www.properji.com/>

**20. Smart Sample**

Smart Sample provides customers opportunity to use the product before spending any money on it and enables consumers to actually experience the product before the actual purchase is made.

<http://www.trysmartsample.com/>

**21. VBHC Education**

VBHC is an integrated education solutions company with expertise in School development in Preparatory School and K-12 formats. VES also has expertise in curriculum development, teachers' training and creating technology solutions for schools.

<http://vbhces.com/>

### Research, Training, and Case studies

CIIE carries out research and training in the area of new trends, innovation, and entrepreneurship. Training is provided to students at the Institute to help them develop the necessary skill-sets in the area of venture investment, entrepreneurship, and technology development, as well as to aspiring entrepreneurs across the country.

CIIE has been involved in creation of new several courses and cases at the Institute apart from organizing various seminars and training sessions across relevant topics.

With an objective to enhancing startup literature, a case writing project was initiated and coordinated by CIIE during the year. Cases were written by 26 second year students under the supervision of eleven professors.

### Collaboration with Harvard, MIT, and University of California, Berkeley, for Research

A team from MIT visited the Institute during March 24-25, 2014, to explore and set up CITE (Comprehensive Initiative on Technology Evaluation). This visit was part of a larger endeavour to create long-term collaboration between the University of California, Berkeley, MIT, and Harvard universities with higher education institutions in the Ahmedabad-Gandhinagar cluster.

### CIIE Investment Activities

CIIE has taken up several initiatives to support entrepreneurship through incubation and investment activities. The efforts put in to connect with early stage risk capital investors are seen as a step towards bringing together visionary investors and revolutionary startups. This falls in line with the ultimate goal of creating an entrepreneurial ecosystem that is capable of sustaining and flourishing innovative thinking and entrepreneurship.

### Angel Investing Education Workshop

The first edition of this workshop conducted in Mumbai was aimed at training high networth individuals and prospective investors on acquiring rudimentary knowledge of investing in early stage risk capital in start-ups.

The one and a half day workshop saw close to 50 aspiring early investors train under the guidance of practising investors. Issues addressed included evaluating business plans and assessing opportunities, backing an entrepreneur team, valuing a company's worth, and building innovative business models to manage exits.

### Investor Demo Days

The demo days conducted at the end of iAccelerator was a show and tell event with investors from across the country attending to learn more about the participants and get a first view of the product demo. The programme also saw an engagement from eight individual investors as in-house angels of which six invested in the iAccelerator cohort companies.

### Investment Opportunities and Relationship Building

The sector-centric initiatives are seeing a surge in individual investors engaging at organizational level as also risk capital providers for startups. Apart from the portfolio companies being showcased to investors through different platforms, non-portfolio companies also get support from CIIE on financial modelling and fund raising on a chargeable basis. This enables wider engagement options for investors while not restricting the deal flow to portfolio companies only.



### Canadian Technology Accelerator

Under Canada's Global Markets Action Plan, India has been identified as a priority market that can drive growth and create jobs for Canada. Using the innovation and entrepreneurship ecosystem as a platform, CTA@India is a new Canadian Government programme to support the two-way flow of trade and investment for early and growth stage Canadian and Indian companies. For high-growth Canadian SMEs, the Canadian Technology Accelerator (CTA) will provide necessary tools, partners, programmes, and access points to accelerate their growth in India. For high growth Indian businesses and entrepreneurs, CTA@India will provide valuable assistance to launch innovative companies in Canada under the Start-up Visa (SUV) programme as a launch-pad to access the North American market. CIIE has signed a MoU with CTA@India as one of their strategic partners.

### Global Entrepreneurship Week 2013

GEW India 2013 exceeded its targets in the number of events and the number of cities reached. CIIE also organized an Angel Investing Education Workshop in Mumbai.

### Co-working Space and Café

IdeaPad is dedicated to cultivating a dynamic, creative and collaborative environment for cool people in Ahmedabad to engage with each other in multiple ways by working together, catching up over a cup of coffee, over events, exhibitions and more. Call it a "innovator's club", if you may. Housed at IIM Ahmedabad's Centre for Innovation Incubation and Entrepreneurship, IdeaPad is an attempt to get creative people (artists, designers, innovators, entrepreneurs, freelancers etc) of the city to come together, engage, and work together.

IdeaPad has 30 workspaces which will be offered to creative and enterprising individuals. The goal is to raise the visibility of CIIE locally and to be more accessible to local entrepreneurs. Café Turquoise is an extension of this idea.

## 5. CENTRE FOR MANAGEMENT IN AGRICULTURE (CMA)

The Centre for Management in Agriculture (CMA) is an inter-disciplinary group at the Institute engaged in applied, policy and problem-solving research in food, agribusiness, rural and allied sectors. The CMA is also involved in teaching, training and consulting activities in these sectors/ areas. Given below is brief account of the major activities and accomplishments during the year 2013-2014.

### Research in Progress

- ▶ Agro-input Marketing Models in India: Performance and Potential.
- ▶ Assessment of Marketed and Marketable Surplus of Major Foodgrains in India (coordinated study)
- ▶ Biotechnology in Agriculture: Examining the Promise, Performance, Concerns, and Economics
- ▶ Coping with Climate Change through Agro-Biodiversity: A View from Below
- ▶ Irrigation and Entrepreneurship: Status and Lessons for Improvements and Expansion
- ▶ Problems and Prospects of Oilseeds and Oil Palm Production in India (coordinated study)
- ▶ Soil Health, Plant Health, and Human Health.

### Teaching

CMA faculty offered 19 courses in programmes such as PGP-ABM, PGP, and PGPX and six courses in the Fellow Programme in Management (Agriculture).

### Management Development Programmes

CMA faculty offered four programmes during the year:

- ▶ Agricultural Input Marketing
- ▶ Managing Contract Farming
- ▶ Food Supply Chain Management
- ▶ Rural Marketing

### Conferences

National Conference on Social Innovation: Bridging the Missing Links for Inclusive Development, on November 17, 2013, in Pune.

## 6. CENTRE FOR MANAGEMENT OF HEALTH SERVICES (CMHS)

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

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

CMHS is expected to:

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

### Research

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, etc.

### Major Projects (Completed)

- ▶ An Infection Control Intervention Study: Using Infection Control as Entry Point for Improving the Quality of Delivery Care and Strengthening Health Systems in Developing Countries, (Aberdeen University, UK).
- ▶ Partnership between Swedish and Indian Institutions for improving maternal health and strengthening midwifery in India, SIDA Phase - III (Karolinska Institute, Sweden and Academy of Nursing Studies, Hyderabad)

## 7. CENTRE FOR RETAILING

The Centre for Retailing's objectives are to generate and disseminate knowledge on retail management to improve the efficiency and quality of delivery of products and services for

the end consumer. An interdisciplinary team of nine faculty members is engaged in research, training and consulting activities related to the objectives of the Centre.

#### Management Development /In-Company Training Programmes

- ▶ Retail Management
- ▶ Managing Retailing

#### Independent Research Project by Students

- ▶ Avinash Polepally , Manigandan V and Rishabh Shah, “Measuring Aisle Productivity using Path to Purchase – Hypermarkets”
- ▶ Aniket Nathvani and Abhishek Tapadia, “Understanding Shopper Behaviour in a Hyper-Market through Visual Analytics and Analyzing the Implications on Retail Design”
- ▶ Ajitesh Das, Kartika Mittal, and Shubhra Ghosh, “Women’s Online Shopping Behaviour”

### 8. PUBLIC SYSTEMS GROUP (PSG)

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

Current research interests of the faculty include energy and environment, hospital and health systems, urban management, public finance, education policy, transport, infrastructure, rehabilitation, community development, marketing of public services, impact assessments, and telecommunications.

#### Courses

During the year, the PSG faculty offered the following courses:

##### PGP

- ▶ Carbon Finance
- ▶ Environment Management
- ▶ Good Governance and People Living in Poverty
- ▶ Hospital and Healthcare Management
- ▶ Infrastructure Development and Financing
- ▶ Investigating Corporate Social Irresponsibility
- ▶ Legal and Regulatory Issues in Infrastructure Services Management
- ▶ Managing Energy Business
- ▶ Managing Sustainability
- ▶ Participatory Theatre for Development
- ▶ Power and Politics in Organizations
- ▶ Public Finance
- ▶ Public Policy
- ▶ Social Entrepreneurship: Innovating Social Change

- ▶ Urban Economics and Business Environment
- ▶ Waste Business Management

##### FPM

- ▶ Economic Development and Growth
- ▶ Electric Power Economics and Policy
- ▶ Energy and Environment Policy
- ▶ Health Policy and Planning
- ▶ Interpretive Research Methods
- ▶ Public Finance
- ▶ Public Management
- ▶ Public Policy
- ▶ Public Policy Instruments for Environment Management
- ▶ Seminar on Transportation Policy

##### PGPX

- ▶ Carbon Finance
- ▶ Environment Management (PGP elective open to PGPX)

- ▶ Hospital Management (PGP elective open to PGPX)
  - ▶ Legal and Regulatory Issues in Infrastructure
  - ▶ Managing Energy Business (PGP elective open to PGPX)
  - ▶ Managing Telecom Enterprises
  - ▶ Social Entrepreneurship: Innovating Social Change
  - ▶ Transport Infrastructure
- PGP-ABM**
- ▶ Carbon Finance in Agriculture Business
  - ▶ Energy Market and Agribusiness
- Faculty Development Programme**
- ▶ Business in a Democratic Society
- ▶ Course Design on Managing Climate Change
  - ▶ Environment Management
  - ▶ Health and Hospital Management
  - ▶ Qualitative Research Methods
  - ▶ Social Entrepreneurship: Innovating Social Change
- Executive Education Programmes**
- ▶ Clinical Lab Management
  - ▶ Hospital Management
  - ▶ Legal and Regulatory Issues in Infrastructure (jointly offered with the Business Policy area)
  - ▶ PPPs in Rural Infrastructure

## 9. RAVI J. MATTHAI CENTRE FOR EDUCATIONAL INNOVATION (RJMCEI)

During the year, the Ravi J. Matthai Centre for Educational Innovation (RJMCEI) extended its research on innovations in elementary education through its project “Educational Innovations Bank”: Decentralized Professional Development and Quality Enhancement in Public Schooling supported by the Hewlett-Packard Sustainability and Social Innovation award. The project aims at building on the strengths of those government teachers who experiment and innovate on their own to overcome context-specific barriers to learning. In partnership with the Government of Gujarat, Innovation Cells have been established in all the District Institutes of Education and Training. As of March 31, 2014, 6497 teachers have been networked, and a number of innovation workshops and a state-level conference have been held. A searchable database of innovations has been built up. Experiments in reaching out to school management committees and teachers through mobile technology are being carried out. Identified innovations are being ‘packaged’ for dissemination to educationally-weak blocks.

RJMCEI continued to offer its week-long programmes (one per year) for principals of secondary schools and for directors of management education institutes. In addition, a leadership programme for education officials and two programmes for principals of engineering colleges were organized. An elective course on Entrepreneurship in Education (PGP) and communication-related courses for the FDP and FPM were offered.





## DISCIPLINARY AREAS

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

### 1. BUSINESS POLICY

#### Courses

#### PGP

The area offered compulsory courses in Strategic Management, Legal Aspects of Business and Business Taxation in the first year of PGP. It offered the following elective courses in the second year:

- ▶ Business and Intellectual Property
- ▶ Business, Government, and Law
- ▶ Dynamics of Framing and Execution of Strategy
- ▶ Economics of Strategy
- ▶ Entrepreneurship and New Venture Planning
- ▶ Foundations of Strategy Consulting
- ▶ International Business
- ▶ International Business Dispute Resolution
- ▶ Leadership: Vision, Meaning, and Reality
- ▶ Strategy in Emerging Markets
- ▶ Technology Strategy for Hi-Tech Industries

#### PGP-ABM-II

- ▶ Agri-Business International Strategies and Organizations

#### PGPX

- ▶ Business, Leadership, and Law
- ▶ Capstone Simulation
- ▶ Corporate Governance
- ▶ Law, Strategy, and Business

- ▶ Leadership, Values and Ethics
- ▶ Management of New and Small Firms
- ▶ Mergers and Acquisitions
- ▶ Strategic Execution
- ▶ Strategic Management

#### FPM

- ▶ Advanced Seminar in Action Research Methodologies
- ▶ Corporate Governance
- ▶ Data Management and Analysis for Organizational Studies
- ▶ Economics of Strategy
- ▶ Innovation and Strategy
- ▶ International Strategic Management
- ▶ Strategic Management I
- ▶ Strategic Management II

#### FDP

- ▶ International Business
- ▶ Strategy Formulation and Implementation
- ▶ Strategy in Emerging Markets

#### Management Development Programmes

The area offered the following management development programmes:

- ▶ Business Leadership and Law
- ▶ Contract Management
- ▶ Innovation, Corporate Strategy and Competitive Performance
- ▶ Knowledge Management

- ▶ Organizational Leadership for the 21<sup>st</sup> Century
- ▶ Strategies for Growth
- ▶ Working Conference on Authority, Organization, Strategies and Politics of Relatedness

## 2. COMMUNICATION

---

### Courses

#### PGP/PGP-ABM

##### Compulsory

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

##### Electives

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

## 3. ECONOMICS

---

### Courses

#### PGP

##### Compulsory

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

##### Electives

- ▶ Econometric Methods for Decision Making
- ▶ Economic Development and Growth
- ▶ Economics of Organization
- ▶ Economics of Strategy (jointly offered with Business Policy area)
- ▶ Game Theory and Applications
- ▶ International Trade and Investment

### Research

The area members continued developing cases on organizations in various sectors of industry. Research interest of the members included strategic issues relating to intellectual property rights, and globalization, markets and world markets, capability development.

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

#### PGPX

- ▶ Management Communication (Core)

#### FPM

- ▶ Communication for Management Teachers

#### FDP

- ▶ Communication for Management Teachers

#### Management Development Programmes

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

- ▶ Labour Markets in Developing Countries
- ▶ Monetary Theory and Policy
- ▶ Public Finance (jointly offered with PSG)

#### PGP-X

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

#### FPM

- ▶ Advanced Macroeconomics
- ▶ Advanced Microeconomics
- ▶ Econometrics
- ▶ Mathematical Economics

#### FDP

- ▶ Economics Module

## 4. FINANCE AND ACCOUNTING

---

### PGP

#### Compulsory

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

#### Electives

- ▶ Alternative Investments and Hedge Funds
- ▶ Behavioural Finance
- ▶ Computational Finance
- ▶ Financing Large Projects
- ▶ Financing of Firms
- ▶ Fixed Income Securities-Credit
- ▶ Fixed Income Securities-Rates
- ▶ Fraud Risk Assessment and Governance Mechanism
- ▶ Futures, Options, and Risk Management
- ▶ Management of Financial Institutions
- ▶ Management of Insurance Business
- ▶ Mergers, Acquisition, and Corporate Restructuring
- ▶ Modern Investment and Portfolio Management
- ▶ Pricing Derivative Securities
- ▶ Principles of Transfer Pricing
- ▶ Securities Regulation
- ▶ Stochastic Calculus in Finance
- ▶ Strategic Perspective in Banking
- ▶ Trading Strategies
- ▶ Valuation of Firms
- ▶ Venture Capital and Private Equity

### FPM

#### Compulsory

- ▶ Seminar Course on Corporate Finance
- ▶ Theory of Finance I
- ▶ Theory of Finance II

#### Electives

- ▶ Advanced MCS
- ▶ Mathematical Finance
- ▶ Seminar course on Accounting Research
- ▶ Seminar on Privatization
- ▶ Time Series Analysis

### PGPX

#### Compulsory

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

#### Electives

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

### FDP

- ▶ Accounting and Financial Management

#### Management Development Programmes

- ▶ Advanced Corporate Finance
- ▶ Mergers, Acquisitions, and Restructuring
- ▶ Pricing and Hedging Derivative Securities
- ▶ Strategic Cost Management

The area faculty were involved in programmes organized by other areas and offered consultancy services.

#### Research

A number of research projects were initiated during the year.

#### Conference

The area organized an international finance conference titled "India Finance Conference (IFC)" during December 18-20, 2013, at the Institute. Finance areas of IIM-A, IIM-B, and IIM-C jointly organized the conference.

## 5. INFORMATION SYSTEMS

---

### PGP

#### *Compulsory*

- ▶ Information Systems for Business
- ▶ Managerial Computing

#### *Electives*

- ▶ Consulting in e-Governance: From Vision to Implementation (open to PGP ABM)
- ▶ Data Mining and Business Intelligence
- ▶ Data Visualization for Decision Making
- ▶ Digital Inclusion for Development
- ▶ Enterprise Digital Infrastructure
- ▶ ERP Systems: Technology Planning and Implementation
- ▶ Management of Software Projects and Enterprises
- ▶ Strategic management of information systems

### FDP

- ▶ IT for Management

#### **Management Development Programmes**

- ▶ ERP Systems: Technology Planning and Implementation
- ▶ IT project management
- ▶ IT strategic management
- ▶ Visual Business intelligence

## 6. MARKETING

---

The Marketing area made significant contribution towards teaching, research, consultancy activities, and academic administration 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 the area.

### **Courses**

The area offered compulsory and elective courses in the PGP, FPM, and PGPX.

### **Management Development Programmes**

The area offered nine programmes during the year.

### **Research**

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.

### **Ongoing Projects**

- ▶ Case on BCCL
- ▶ Case on Olympic Gold Quest



- ▶ Case on Sahaj e-Village Limited
- ▶ Entrepreneurship through Last Mile Product Delivery Model: A Case Study of Villgro
- ▶ Evaluating the Purchase Process of Household Appliances Accounting for Consumers' Attitudes towards Eco-Friendly and Sustainable Consumption Behavior
- ▶ Examining the Influence of Service Quality on Customer Satisfaction and Patronage Intentions in Convenience Store Industry
- ▶ Getit: Connecting with Consumers in the New Communication Environment
- ▶ How MNCs Compete with the Local Companies in the Low Income Markets
- ▶ Role of Culture in Celebrity Endorsement: A Review of Brand Endorsement by Celebrities in Indian Context
- ▶ Studying the Impact of Just Noticeable Differences in Stake Sizes in Ultimatum Games

## 7. ORGANIZATIONAL BEHAVIOUR

### Courses

#### PGP-ABM

##### Compulsory

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

#### PGP

##### Electives

- ▶ Co-Creating Organizational Change
- ▶ Developing an Entrepreneurial Personality
- ▶ Developing the Creative Self
- ▶ Explorations in Roles and Identity
- ▶ High Performing Teams: An Experiential Learning Programme
- ▶ Intellectual Capital Management with HRD Score Card 2500
- ▶ Power and Politics in Organization
- ▶ Sociology of Work and Employment in India
- ▶ Talent Management

#### PGPX

- ▶ Leadership Skills
- ▶ Organization Behaviour
- ▶ Orientation Programme
- ▶ Potential to Performance: The Journey of Self-Awareness

#### FPM

- ▶ Classics in OB

- ▶ Interpersonal and Group Dynamics: Micro Organizational Behaviour II
- ▶ Leadership in Organizations: A Review of Theory and Research
- ▶ Methods of Qualitative Research: Gathering and Analysing Data
- ▶ Organization Theory and its Social Context
- ▶ Organizational Diagnosis and Change I
- ▶ Organizational Diagnosis and Change II
- ▶ Organizational Structure and Processes
- ▶ Philosophical Foundations of Organizational Research
- ▶ Quantitative Methods and Analysis
- ▶ The Individual at Work: Micro Organizational Behaviour I

#### FDP

- ▶ Crafting and Publishing of Research
- ▶ Understanding Organizational Behaviour

#### Management Development Programmes

- ▶ Creativity and Innovation as Core Competence
- ▶ Enhancing Leadership Capacities and Potential among Professional Women
- ▶ Interpersonal Effectiveness and Team Building
- ▶ Leadership and Change Management

Faculty members also offered several customized in-company programmes and other consultancy services to different organizations.

## 8. PERSONNEL AND INDUSTRIAL RELATIONS

---

### Courses

#### PGP

##### Compulsory

- ▶ Personnel Competence and Capability Building Systems

##### Electives

- ▶ Analyzing and Building Competencies
- ▶ Business and Society
- ▶ Business Turnaround and Organizational Transformation
- ▶ Customer to Corporation: Managing People
- ▶ Managing Negotiations
- ▶ Personnel Competencies for International HRM
- ▶ Strategic Performance and Reward Management

### PGPX

- ▶ Strategic Human Resource Management

### FDP

- ▶ Human Resource Management

### Management Development Programmes

- ▶ Advanced Human Resource Management
- ▶ Negotiations and Skills Clinic
- ▶ Strategic Human Resource Management

Area faculty taught in general management programmes and MDPs offered by other areas.

### Research

Area members contributed to case writing, teaching material development, and research in their areas of interest. Members were also involved in interdisciplinary research.

## 9. PRODUCTION AND QUANTITATIVE METHODS

---

### Courses

#### PGP

##### Compulsory

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

##### Electives

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

#### PGPX

- ▶ Analysis of Data
- ▶ Designing Operations to Meet Demand
- ▶ Logistics Management
- ▶ Modeling for Decision
- ▶ Quality Management
- ▶ Setting and Delivering Service Levels
- ▶ Supply Chain Management

- ▶ Understanding and Assessing Risk

### FPM

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

### FDP

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

### Research

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

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

#### Management Development Programmes

- ▶ Advanced Analytics for Management
- ▶ Advanced Quality Management
- ▶ Delivering Logistics Solutions
- ▶ Food Supply Chain Management
- ▶ Project Management
- ▶ Quantitative Data Analytics and its Application in Business/ Marketing
- ▶ Revenue Management and Dynamic Pricing
- ▶ Risk: Modeling and Management
- ▶ Supply Chain Management
- ▶ Uncertainty, Complexity and Risk Management
- ▶ Warehouse Design and Management



## ALUMNI ACTIVITIES

### Indian Institute of Management Ahmedabad Alumni Association (IIMAAA)

The IIMAAA's constitution provides for an Executive Committee to manage its affairs ranging from furthering the objects of the Institute to establishing and maintaining chapters. The Committee has one elected member from each chapter, 10 members nominated by the Institute, and three ex-officio members (Director, Dean (Alumni and External Relations) and Chief Administrative Officer), with a President, Vice President, and Secretary elected from them.

### Alumni Subscription

Members of all long and short term programmes are added to the alumni database each year. During the year, revenue from membership subscription fee increased by 37.16% from Rs.39.04 lakh to Rs.53.55 lakh.

### IIMA Alumnus

Three issues were published in June, October, and February. During 2013-14, Rs.4.71 lakh was generated through advertisements in *IIMA Alumnus*.



### Silver Jubilee Reunion

The Silver Jubilee Reunion of the PGP batch 1989 (1987-1989) was held during December 20-22, 2013. Around 75 alumni with their families took part in the gathering. It was an occasion for a great get-together and renewal of friendships. During the reunion, 12 faculty members who taught the 1989 batch were honoured.







### Other Reunions

Apart from the Silver Jubilee Reunion, reunions of different PGP batches were organized: 1971-73 (40 years) during December 12-15, 2013; 1991-93 (20 years) during January 3-5, 2014; 1996-98 (15 years) during December 20-22, 2013; and 2001-2003 (10 years) during December 6-8, 2013.

### Alumni Academic Connect

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

### Alumni I-Cards

Alumni I-cards were introduced last year. Based on the categorization of alumni, around 700 I-cards were issued to those who had requested for it.

### LinkedIn Initiative

In an initiative to provide career support to alumni, the Institute joined hands with LinkedIn to set up two groups:

- ▶ **IIMA Alumni Group** which includes all long-term alumni who have passed through the convocation. There are 2030 alumni in this group. The Placement Office will invite recruiters to be part of the recruiter sub-group in this group;
- ▶ **IIMA Executive Education Alumni Group** which includes short-duration programme alumni. There are 291 members in this group. Recruiters are not provided access to this group in accordance with the policy of providing placement services only to those alumni who pass through the convocation.

### Funds from Alumni

During the year different batches and individual alumni contributed Rs.86.70 lakh to the Institute. Some of the major contributors are:

Batch	Name (If Individual)	Amount in Rs. lakh	Batch	Name (If Individual)	Amount in Rs. lakh
1966	Diwan Arun Nanda	16.50	1992	Pulak C. Prasad	10.00
1971	Batch	10.60	1985	Akshay Kumar	6.86
1993	Ramesh Mangaleswaran	20.00	1981	Ritu Banga	4.00
1993	Sridhar Rajagopalan	5.00			

## Scholarships and Awards

During the year following scholarships/ awards were given:

- ▶ **The Marti Mannariah Gurunath Outstanding Teacher Award:** This Award has been instituted in memory of Mr. Marti Mannariah Gurunath by Professor Marti Subrahmanyam (PGP 1967-69). Every year the award is given to one faculty member who has taught PGP graduating in that convocation. This year the award of Rs.50,000 was given 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. The award is given to one faculty member who is being recognized for his/her sustained research contribution and/or significant research of path breaking nature. This year the award of Rs.2 lakh was given to Professor P.R. Shukla.
- ▶ **The Sajeev Sirpal Academic and Creativity Excellence Award:** This award has been instituted in memory of Shri Sajeev Sirpal (PGP 1984) by Ms. Kanaka Sirpal (PGP 1984) and friends. The award is meant to recognize excellence in academics and creativity of PGP students. Mr. Sanchit Bansal (PGP-2014) received the award.
- ▶ **1969 Batch Scholarship:** The donors of the PGP 1969 batch have decided to support economically, socially, and physically challenged first year PGP students from 2011-13 onwards. Financial assistance up to Rs.2 lakh each for five students was released from the Class of PGP 1969 Fund.
- ▶ **Shri G.C. Mital Entrepreneurship Aid:** This aid of Rs.2 lakh, set up by Mr. Ankit Mital (PGP 2005), is meant for those graduating students who wish to start their own venture, opting out of the placement process. Kanupradeep Subramanian (PGP 2014) received the award.
- ▶ **Late Shri B.V. Doshi Memorial Entrepreneurship Assistance:** This aid of Rs.2.5 lakh set up by Mr. Sahil Doshi is meant for graduating students who exhibit entrepreneurial spirit by starting a business venture and providing employment. Sushil Kumar Meena and Shaunak Chhaparia (PGP 2014) jointly received this assistance.
- ▶ **Outstanding Sportsperson award:** This award of Rs.50,000, set up by Mr. Sunil Chainani (PGP 1980), is meant to recognize all round performance in sports during the tenure of a student at the Institute. Ms. Palaparathi Lalitha (PGP-2014) received the first Outstanding Sportsperson award.
- ▶ **Smt J. Nagamma Memorial Award:** This award of Rs.15,000, set up by Mr. Pramod Kunju (PGP 1999), is given to an academically performing PGP student at the end of the first year. Hemant Mundra (PGP 2014) received the first award.

## Souvenir Items

Alumni souvenir items include T-shirts, silk ties, wall hanging, brass plates, designer coffee mugs, tea cup set, etc. Participants of various programmes and alumni who visit the Institute buy these as mementos.

## Chapter Activities

Chapters located in Bangalore, Chennai, Hyderabad, Oman, Pune, Singapore, USA, etc. were very active in organizing various activities during the year.

Details are given in **Appendix L**.



## GLOBAL PARTNERSHIP AND CORPORATE AFFAIRS

### Ranking and Surveys

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

In addition, the Institute participated in surveys by the Ministry of Human Resource Development (All India Survey on Higher Education) and Partnership in International Management (PIM).

### FT Masters in Management 2013 Ranking

The Institute was ranked eighteenth in the FT (Financial Times) Masters in Management 2013 ranking from among 70 programmes globally that were reviewed for ranking. The Institute's PGP stood third in Placement Success ranking.

### FT Global MBA Rankings 2014

The Institute was ranked thirtieth in the FT (Financial Times) Global MBA Rankings 2014 among top 100 list of B-schools. In addition, the Institute's PGPX was ranked second in FT's career progress ranking.

### The Economist Ranking 2013

**The Institute is the only Indian B-school to get ranked in *The Economist* full-time MBA programmes ranking 2013.**

The Institute is featured in the list of top ten schools by category, attaining the first position in the **open new career opportunities criteria for ranking. The Institute made it to the fourth position in the Asia and Australasia 2013 on Regional Rankings and was ranked thirty-ninth globally in *The Economist* full-time MBA Programmes Ranking 2013, climbing up 17 places from the previous year.**

### Eduniversal Best Master Ranking 2013

**PGP-ABM took the number one position in the Eduniversal Best Master Ranking 2013 in Agribusiness / Food Industry Management among the 50 top programmes ranked for this sector globally.** Eduniversal is a French rating agency specialized in higher education.

Details are given in **Appendix M.**

### Global Partnerships

The Institute's focused effort to reach out to reputed B-schools with specialization in agricultural and allied sector to pursue academic partnership for PGP-ABM had positive outcomes. The Institute signed an MoU with the University of British Columbia which would lead to increase in the number of seats available for PGP-ABM international student exchange.

### Engagement with Foreign Institutions

The Institute had meaningful dialogues for academic collaboration with 22 high level delegations from foreign institutes/international agencies during the year. Important delegates included:

- ▶ Dr. Shad Morris, Assistant Professor of Management and Human Resources, Fisher College of Business, Ohio State University
- ▶ His Excellency Freddy Svane, Ambassador of Denmark, New Delhi
- ▶ Professor Iain Watson, Executive Dean, Faculty of Business, Economics, and Law; Mr. Alistair Laurenceson, International Business Development Manager, and Mr. Jinendra Khara, Business Development Manager, from the University of Queensland
- ▶ Ms. Tasneem Kalsekar, Cultural Affairs Specialist, American Center, US Consulate General, Mumbai
- ▶ Ms. Caroline Guény-Mentré, Attaché for Scientific and University Cooperation, French Embassy in India
- ▶ Dr. Ricardo Ferreira Reis, Associate Dean for International Relations, Católica Lisbon School of Business and Economics, Portugal
- ▶ Mr. Apoorv Mahendru, Director, and Ms. Pooja Midha, Coordinator, German Academic Exchange Service (DAAD)
- ▶ Ms. Eileen Peacock, Vice President and Chief Officer Asia, AACSB International, Singapore
- ▶ Mr. Onno Ruhl, World Bank Country Director; Mr. Sudip Mozumder, Senior Communications Officer; and Ms. Sunita Malhotra, The World Bank, New Delhi
- ▶ Dr. Krish Sankaran, Associate Director, Head of Knowledge Partnerships, Global Leadership Fellow, World Economic Forum, Switzerland
- ▶ Mr. Michael Sibert, Consulate General of the Federal Republic of Germany in Mumbai
- ▶ Professor Kazumi Onouchi, Administrative Director, International Affairs Office; Dr. Nobuhiko Hibara, Director for International Affairs; and Reiko Sumida, International Programme Coordinator, from Waseda Business School, Tokyo
- ▶ Mr. Jeff Hoffman, Member, US State Department and US Department of Commerce, a Serial Entrepreneur



Mr. Michael Sibert, Consulate General of the Federal Republic of Germany in Mumbai, India



Mr. Jeff Hoffman, Member, US State Department & US Department of Commerce, a Serial Entrepreneur from United States interaction with IIMA students



HE Daniele Mancini, Ambassador of Italy, New Delhi, India



- ▶ Professor Jyoti Gupta, ESCP Europe, France
- ▶ His Excellency Daniele Mancini, Ambassador of Italy, New Delhi
- ▶ Professor Rajiv Lal, Stanley Roth, Senior Professor of Retailing, Harvard Business School
- ▶ Ms. Meena Hewitt, Executive Director, Harvard South Asia Institute
- ▶ Professor Jacqueline Bhabha, FXB Director of Research, Professor of the Practice of Health and Human Rights, Harvard School of Public Health
- ▶ Ms. Namrata Arora, Associate Director, Harvard South Asia Institute
- ▶ Mr. Ajit Singh, Consulate-General of the Republic of Singapore, and Mr. Himanshu, Mumbai
- ▶ Mr. David Fleshler, J.D. Associate Provost for International Affairs, Case Western Reserve University along with Mr. Vinod (Vinny) Gupta, Chairman, Ohio Board of Regents, Columbus, Ohio, and Dr. Hemant Kanakia, Managing Director, Kanakia Ventures, New Delhi
- ▶ Dr. Ona O. Soleye, formerly Finance Minister of Nigeria.

### Public Engagement and Study Visits

With a larger objective of engaging with the local community, the Institute organized an open day programme for school children. Nearly 600 students benefited from interactive sessions of inspiring success stories, creativity and innovation with the faculty and MBA students. The children got an opportunity to peep into campus life over a campus walk.

The Institute hosted a group of 14 students with faculty members from Fisher College of Business, Ohio State University. The students interacted with Professor Satish Deodhar, alumnus, and students of PGPX.



IIMA auditorium jam-packed with school children on Open Day



Students from Fisher College of Business, Ohio State University, Columbus at IIMA

### Media Relations

The Institute regularly engages with a large number of print and electronic media professionals as a part of its outreach activity. Support was extended through organizing several interviews, press briefings, press conferences, and issuing press releases.

### Protocol and Visits

The Institute received nearly 4700 visitors during 2013-14, including foreign nationals, government officials, senior executives from the corporate sector, education sector, armed forces, professionals, and students.



Shri A. M. Naik, Chairman, Board of Governors, IIMA and Prof. Ashish Nanda, Director, IIMA jointly address the media



Prof. Arvind Sahay, Dean, Alumni & External Relations addressing Senior Officers from Defense Services at IIMA

## GRANT-IN-AID

During Financial Year 2013-14, 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

Addition and upgradation of infrastructure is a continuous process at the Institute. Last year, following upgradation work was undertaken:

- ▶ Conversion of one flat-floored seminar room to a 60-seater theatre style classroom. This has helped in augmenting classroom requirement for short-duration courses.
- ▶ Another sparingly used lounge was converted into a 40-seater theatre style classroom.
- ▶ Ground floor and first floor of library have been renovated to increase functionality and efficiency by reorganizing staff seating and creating reading room, discussion room, and videoconferencing room.

The Louis Kahn campus is nearly 50 years old and time is ripe to take up conservation activities. The Institute engaged the services of international conservation architects, Peter Inskip and Peter Jenkins, London, for consultations. Peter Inskip and his colleague Stephen Gee visited the campus between January 4 and 11, 2014, and have submitted their report.

The Institute has appointed Somaya and Kalappa Consultants Pvt. Ltd., Mumbai, as the conservation architect for Louis Kahn buildings.

The Institute is in the final stages of the process of appointing a master architect for long term planning of the campus.





## PERSONNEL

During 2013-14, ten faculty members including the new Director joined the Institute. A faculty member and a staff member resigned from the service. Fifteen employees retired after attaining the age of superannuation.

Leave of absence was granted to a faculty member to take up outside assignment while two faculty members rejoined on expiry of leave of absence.

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

### Officers and Staff Development Activity

During the year, 46 employees, including both officers and staff members, were sponsored for training programmes conducted by the Ahmedabad Management Association and other training institutes. The Institute continued to sponsor several staff members to pursue various courses. Institute also conducted in-house training on English Communication by Society for Creation of Opportunity through Proficiency in English (SCOPE), where 18 employees received certificates. Training programme on English for Beginners (english language training) and Empower your Worker (roles and responsibilities, positive work culture, self-motivation) were conducted for class D employees, where 92 employees attended the programme.

### Official Language Implementation

The Institute is fully committed to the implementation of the official language policy of the Government of India. This year the Institute celebrated "Hindi Fortnight" for the promotion of official language from September 16 to 30, 2013. During this period several competitions (essay, poetry, words knowledge, prompt speech and handwriting) were organized. More than 100 Hindi speaking and non-Hindi speaking staff members of the Institute participated in these competitions. On the concluding day, cash prizes and certificates were distributed by Professor Ajay Pandey, Dean (Programmes). Manoj Bhatt, Chief Administrative Officer, also spoke on the need to enhance the use of Hindi in day to day work. An exhibition of Hindi books on various subjects available in the Vikram Sarabhai Library was also organized. Copy of messages from the Hon'ble Minister of Human Resource Development and Hon'ble Home Minister were displayed on all notice boards.

Two workshops on noting and drafting in Hindi and a workshop for giving working knowledge of Hindi software were organized during the year, in which 65 staff members participated. Eminent speakers in Hindi were invited to deliver lectures at these workshops.

Four meetings of the Official Language Implementation Committee were held during the year in which stress was laid on achieving the targets for implementation as stipulated in the Annual Programme for Region B by the Government.



The third edition of the Hindi magazine *Pratibimb* was published in January 2014 and was forwarded to all IIMs, IITs, Central Universities, concerned Ministries, Board of Governors, and all 140 members of the town official language implementation committee.

For better implementation of the official language, the Institute is conducting training programmes with the help of the Hindi Training Institute, Ahmedabad, which is controlled by the Ministry of Home Affairs, Government of India. At present, 22 members are taking part in a training programme.

A basic course on Hindi was conducted for exchange students from other countries and those interested to learn basic Hindi. Twenty-five students attended this course, which was very useful in their day to day campus life. A Hindi Kavi Sammellan was organized on December 10, 2013 at Ravi J. Matthai Auditorium. Famous Hindi poets from Ahmedabad were present.

### Staff Awards/Honours

During the year, two faculty members and one staff member were given awards on completing 20 years of service. S. Hariharan, Laxmanji L. Marwadi, Hemsingh S. Rajput, Nakshatraprasad Passi, R. Mahadeva Iyer, M.K. Solanki, Kalubhai B Valodara, L.M. Makwana, Sureshbhai S. Patel, Y.S. Ranawat, V.P.K. Nair, Ambadas B. Hiwale, Mohanbhai B. Chauhan, Kanubhai A. Makwana, and Renuka P. Christian were given the Institute's Long Service Award for retiring employees.

### Right to Information Act, 2005

Under the Right to Information Act, 2005, 115 RTI applications and 23 First Appeals were received during the year and were responded to.

Details are given in **Appendix N**.





## STUDENT ACTIVITIES

### Abacus

Abacus is the Quant club of IIM-A which brings together all the quantitative enthusiasts on the campus. The club tries to help those students who had little or no prior knowledge of quantitative or mathematics based courses by conducting remedial sessions and guiding them through the basics of subjects such as probability and statistics.

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

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

The use of quantitative methods in business management and especially in finance roles is increasing day by day and this is underscored by the fact that companies ask puzzles in the interview. For this purpose, Abacus held the Tesseract event where it sent out a set of puzzles every alternate day a month before summer placement to help students brush up their analytical and number-crunching skills.

Abacus conducted its national-level Quant fest, QUEST, for the first time, which involved a variety of events including data analytics case competitions, puzzle competitions, and a speaker series.

Before the students left for summer internships, Abacus took up MS Excel revision sessions to revise the concepts they had learnt in the first term.

### Agri Business Club

*"A farmer has to be an optimist or he wouldn't still be a farmer" – Will Rogers*

The Agri Business Club draws inspiration from this quote, and we believe that a positive attitude in life is one of the most essential ingredients of success.

Last year witnessed some important and spectacular achievements for the club. For starters, the website of the Agri Business Club went live ([stdwww.iimahd.ernet.in/abc](http://stdwww.iimahd.ernet.in/abc)). The club also came out with its fortnightly publication, *ABC Bulletin*. During the course of the year it organized two speaker sessions: one with Mr. Vijay Mahajan, founder of BASIX, and one with Dr. Suman Sahai, eminent scientist and geneticist and founder of Gene Campaign.

The feather in the cap was Amaethon 2014, the agribusiness, food and rural development summit. The two-day event was inaugurated by Shri Bhupendra Singh Chudasama, Hon'ble

Cabinet Minister, Government of Gujarat. The minister also released the food, agribusiness and rural magazine, *Hyphen*, on the occasion.

Amaethon 2014 had over 250 participants from various agribusiness and agricultural institutes.

### Alumni Interaction Cell

The Alumni Interaction Cell plays a pivotal role in forging and maintaining links between the Institute and its alumni. The club's activities and programmes for its alumni are directed towards building lifelong bonds of kinship with the Institute.

The Alumni Cell conducted Synchrony, the annual student alumni meet across 11 locations in India and abroad. Each synchrony had an average participation of 100+ alumni and students.

The Alumni Cell conducted two speaker sessions:

- ▶ The first speaker session was conducted by Amitabh Chaudhry, CEO of HDFC - Life, on "How IIM-A helped Amitabh Chaudhry in his journey to Become a CEO."
- ▶ The second speaker session was conducted by Rajdeep Endow, Managing Director, Sapient India, on "How Digital is Changing Marketing Forever."

Both events witnessed huge participation from the student community.

The Alumni Cell organized the 1973, 1989, 1993, and 1998 batch reunions and started the first PGP-ABM Batch reunion. A host of formal and informal events were organized in and outside the campus to provide alumni with an opportunity to relive their campus days and interact with current students.

The newly started Alumni-Student Mentorship Programme is now in its second year. It aims to map existing students with an alumnus who shares common interests, and can act as the student's guide and mentor for all professional matters.

The monthly newsletter *Tidings from WIMWI* was circulated regularly with the alumni. The newsletter provides snippets of various on-going events at the Institute. The Cell also contributed to the *IIMA Alumnus* with news about the alumni.

### Sports Committee

Winning Sangharsh, a rare achievement away from home campus, is testimony to the new zeal that was injected into the sporting culture following a more focused and dedicated approach, by the Sports Committee.

The year gone by saw the scaling up of the sports fest, Shaurya, which saw participation from across 32 colleges. It was one of the biggest sports festivals conducted in Ahmedabad. Yalgaar, the fachha-tuchha matches which kicks off the sporting calendar, saw sponsorship from Central Bank of India, which helped in organizing the event better. All these, and other friendly matches, and intra-IIM tournaments helped identify and groom talent which resulted in a strong contingent of 100 students winning Sangharsh in IIM, Bangalore. A chess blitzkrieg tournament was conducted to provide a platform for the large number of chess enthusiasts. An extremely motivational session by Mr. Arun Bhardwaj, India's ultra-marathon runner, was organized which witnessed a massive turnout.

### Media Cell

The Media Cell ensures publicity for all the good work done by hardworking and talented students.

From working with external media houses to promoting campus festivals like Chaos and Confluence, to publishing stories on club activities and out-of-the-box initiatives by students, right down to creating greater brand visibility on social media networks, the Media Cell worked hard to spread the news far and wide. It was also involved in developing welcome kits for the incoming batch, printing visiting cards for students, and publishing several periodicals.

Several new initiatives were undertaken:

- ▶ Media Conclave was held for the first time during Confluence on the theme “The Business of Selling News.” It involved a panel discussion by eminent media personalities.
- ▶ The FacConnect initiative was tried out where a faculty member interacted with selected non-IIMA audience via Google+ hangouts. It was a novel way of connecting non-IIMA audience with faculty members.
- ▶ The social media platforms were regularly updated and outreach activities were initiated on Facebook and Pagalguy for the incoming batches.

### Beta

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

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

The Beta Mentorship programme is held prior to summer placement. Each first year student is assigned a second year Beta member to guide, clear any doubts, and help with preparation for internship interviews.

Besides providing guidance with career preparation, Beta organizes a series of activities aimed at inculcating interest in finance among students. This includes finance symposiums such as Finomena which provided first-year students with an introductory platform to the world of finance, bridging any gaps in their understanding as well as increasing the awareness about the gamut of opportunities available in this field. This year, the club launched a new algorithmic trading competition in association with NAV Capital and helped organize the campus edition of ICICI’s Stockmind national trading challenge. In addition to competitions, Beta organized Viewpoint, a fascinating debate on the 2013 budget.

Beta has initiated a number of new activities, events, and publications this academic year. These include Beta Blogs which registered over 11,000 hits and the Beta Stalwarts Series of speaker sessions. As a part of the Stalwarts series, Mr. Bhavtosh Vajpayee, Managing Director and Head of India Equities at Barclays and an alumnus, was invited to deliver a talk on “Careers in Finance: Myths and Realities.” Other speakers included Mr. Pankaj Dinodia (CEO, Dinodia Capital Advisors), Vispi Bhathena (CEO, BSE Brokers’ Forum), and Aisha de Sequiera (Co-country head, Morgan Stanley, India). Beta also introduced a new fun-filled finance quiz event called WhatTheFin which combined a Bingo style game format with finance trivia questions. Lastly, Beta organized for the first time a two-day advanced financial modelling workshop conducted by Wharton School alumni.





## Chaos

The 2013 edition of Chaos, the annual cultural festival, was organized from December 26 to 29, 2013. Started in 1996, Chaos has grown in scale and now witnesses a footfall of over sixty thousand each year. The event saw participation from school and university students from over 200 institutions across the country and is India's largest business school cultural festival.

Last year, Chaos was centered around the theme of "Tribute to Indian Cinema" in celebration of completion of 100 years of Indian Cinema and hosted a string of great performances – ranging from Salim Sulaiman (Bollywood Nite) well-known for their music in many Bollywood films, DJ Aqeel (DJ Nite), Ram Sampath, Sona Mohapatra, Samantha Edwards and SonuKakkar (Coke Studio®Nite), and the progressive rock band Coshish (Rock Nite). Alongside the musical events, Femina Miss India 2014 brought its "Walk To Fame" concept to the campus for the first time. A special screening of the movie *Goonga Pehehwan* that revolves around the story of the wrestler Virender Singh and his journey from the by-lanes of a village in Haryana to becoming India's most successful deaf athlete was organized exclusively as part of Chaos.



The cultural festival also saw the famed nationwide inter-IIT and IIM quiz competition **Nihilanth** come to IIM Ahmedabad. The acclaimed quiz competition involves over 160 participants from across 16 IITs and all 13 IIMs battling out across seven sets of quizzes.

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

For the first time in history, flagship events and concerts were streamed live on the Internet, allowing people to witness Chaos in the comfort of their homes.

## Confluence

Under the theme "Traversing Turbulent Times: Obstacles to Opportunities" Confluence 2013 witnessed over 15,000 participants from about 400 different undergraduate and postgraduate colleges. Confluence was structured to comprise competitive events across Finance, Marketing, Policy, and Strategy domains including Flagship Business Plan "Masterplan" competitions, exclusive workshops by IIMA faculty, and speaker sessions on various themes. The theme was appropriate in the context of a new paradigm that has emerged for businesses across sectors and geographies – learning to survive and emerge from extended periods of global economic turmoil.



The session on "The Global Turmoil and India Story" discussed the current turmoil in the global environment, and how it could be leveraged to create new opportunities. For this session, it was essential to dig deeper into a particular aspect of this theme – how India as a country has been impacted by the global volatility and what its response would be. Dr.





Dr. C. Rangarajan



Mr. Vinod Rai



Dr. Ajit Ranade



C. Rangarajan, as the head of the PM's Economic Advisory Council and an ex-Governor, is amongst the most knowledgeable persons in the country when it comes to India's economic affairs. Mr. Vinod Rai, ex-CAG, has seen the government function in detail from a third party's perspective, and could elaborate on the broader structural issues facing the Indian government and economy. Dr. Ajit Ranade, as the Chief Economist of the Aditya Birla Group, one of the largest conglomerates in India, brought yet another perspective - that of the private sector.



Mr. Chander K Baljee



Dr. Mukesh Batra



Mr. Ashish Hemrajani



Mr. Rahul Narvekar

The Entrepreneurship session was aimed at aspiring entrepreneurs to motivate them and help them make decision about how to thrive in a highly dynamic marketplace. The speakers invited for this session were Mr. Chander K Baljee, Founder, current Chairman and Managing Director of Royal Orchid Hotels Limited; Dr. Mukesh Batra, Founder and CEO of Dr. Batra's Positive Health Clinic; Mr. Ashish Hemrajani, Founder and CEO of Bigtree Entertainment, the company which runs the portal BookMyShow.com, and Mr. Rahul Narvekar, CEO of NDTV's latest venture: NDTV Ethnic Retail Limited, indianroots.com, co-founder of India's groundbreaking e-commerce portal, fashionandyou.com. Each of the speakers shared entrepreneurial stories and inspired the audience on how they overcame their apprehensions and the turbulent road they faced through their journeys.



Mr. Ashwin Sanghi



Ms. Anu Aga



Air Commodore Rajesh Isser

For the session on "Inspiration", leaders from diverse fields that have excelled and set examples for others to emulate were invited. They included Mr. Ashwin Sanghi, author of three bestselling novels including *Chankaya's Chants*; a successful businesswomen cum altruist, Ms. Anu Aga, Chairperson of Teach for India and former executive Chairperson of Thermax; and a revered and decorated Air Commodore Rajesh Isser, Head of Operation Rahat, the largest heliborne evacuation and rescue operation in the history of the world.



Mr. Rajdeep Sardesai



Ms. Madhu Purie Trehan



Mr. Paronjoy Guha Thakurta

The emerging theme of social causes in business was reflected in events like Run an NGO and Campaign for a Cause where participants suggested improvements in NGO operations in the former and made videos to raise awareness on a social issue in the latter. One of the biggest additions to Confluence 2013 was the first ever Media Conclave in collaboration with the Media Cell where India's top journalists - Mr. Rajdeep Sardesai, Ms. Madhu Purie Trehan, and Mr. Paronjoy Guha Thakurta - addressed the audience on the topics of paid news and a sustainable revenue model in journalism.

Another part of Confluence 2013 was the Management Students Programme, a three day workshop series across six key management functions: marketing, finance, operations, strategy, consulting, and human resources. Participants got the opportunity to bring themselves up to date with the latest in management theory and its real life applications.



### Eloquence – Public Speaking Club

Eloquence is the public speaking club of the Institute. The club is open for both students and the IIMA community. Every Saturday a meeting is conducted to provide a continuous platform for public speaking enthusiasts.

In September 2013, the club conducted a workshop on English grammar and essential speaking skills for personality development. The workshop focused on inculcating basic English speaking skills and focused on improving public speaking.

In February 2014, the club conducted a business etiquette and client interaction workshop. The focus of this workshop was equipping students to better handle work pressure in summer internships.

The club conducted mock GD sessions and mock interviews for students. The response was very good.

The club conducted English speaking classes for Prayaas kids for a period of two months.

The club was actively involved in organizing public speaking competitions and debates in festivals such as Chaos, Insight, and Amaethon.

### Entre

Entre is a platform for budding entrepreneurs on the campus.

In collaboration with the placement team, Entre successfully conducted Entre Fair 2013 that saw 20 start-ups pitching their profiles to interested students. This year, we expanded its reach to college/ university students. It was webcasted live to 10,000 + students.

Not limiting to new opportunities, Entre tied-up with Prakruti Charitable Society, a Gujarat-based NGO, to provide an opportunity to students to work on their new expansion into the tailoring business.

Bakar Session, a sector-specific mentorship, was organized frequently for the benefit of entrepreneurs looking for advice and guidance in specific sectors.

Masterplan 2013 was once again a resounding success which witnessed 600+ business plan entries from 200+ colleges across the country and abroad. The year ended in a high note with IIM Mavericks, a scholarship programme for budding entrepreneurs, held jointly with CIIE selecting five students getting a two-year support for venturing into the entrepreneurship world.

### Forum for Industry Interaction

The Forum for Industry Interaction (FII) is the ISO 9001-2008 certified student consulting body. As one of the oldest student organizations, FII has facilitated successful partnerships between students and industry over many years of its existence. FII has continually delivered effective and practical solutions to companies across multiple industries and multiple business functions.

The year was phenomenal for FII with teams serving various international and domestic firms like GE, FinIQ, Gujarat Technical Education, Syngenta and National Innovation Foundation. FII bagged projects from diverse fields: government institutions such as the Department of Education, Gujarat, to real estate firms like Lalit Hiranandani. A total of 43 projects were completed for 26 firms in the year with highest ever fee collection of over Rs.14 lakh. This not only provided opportunity to a large number of budding managers to work on live consulting assignments, but also ensured that utilization levels stayed healthy.

Many new initiatives were taken up to ensure that processes are streamlined and project pitching is carried out in an efficient manner. Development of project management portal was initiated and completed this year. This is a feather in the cap of FII's achievements and has the potential to change information technology in FII projects. ISO certification process was initiated and final audit took place in January 2014. Subsequently ISO 9001-2008 certification was issued in February 2014.

A case writing competition got good response. To reward the outstanding teams, a final award ceremony was organized on January 31, 2014. The event was graced by Mr. Milind Kulkarni, MD of FinIQ Consulting, and top officials from Department of Technical Education, Gujarat. The prize structure was changed this year with top five teams getting Rs.1 lakh, Rs.90,000, Rs.80,000, Rs.70,000, and Rs.60,000 respectively. Apart from these teams ranked 6 to 10 received Rs.30,000 each and teams ranked 11 to 25 were felicitated with Rs.20,000 each. First three position winners of the case writing competition received Rs.55,000, Rs.40,000, and Rs.25,000 respectively.

### Finesse

In keeping with the unique dorm culture and bonding at the Institute, Finesse conducted "War of Dorms 2.0". The competition was held as an opportunity for the dorms to show what they stood for. Dorms were required to come up with a mascot that they thought represented their dorm best.

Dorms were evaluated in two stages that captured both expert opinion and public approval. Top three entries from this stage qualified for stage 2, the online round. Dorms were required to publicize their posts and garner the most number of likes. Dorms united in their quest to win the poker set at stake and were seen publicizing their dorm mascot posters right up till the last minute in what was a nail biting finish between Dorm 1 (OnederGalz) who chose the name Wonder Women and Dorm 2 (Two to Tango) who chose the name Dunking Damsels. Based on the scores of both rounds, Dorm 1 and Dorm 2 whose scores only differed by a decimal point were declared joint winners of "War of Dorms 2.0".

On September 19, 2013, Finesse organized an Origami workshop. Participants practised origami with the Finesse team led by Aravind Maddireddy. The event began with Robert Lang's Ted video of "The Math and Magic of Origami" where he explains the progress made by origami over the years, with folding concepts now being successfully applied even in satellite design (interesting video, do watch it!). Aravind then explained the geometrical basis of the origami design he was teaching the participants. One could see the initial frowns on people's faces slowly turning into excited smiles during the course of the workshop.

In September, Finesse conducted a quilling workshop for Class 8 to 10 students of Prayaas. Prayaas students were excited about the beauty and simplicity of their quilling works. For the Finesse team was a great experience teaching and working with them.

### GeneSys: Technology and Systems Club

GeneSys aims at providing exposure to the emerging trends of technology. A communication platform between future managers and industry, GeneSys acquaints participants with various career options in technology. GeneSys publishes newsletters capturing the latest trends in technology. Genesys also organizes talks by eminent personalities from IT field to help participants to gain insights. Last year the club invited the CEO of CEB India to deliver a talk on trends in the IT industry.

GeneSys works on organizing fruitful interactions with PGPX students. It has conducted case study contests in the past. These contests would allow participants to understand the challenges



in systems function and enable them to handle such situations in the future. GeneSys conducts biz tech quizzes and online Pictonic quizzes for avid quiz enthusiasts. It conducts remedial sessions in managerial computing for students and also before summer internship.

Last year the club kick-started the Genesys-Technology blog. This includes latest technological updates and current trends in the technology sector. GeneSys also shares the daily happenings in the technology space through a Facebook page.



### Prayaas

Prayaas was started with the vision to help underprivileged kids by providing them supplementary education.

During the Joy of Giving week programme, Prayaas conducted following activities:

- ▶ Run for the underprivileged
- ▶ Painting exhibition/competition
- ▶ Exchange meets Prayaas: Exchange students will interact with the Prayaas kids & Prayaas members who will co-ordinate a trip through old Ahmedabad
- ▶ Share a Hope: Street kids in Ahmedabad will be joined by Prayaas kids and Prayaas members who will try to impress upon them the importance of education over interactions in campus
- ▶ Day at IIMA: 20 NGO representatives, 20 community members (underprivileged, differently abled, etc) and 20 members from external public (who pledge to serve the community during the Joy of Giving week and can submit proof to Prayaas) will be taken through the IIMA experience: classes, a mock quiz, lunch and dinner at the mess, a few mock club interactions, and a campus tour. Every day a volunteer will be responsible for being a tour guide to 1-2 participants
- ▶ Wish Tree: Prayaas will take the responsibility to stick "wishes" (things that can benefit Prayaas kids) on leaves and stick them on a tree that will be displayed on shopping malls (Alpha One, Gulmohar Mall). One member of the Prayaas team will be at the venue explaining its significance and encouraging people to pick up a leaf (wish) that they are sure to fulfil
- ▶ Surabhi: A cultural performance (by one or more of the Music Club/Footloose/IIMACTS) that is paid for by a nominal fee

In the art mela, many underprivileged kids from outside campus participated along with kids at Prayaas.

### RTE Centre

Students visited various localities of Ahmedabad to educate parents of five-year-olds about the Right to Education Act, helped fill up forms, and even argued with difficult schools to secure admissions.

The Centre was set up in 2013 to help parents of needy students overcome procedural difficulties in completing and submitting applications. This year, the centre has managed to secure over 800 successful admissions and is in the process of sealing more. The centre has been responsible for 1200 applications, out of 1392 received by the District Education Office so far.

Apart from these, following are the activities which are conducted on regular intervals:

- ▶ A photography, sports, and interaction session between the exchange participants and the kids
- ▶ Kids' self-choreographed dance during Independence Day and Chaos
- ▶ Movies screening for kids
- ▶ Campus walk during Insight
- ▶ Football sessions on weekends
- ▶ Dance performance by Prayaas kids along with other NGOs at Vastrapur Lake
- ▶ US Pizza picnic of Prayaas kids

### IIMACTS

IIMACTS started the year with a thorough entertainer "Shit Happens" which was performed in July 2013 soon after the PGP Golden Jubilee Batch felt settled on the campus. It was a huge success and was praised as much for the performance as for the innovative ways in which the play was promoted.

Next was "The Curveballs", an ensemble of humorous English sketches, performed in August 2013. It was a laughter ride which left the audience gasping for air.

The first-ever faculty play "All Izz Well" was performed on September 5, 2013, on the eve of Teachers' Day. It was a collaborative effort of the IIMA faculty and students, and was lauded by the IIMA community.

The much awaited "Tujhse Naraz Nahin Zindagi" was performed a couple of days after the faculty play. This was the first Hindi stage production of the year and was received exceptionally well by the audience.

The fuchcha team performed a street play "Bhai Saab Kidhar!". The Nukkad asked the audience "Are we being driven by the right elements, at the right paths in our lives?" The street play questioned evolving trends and priorities in life in current times at individual and social levels. The same play won second prize in Chaos 2013 and first prize in IIT Gandhinagar's Blitchron 2013.

IIMACTS brought Manthan, India's biggest street play festival, to the campus. It is a known initiative of the theatrical society of Shaheed Sukhdev College of Business Studies, University of Delhi. Chhaap, a Gujarat based theatre group, performed a street play "Nasha- Dhara 302" for the Gujarat Chapter of Manthan 2014.

The last stage production of the year was "Dhai Aakhar Prem Ke." The play presented different shades and hues of love to the audience. It was highly appreciated for its beautiful portrayal of emotions that love makes us experience in our lives.

IIMACTS ended the year with a short film *Dhulayi Ke Side Effects* which was a tribute to the iconic Hindi film *Chashme Baddoor*. It was a rib-tickling recreation of the famous Chamko scene from the film, adapted by the IIMACTS team to make it more relevant to the life on campus.



## Insight

Started in 1986, Insight is the oldest festival of the Institute. Originally conceived as a market research festival where students performed market research, it has now transformed to a marketing conclave having events like marketing competitions for students across the country, speaker sessions from the best in the country, and workshops for the marketing enthusiasts, apart from the unique Great Ahmedabad Mela, a platform for disguised market research.

With newer competitions like “Swadesh4u” and “Music 2 Go”, seven different marketing competitions were organized where students from B-schools across the country contested hard. Over 600 students participated in marketing workshops such as market research from A/C Neilson and brand building workshop conducted by Lowe Lintas.

In speaker sessions, brilliant speakers mesmerized the audience with their amazing Insights. They included Harsha Bhogle; Alan Wilkins; Dhaval Udani, CEO of GiveIndia; Saumil Majumdar, co-founder of Edu-sports; Sanjay Mehta, founder of Social Wavelength; Devdarshan Chakraborty, Director of Strategy and Planning, Perfect Relations, and Deepa M. Thomas, e-commerce evangelist from Ebay India.

The Great Ahmedabad Mela, a fair which acts as a platform for disguised market research, was immensely successful. Over the two days, the fair saw participation of over 9000 people of various age groups. Campus walk, which showcased the history, architecture, and culture of IIM, Ahmedabad, attracted hundreds of people. While visitors enjoyed the fest to its fullest, the project teams were thrilled with hundreds of responses for their disguised surveys helping them gain incredible insights.



## LSD

The Literary Symposium Desk (LSD) organized a kaleidoscope of events throughout the year.

The year got kick-started by designing and compiling the *IIMA Yearbook* for the Class of 2013. The end product was a beautiful memorabilia that the Class of 2013 may cherish many years to come.

Post summer break, LSD found new vigour when the fresh batch of students arrived on campus. As a welcome treat, LSD organized a special Faccha Lit Week for them. This special week was filled with a number of literary events like quizzing, writing, word games, debates, fun speaking events, antakshiri, and a few other formats of literary events. This helped the club in identifying new talent and also gauging the enthusiasm of the batch for literary activities.

LSD successfully conducted the second edition of the Student Faculty debate, wherein top two debaters from the students’ community pitted their debating talents against two of the faculty: Professor Ajay Pandey and Professor Ankur Sarin. The debate was much appreciated by the IIMA community.

Members of LSD participated in various inter college and open quizzes and literary competitions conducted in and around Ahmedabad. It particularly dominated the quizzing scene being placed in the top three in almost all quizzes conducted by Nirma University, DA-IICT, GNLU, PDP, and other institutes.

Perhaps the most significant achievement of LSD was to host Nihilanth – the Inter-IIT-IIM Quiz festival in collaboration with Chaos. The Institute retained its record of featuring in the top two for past five years by placing second in the tournament this year.

### MAD –Movie Club

The Movies All Day club is the collective source for all motion media entertainment. The club serves to quench the movie enthusiast's appetite by screening films and documentaries, conducting workshops, organizing quizzes, and coordinating public discourse on contemporary cinema.

To start with, the club screened the film *Lakshmi* followed by an open discussion with its talented and renowned film-maker, Mr. Nagesh Kukunoor. The lively interaction introduced many to a real life hero Lakshmi and her fight to the evil in the society.

Another successful screening was that of *Coal Curse*, a documentary by Paranjoy Guha Thakurta in association with Greenpeace. It displayed the agony, misery, and exploitation of the people working in the coal mines across the nation.

The club screened *Goonga Pehekwan*, a film about the wrestler Virender Singh, India's most successful deaf athlete, fighting for his place in the Rio Olympics 2016. The screening of the film *The World Before Her* in February 2014 by Ms. Nisha Kumari Pahuja, before it was released all over India, led to a meaningful discussion with the director on the role of women in Indian society.

The club also organized a movie quiz for the IIMA community in March and an online Oscar prediction event, in addition to regular film screenings. It organized a workshop on movie making in association with YES Bank's CSR arm. This session guided people about basic film making techniques that can deliver an impactful story.

### Mess Committee

The Mess Committee aims at providing good quality food with the best possible variety to the student community. The committee got huge success in introducing new vendors: Tea-Tapri, a local tea vendor, and Radhika, south Indian food outlet. The committee organized Harvard dinner, Placement party dinner, Teachers day dinner, and two batch dinners. The committee ensures that all the outlets on campus serve hygienic food and regulates their prices. Its continuous focus towards providing a wide range of food led to opening of an Amul outlet for dairy products.

It invited a corporate etiquette expert to conduct a dining etiquette workshop.

### Music Club

Giving wings and life to the minds of often stressed students is the Music Club. Every show it organizes is awaited with excitement.

The year started with High Hopes to welcome the students on campus. Next was the show on Day 1 of T-Nite. The performance set the tone for a brilliant T-Nite that followed.

Euphony, the acoustic show, was another that raised the bar of performance.







The Music Club performed at the Joy of Giving week. The show left the audience asking for more.

Bidding farewell to the outgoing batch of 2012-14, the club organized the Tuchcha Farewell, which saw PGP II students of the club perform for the last time in front of a jam-packed RJM Auditorium.

The club volunteered to perform alongside a PGP II student member Bhushan Ghachake in his attempt for the Limca Record for the longest drumming session. He played for 30 long hours in the CT. The members played the rest of instruments during the time-period.

The club was invited to perform at events like Chaos, Teacher's Day, Harley Davidson show, Institute Day, Independence Day, alumni reunions, and department conclaves.

### Niche

Like every year, Niche welcomed the incoming students with Prarambh, the brand quiz. The enthusiasm level was simply mind-blowing. In collaboration with Team Insight, Niche organized a pan India ad making contest, which attracted marketers in 40 odd B-schools across the country. Teams came up with creative advertisements for fictitious products. In addition, they were also asked to promote their products.

There was a series of discussion sessions on various topics which drew enthusiastic response. The session on "Marketing as a Career" gave students a much needed insight on the life of a marketer. Niche continued to conduct the mentorship programme which was focused on guiding students. At the end of the academic year, Niche conducted "Ad-Mad Show," an ad based quizzing event which had a great turnout as expected.

Niche was also very active during the placement season. This equipped students to be well prepared with all the quintessential marketing fundas. A workshop on digital marketing by Mr. Deepak Gopalakrishnan from Ogilvy and Mather was organized. For the first time ever, Niche in collaboration with the Library Committee created an easily accessible database for marketing domain.

### Optima: Operations Club

The Operations Club was founded in 2013-14 to provide a platform for students and faculty to facilitate the flow of knowledge in the field of operations management and interact with external environment to gain more insights.

As a first step, a business plan was created by outlining the club's purpose and proposed activities. The first activity of the club was a remedial session on operations management. The club prepared a placement folder to help first year students' preparation for placement.

Many activities are planned to be introduced next year.

### Panacea

Panacea is the healthcare club, and has been actively involved in activities for the benefit



of the IIMA community while trying to reach out to help those in need through biannual blood donation camps. Panacea continuously follows emerging trends, news, and updates in healthcare and Pharma sector to spread awareness through newsletters. Apart from newsletters Panacea sends e-mails providing information related to signs, symptoms, treatment, and preventive measures of several common diseases like dengue, malaria, diarrhea, and dog bites.

In 2013-14, Panacea conducted a blood donation camp on August 15 with help of the Gujarat Cancer Research Institute. Over 150 units of blood were collected from students and staff. Every donor was provided a blood report.

In August 2013, Panacea published two issues of its newsletter *Panacea Plus* with articles on use of traditional medicines and dengue fever.

In October Panacea organized a dental check-up camp for students. During Confluence, Panacea ran an AIDS awareness campaign.

### Perspectives

Perspectives, the Photography Club, organized photography competitions, workshops, and photo-walks which were spread across the year. Photography coverage was provided to almost all events on campus.

The club organized a workshop which was delivered by professionals in the field of photography. Many photo-walks were conducted in the city of Ahmedabad and nearby places. The club encouraged students to participate in various photography competitions organized by colleges and companies.

### Prakriti

Prakriti is a club of passionate nature lovers.

A Bonsai-cum-landscaping workshop was conducted by Ms. Minal Shah in September. More than 50 people graced the occasion and gained valuable inputs for creating potted bonsai plants.

In association with Conservation Consortium and Jivdaya Charitable Trust, the club organized an awareness programme on vulture conservation in September. The programme included a small campus-bird watching session followed by a presentation on vultures nesting inside the campus. About 21 species of birds were sighted during the one and a half hour bird watching session. The campus is known to be a good place for birds and over 100 species of birds have been sighted during an average birding year including flocks of migratory species.

In collaboration with Asha Foundation veterinary ambulance facilities are provided on campus. Students are voluntarily helping Asha Foundation in building a case for a world class veterinary hospital in Ahmedabad.

The flagship event of Prakriti, inter-dorm energy efficiency competition, got serious push this year with stricter norms in calculating consumption changes, more number of prizes to monthly winners, and Foosball table for final winners.

With 10 per cent weightage in Inter-dorm energy competition, the inter-dorm Prakriti quiz on August 15 got off to a good start.

In association with Goonj, Prakriti started the initiative of Vastra Samman during the Joy of Giving week in October and got amazing response. Around 100 kg of clothes and monetary contribution were collected.

Another club initiative was drafting the nature related issues on campus as problem statements for Prakriti members as well as non-club members, inviting solutions over them. Around 10 projects were conceptualized out of which six got responses from the student community and three were approved.

Organized in collaboration with Perspectives, a trip to Nalsarovar bird sanctuary in January got amazing response from 52 students. They saw the sunrise, ate local food, and saw exotic bird species like Pelicans, Egrets, Stork, Moorhen, Stilts, etc.

### Public Policy Club

The Public Policy Club has spread its wings with both academic and non-academic activities. The year started with a session on “New Lens Scenarios: Exploring How Economic, Political, and Social Forces Shape Future Global Energy System” by Suman Bery, Chief Economist, Shell Group. This informative and educative session was well received.

This was followed by a webcast of the panel discussion on “Geopolitics in India” by Neelam Deo, K.N. Vaidyanathan, faculty, and students.

The club actively promoted Yojanamathan, a nationwide movement to incorporate the voice of youth in India’s political discourse. As a part of the event “Countdown to UPA-2,” the club organized a series of quizzing events on the social media and conducted a debate on the verdict.

In collaboration with the Centre for Civil Society, the club floated three projects on diverse and interesting topics.

At Chakravayuh, the flagship event of Confluence, the club organized a national competition on policy making. The club started its bi-weekly news updates this year. It also completed the work on its magazine, *Kautilya*.

### ShARE

ShARE IIMA Chapter is one among 30+ in network connecting top schools of various streams in a global platform that is a think-tank, strategy school, and a social network. ShARE - INDIA operates through IIT Bombay, IIT Delhi, IIT Roorkee, IIT Kharagpur, IIM Ahmedabad, IIM Bangalore, IIM Calcutta, IIM Indore, and Delhi School of Economics. It connects 15+ countries, and trains members through training prepared by tier 2 consulting companies.

A non-profit student think tank that has invented its own model, it started as a platform to share knowledge, increasing in scale. Activities include:

- ▶ Research projects in business and social sectors
- ▶ Live projects from companies
- ▶ Collaborated projects across different chapters (national or international)
- ▶ National and International conferences/seminars
- ▶ Organizing and participating in competitions
- ▶ Training for members (prepared by tier-1 consult companies)

In 2013-14, knowledge created in the projects was shared with everyone offline through posters and banners. Members attended the ShARE world seminar and collaborated with other institutes on projects and discussions. It conducted “ShARE the goods” campaign where a website was launched to facilitate intra-campus trading/selling/buying/donating of goods. Companies were contacted for projects.

### Consult Club

The Consult Club brought out the first edition of the magazine *Tattva*. The magazine focuses on four elements of consulting: the client, the consultant, the firm, and the industry. The magazine was well received.

The club organized the immensely successful Sectorama 2013, the flagship event of the club, on sector-based case studies. The event witnessed participation of over 1600 from 80+ B-schools across India and covered sectors such as financial services, telecom, aviation, and energy.

The club regularly brought out *Panorama*, a monthly newsletter. Each edition of the newsletter covered a specific sector in detail including an analysis of the key drivers of the sector, emerging trends, major players, and effects of regulatory and policy changes. The newsletter provides important news updates on the relevant sector. The club maintained its own blog with articles on diverse areas.

The club conducted remedials for students to help them understand what a career in consulting entails, and what are the key skills required for such a career. Additionally, the club mentored students who were interested in pursuing consulting as an option for their summer internship. It also launched Consult 360, an exhaustive interview experience knowledge transfer to help students interested in a career in consulting. It improved the Case Prep Assist, a weekly mail to assist case interview preparation by increasing the number of sectors and case types covered. The Case Prep Assist mails contained samples of various categories of cases faced by candidates during interviews.

### The Heritage Club

The Heritage Club was launched in 2013-14.

Heritage walks conducted by the club included:

- ▶ Iftar Ramzan Nigh Bazaar Walk
- ▶ Heritage Walk: Shaking Minarets - Victoria Jubilee Hospital - Dada Hari ni Vav
- ▶ Heritage Walk: Astodia Darwaja - Rani Sipri's Mosque - Dhaal ni Pol - Madan Gopal ni Haveli - Mangaldas ni Haveli - Jumma Masjid
- ▶ Heritage Walk: Hatheesingh Jain temple - Conflictorium (a museum of conflicts) - Rani Roopmati's Mosque
- ▶ Heritage Walk: Ahmed Shah's Mosque - Bhadra Fort - Bhadrakali Temple - Jumma Masjid - Diwanji ni Haveli - Jagdeep Mehta Heritage House
- ▶ Heritage Walk: Passing Out Batch
- ▶ Heritage Walk for parents and family members of passing out batch
- ▶ 3rd Indian Academy of Management Conference at IIMA : A heritage walk with dinner for 60 professors and researchers
- ▶ ESSEC France: Sightseeing for 40 executive programme students
- ▶ 3rd IIMA Summer School: A heritage walk with dinner for 60 researchers and doctoral students from India and abroad
- ▶ Heritage walk for researchers from France

### Events with Collaboration

- ▶ Participation of the IIMA community in the Heritage Film Festival in Ahmedabad
- ▶ Kite festival celebration with locals in Jagdeep Mehta's Heritage House in the old part of the city



- ▶ Tie-up with Rajwadu, Awadhपुरi, Pleasure Trove, and WOW restaurants
- ▶ Tie-up with Nutan Handicrafts and Warp and Craft

#### **Trips to Heritage Places and Local Fairs**

- ▶ Trip to Lothal and Sarkhej Roza
- ▶ Trip to Dholka and Vautha Fair

#### **Promotion of Indian Art Forms in Campus**

- ▶ Gujarati folk music concert by Aditya Gadhavi
- ▶ Qawwali by Rafiq Bhai Varsi

The monthly guide for travel, food, festival, shopping, and traditions was published in October, November, December, January, February, and March.

#### **Computer Centre Committee**

The Computer Centre Committee (CCC) acts as an interface between students and the Computer Centre administrator in order to address problems associated with the IT infrastructure. The objective is to help students by building new applications, organizing bulk deals, monitoring spam, maintaining discussion forums, hosting servers, and more. CCC acts as the students' first point of contact for any advice related to the Internet, printers, and online applications. Over the years the club has been known as the technology club for developing applications like Dbab, Batch Profile, and Electronic Software. CCC integrated the Dbab across all mobile platforms, which led to the success of PGP2 interactions with the incoming batch. It was responsible for facilitating the communications of over 900 students and ensured smooth execution of the whole process.

CCC carried forward notable deals at better discounts and models. The most important was the laptop deal in collaboration with other IIMs where CCC was able to secure substantial discounts on Dell laptops.

CCC brought in changes in the policy for printer service check and tracking the status of printers online. The new anti-spam policy is envisaged as the foundation for future control mechanisms to combat spam.

CCC has started building web apps - like online student information directory, internship, and placement information directory - which are updated every year. These websites are very useful for students to find friends and seniors for placements and other events. The voting system has been in place since long back, but went electronic only from 2013. All the elections under the SAC ambit last year were conducted through CCC systems.

#### **Stargazers: Astronomy Club**

Stargazers, a club for Astronomy enthusiasts, organizes observation sessions for celestial bodies and holds quizzes throughout the year. For learners and knowledge gainers it conducts sessions on how to use a telescope, evolution of the universe, string theory, constellations, planets, the big bang theory, and many more. It also holds viewing sessions for eclipses, iridium flares and meteor showers as and when they occur. The club brings out the astronomy magazine *Corona* once in each term which presents articles on various topics like cosmos, space-time fabric, time travel, wormhole, blackholes, various paradoxes, and strangest things in space, and gives a listing of books, movies, and documentaries. Guidance is provided through the magazine about how to view the night sky from campus with naked eyes.

Key events conducted by Stargazers:

- ▶ **Astronomy quiz:** Participated by around eight teams, this quiz tested the knowledge in the field of astronomy.
- ▶ **Fiction writing:** Numerous entries were received for this event.
- ▶ **Comet(ISON) gazing:** This event was conducted during the wee hours of the day. Owing to the geographical location, we could not spot the comet as it was outshined by the rising sun.
- ▶ **Acquiring new equipment:** Equipment to support space photography were bought.
- ▶ **Moongazing session:** We saw a long queue waiting to a glimpse of moon craters on a full moon day. Plans to conduct it more frequently next year are in place.

### Cultcomm

Cultcomm, a club for keeping the campus alive and fun filled. As the students that come here are from diverse backgrounds and cultures, huge opportunities exist to understand different cultures. Cultcomm makes sure that every student gets at least one festival to celebrate and connects with at individual level.

Major celebrations include Welcome the faccha week, T-nite (talent nite), POTY (Person of the year) awards, garba, holi, diwali, christmas, pongal, lohri, matki phod, ganesh chaturthi, etc. Major festivals like Independence Day, Republic Day, and Institute Day are celebrated with help from the Welfare Committee. Cultcomm also conducts several events in collaboration with other clubs like Music Club and Footloose. The IIMA voyager also a part of Cultcomm, is responsible for arranging bike trips to places nearby.

### Mentorship Cell

The year 2013-14 was of great significance for the Mentorship Cell. It started with the allocation of mentors to the mentees on the basis of profile matching. As planned last year, primary and secondary mentors were allocated to PGP-ABM mentees. Also launched was the Mentorship by an Alum programme in collaboration with the Alumni Cell. Remedial sessions were organized for financial accounting and reporting analysis, which is considered as a course requiring additional help. Extensive help was extended to first year students for summer placement.

Plans are afoot to utilize the services of the Student's Personal Counselling and Development Centre more frequently.



## VIKRAM SARABHAI LIBRARY

The Vikram Sarabhai Library is committed to providing widest possible access to information and this commitment is reflected in the range of services provided by it. Its website <http://www.iimahd.ernet.in/library/> is linked to various online databases that are available from any networked PC within the library and the Institute. The library spares no efforts to fulfill its mission by selecting, acquiring, organizing, reserving, maintaining and providing access to a collection of materials (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 2013-14	Items as on 31.03.2014
Books	2,898	1,81,788
Bound Volumes of Periodicals	936	44,398
Working Papers	55	2,344
Thesis	14	291
Project Reports	95	1,875
Educational Video Cassettes	---	128
CDs / DVDs	93	2,238
Current Subscription to Journals	910	2018
Newspapers	---	30
Books Withdrawn	---	2000



### E-Resources

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

### Company and Country Databases

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



### E-Journals Databases

ABI/Inform (ProQuest), ACM Digital Library, EBSCO Academic Search Premier, Business Source Complete, EconLit, Entrepreneurial Studies Source, Human Resources Abstracts, PsycARTICLES, Elsevier (Science Direct), Emerald Management Extra, IEEE ASPP + POP, IGI Global Full Text, Indian Journals.com, INFORMS, JSTOR, Springer Link, Oxford University Press, Project MUSE, Sage + HSS Collection, Taylor and Francis Online, Wiley + HSS Online library.

### E-Books Databases

Ebrary

### News Papers and Magazines Databases

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

### Legal Databases

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

### Others Databases

Global Development Finance, Global Economic Monitor, Encyclopedia of Britannica, IMF Data, IMF e-Library, ISI Web of Knowledge (Citation Index from 1999 to 2006), MICA Indian Marketing Intelligence, OECD iLibrary (Education), Open Knowledge Repository, ProQuest Dissertation & Theses, Power Lingo Fx25, Sage Research Methods Online, WARC Database, World Bank Data, World Development Indicators.

### Specialized Search Tools

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

### Other Data Sets

Census of India, IMS Anti-TB Data, National Stock Exchange Data, Surface Data.

### Services

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

### 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. Recently it has also started documenting research in marketing in the context of emerging economies.





## WELFARE ACTIVITIES

A general health check-up for permanent staff above 35 years was organized during April-June 2013 at Sterling Hospital, Ahmedabad. A total of 304 community members benefited from this activity.

The committee organized a get-together to celebrate Gujarati New Year on November 11, 2013. The new year was greeted by lighting lamps and fireworks and distributing sweet packets.

The Institute Day was celebrated on December 11, 2013. Awards were presented to 33 children of staff members for performance in academics, sports, and social service. A cultural programme by the children of the IIMA community was organized at the auditorium.



The Welfare Committee caters to the need for higher education of staff children indirectly by providing interest free loans. This year four staff members benefited from the Education Loan Scheme, aggregating Rs.1,70,000.

An amount of Rs.1,85,066 was disbursed to retired staff members of the Institute under the Professor B.H. Jajoo Welfare Committee Medical Scheme for Retired Staff members of the Institute.

Yoga coaching classes are regularly held.

The International Women's Day was celebrated on March 8, 2014, by distributing sweet packets and roses to 158 women employees. The Welfare Committee also organized a special lunch for all permanent women employees.

The Welfare Committee supported the Staff Recreation Club activities while celebrating Republic Day, Independence Day, Talent Evening, Christmas, and Navratri.

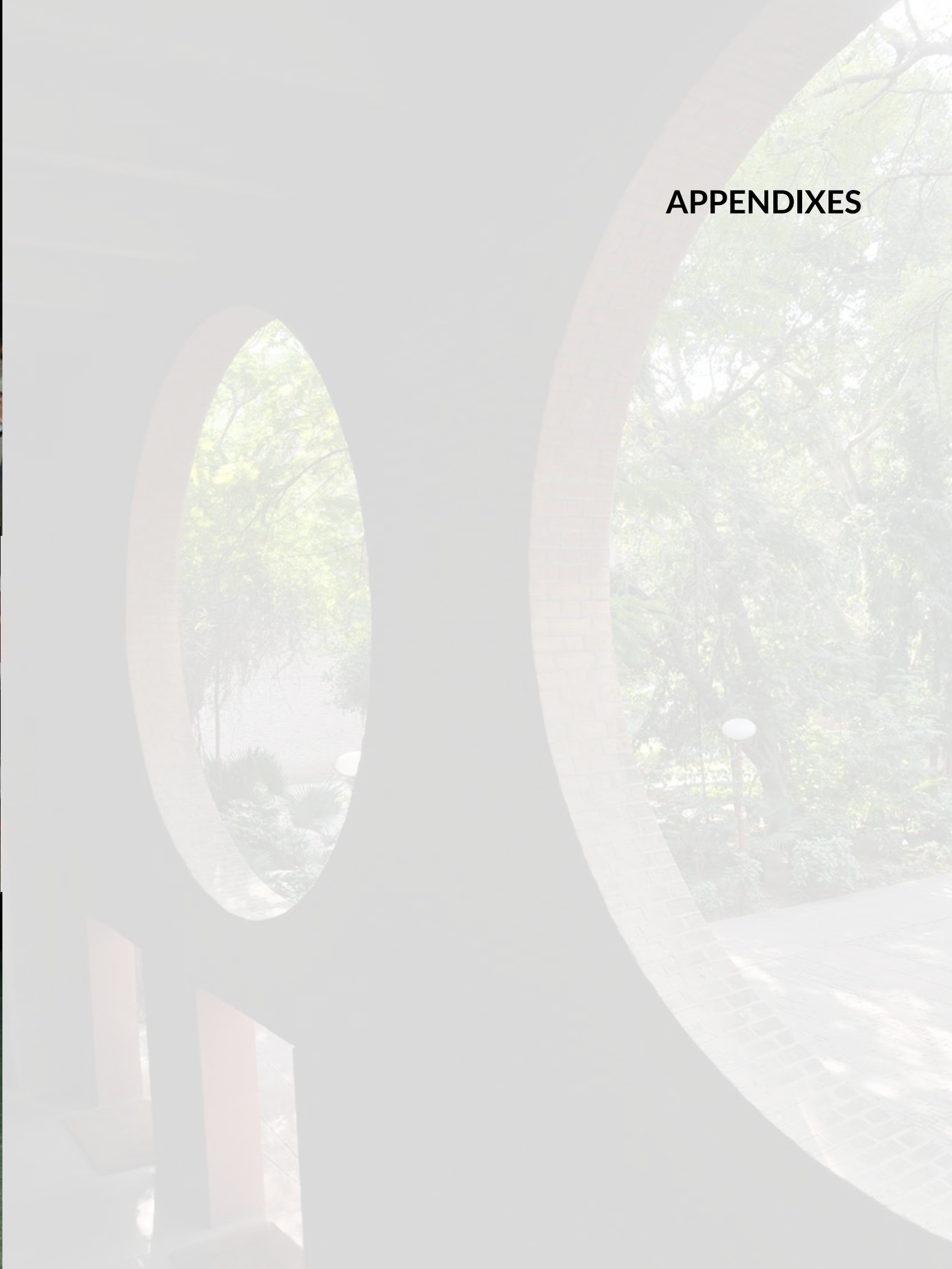








# APPENDIXES







A B C D E F G H I J K L M N O P Q R

## POST-GRADUATE PROGRAMME IN MANAGEMENT

### Students in PGP in 2013-14

A1

	PGP I	PGP II
<b>Joined the Programme</b>	<b>380</b>	<b>376</b>
(-) Discontinued	2	-
(-) Permitted/asked to rejoin in 2014	5	-
(+) Repeaters	2	-
(+) Permitted to rejoin in 2013	1	-
<b>No. in the First Year</b>	<b>376</b>	<b>-</b>
(-) Asked to withdraw	-	-
(-) Asked to repeat	1	-
(-) Not graduated due to non-completion of academic requirements (Double degree and General)		6
(-) Not graduated due to academic indiscipline		-
(+) Graduating from earlier year		1
(+) Students graduated under Double Degree Programme		17
<b>Total promoted/graduated</b>	<b>375</b>	<b>388</b>

### New Courses offered in PGP II

A2

- Dynamics of Framing and Execution of Strategy
- Economics of Food Quality
- Fraud Risk Assessment and Governance Mechanisms
- Financing of Firms
- Financing Large Projects
- Strategic Perspectives in Banking
- Valuation of Firms
- Managing Luxury Business
- High Performing Teams: An Experiential Learning Programme
- Sociology of Work and Employment in India
- Business and Society
- Personal Competencies for International HRM
- Strategic Performance and Reward Management
- Elephants and Cheetahs: Systems, Strategy and Bottlenecks
- Quantitative System Performance
- Strategic Procurement
- Manipulation, Myth & Marketing
- Managing Sustainability
- Public Health Management
- Qualitative Research Methods for Understanding Business and Human Development in a Network Society

A B C D E F G H I J K L M N O P Q R

## POST-GRADUATE PROGRAMME IN MANAGEMENT

A3

### IIMA Students on Exchange Programme

Name of the Exchange Institution	2013-14 Outgoing	Name of the Exchange Institution	2013-14 Outgoing
<b>ASIA</b>		Solvay Business School	3
The Chinese University of Hong Kong	1	Stockholm School of Economics	3
<b>AUSTRALIA</b>		University of Bocconi	4
Australian Graduate School of Management	1	University of Cologne	6
<b>EUROPE</b>		University of Maastricht	5
Aalto School	2	University of Mannheim	4
Catolica Lisbon	2	University of St. Gallen	2
Copenhagen Business School	5	Vienna University of Economics and Business Administration	2
EDHEC	4	WHU Koblenz Graduate School of Management	1
ESCP-EAP	5	<b>NORTH AMERICA</b>	
ESC-Toulouse	4	<b>USA</b>	
ESSEC	7	Columbia Business School	1
ESSEC/MS, MIA (for PGP-ABM)	4	University of Chicago Graduate School Of Business (Booth School)	2
European Business School	2	Washington University (John M. Olin School of Business)	2
France Business School	5	<b>CANADA</b>	
HEC School of Management	5	McGill University	1
HHL	2	Schulich School of Business	2
Instituto de Empresa	1	<b>Total</b>	<b>101</b>
Jonkoping International Business School	3	<b>Double Degree Programme</b>	
Manchester Business School	1	University of Bocconi	4
Munster School of Business and Economics	4	HEC School of Management	2
Pforzheim University of Applied Sciences	5	<b>Total</b>	<b>6</b>

A4

### Foreign Students on Exchange Programme

Name of the exchange institution	2013-14 Incoming	Name of the exchange institution	2013-14 Incoming
<b>ASIA</b>		<b>AUSTRALIA</b>	
Asian Institute of Technology	2	Australian Graduate School of Management	1
Nanyang Business School	1		

A B C D E F G H I J K L M N O P Q R

## POST-GRADUATE PROGRAMME IN MANAGEMENT

Name of the exchange institution	2013-14 Incoming
<b>EUROPE</b>	
Catolica Lisbon	1
Copenhagen Business School	5
EDHEC	4
ESCP-EAP	13
ESC-Toulouse	4
ESSEC	7
ESSEC/MS, MIA (for PGP-ABM)	3
European Business School (EBS)	2
HEC School of Management	3
HHL-Leipzig Graduate School of Management	3
Instituto de Empresa	1
Manchester Business School	1
Munster School of Business and Economics	4
NHH, Norwegian School of Economics	1
Solvay Business School	3

Name of the exchange institution	2013-14 Incoming
Stockholm School of Economics	2
University of Bocconi	3
University of Cologne	8
University of Maastricht	1
University of Mannheim	2
University of St. Gallen	2
Vienna University of Economics and Business Administration	3
WHU Koblenz Graduate School of Management	2
<b>USA</b>	
<b>SOUTH AMERICA</b>	
Universidad De Los Andes School of Management	2
<b>Total</b>	<b>84</b>
<b>Double Degree Programme</b>	
ESSEC	3
University of Bocconi	5
HEC School of Management	1
<b>Total</b>	<b>9</b>

### Scholarships

A5

Industry Scholarships Batch 2012-14 (First Year)	
Name	Scholarship
Arpit Maheshwari	Infosys
Prashant Sarkar	ICICI
Ankit Garg	Jet Age Finance Pvt. Ltd.
Ankit Bhageria	SBI Mutual Fund
Vyom Jain	S.M. Shah
Patwa Sahil Rajesh	IIMA Silver Jubilee/ PGP 87 Batch/Faculty Memorial & Audco & IIMA
Hemant Balyan	IIMA
Anugrah Jain	IIMA

Industry Scholarships Batch 2012-14 (First Year)	
Name	Scholarship
Ayush Mittal	IIMA
Abhishek Deshmukh	IIMA
C. Kranthi C. Reddy	IIMA
Chhaparia Shaunak Bimal	IIMA
Sudarshan Swaminathan	IIMA
Sambhav Jain	IIMA
Ankur Goyal	IIMA
Ranjeet Kumar Jaiswal	IIMA
B. Shekhar Anand	IIMA
Achyuth Sanjay	IIMA
Nupur Mangla	IIMA

A B C D E F G H I J K L M N O P Q R

## POST-GRADUATE PROGRAMME IN MANAGEMENT

Industry Scholarships Batch 2012-14 (Second Year)		Industry Scholarships Batch 2012-14 (Second Year)	
Name	Scholarship	Name	Scholarship
Prashant Sarkar	Mphasis Award	Anubhav Bhattacharjee	IIMA
Hemant Omprakash Mundra	Jet Age Securities Pvt. Ltd.	Anirban Roy Choudhury	IIMA
Sachit Bansal	IFCI Limited	P. Nirupam Pratap Reddy	IIMA
C. Kranthi C. Reddy	IFCI Limited	Prashant Yadav	IIMA
Debabrata Nag	S.M. Shah	Kirtika Sharma	IIMA
Hemant Balyan	Monsanto	Shreye Mahesh Mirani	IIMA
Ankit Garg	Surrendra Paul and IIMA	D'Silva Suzanne Maria	IIMA
Vyom Jain	Dun and Bradstreet Information Services India Pvt. Ltd. and IIMA	Anugruh Jain	IIMA
		Akshaya Sivakumar	IIMA
		Pankaj Dayani	IIMA
		Chhparia Shaunak Bimal	IIMA

### Aditya Birla Scholarships

#### PGP-I

Akarsh Shrivastava  
Anand Krishnamurti Rao  
Girish A  
Sayantan Maji

#### PGP-II

Kirtika Sharma  
Nikhil Mann  
Rohit Singh Sahani  
Sachin Bhardwaj

### Sir Ratan Tata Scholarships

Hemant Omprakash Mundra  
Sanchit Bansal

K. Nikhil Narayana  
Anand Narayandas Boob

### Alumni Contributions Scholarships

Sponsor	Amount (Rs.)	Awardee/s	Class/Batch
	2,00,000	Mr. Nagaarjun N	
	2,00,000	Mr. Subramaniam S	
Class of PGP 1969	2,00,000	Mr. Tanzeel Ahmed	PGP-I/2013-15
	2,00,000	Mr. Prabhat Sachan	
	2,00,000	Mr. Guru Swamy M K	
Tega Industries	1,50,000	Ms. Roopal Soni	PGP-I/2013-15
(Shri. Madan Mohanka)	1,00,000	Mr. Sriram U	PGP-II/2012-14
Shri BV Doshi	3,00,000	Mr. Navneet Singh	ABM-II/2012-14
Shri Dipak Gupta	3,00,000	Mr. Ashish H Patira	PGP-II/2012-14
Scholarships merged with SNBS			
Warburg Pincus	16,80,000		PGP-I/PGP-II & ABM-I/ABM-II
Shri Arun Nanda	16,50,000		PGP-I /PGP-II & ABM-I/ABM-II
Shri Deep Kalra	2,50,000		PGP-I /PGP-II & ABM-I/ABM-II
Industry Need Based Scholarship Fund	13,53,000		PGP-I /PGP-II & ABM-I/ABM-II



A B C D E F G H I J K L M N O P Q R

## POST-GRADUATE PROGRAMME IN MANAGEMENT

### Applications Received for PGP

A6

Category	Batch 2013-2015			Batch 2014-2016t		
	Male	Female	Total	Male	Female	Total
General	101283	42200	143483	89392	38635	128027
NC-OBC	18929	4807	23736	17888	5069	22957
SC	7955	2457	10412	7042	2374	9416
ST	1945	767	2712	1717	694	2411
Differently Abled	426	86	512	437	88	525
<b>Total</b>	<b>130538</b>	<b>50317</b>	<b>180855</b>	<b>116476</b>	<b>46860</b>	<b>163336</b>
<b>%</b>	<b>72.18</b>	<b>27.82</b>	<b>100.00</b>	<b>71.31</b>	<b>28.69</b>	<b>100.00</b>

### PGP Admissions: 2014-16 Batch

A7

		General	Reserved Category			GMAT	Total	
		Category	NC-OBC	SC	ST			DA
No. of Applicants	Male	89368	17888	7042	1717	437	24	116476
	Female	38629	5069	2374	694	88	6	46860
	<b>Total</b>	<b>127997</b>	<b>22957</b>	<b>9416</b>	<b>2411</b>	<b>525</b>	<b>30</b>	<b>163336</b>
Candidates Called for Interview	Male	541	256	131	60	34	1	1023
	Female	142	65	48	27	2	1	285
	<b>Total</b>	<b>683</b>	<b>321</b>	<b>179</b>	<b>87</b>	<b>36</b>	<b>2</b>	<b>1308</b>
Candidates Attended the Interview	Male	507	228	118	47	30	0	930
	Female	141	58	42	24	2	1	268
	<b>Total</b>	<b>648</b>	<b>286</b>	<b>160</b>	<b>71</b>	<b>32</b>	<b>1</b>	<b>1198</b>

A B C D E F G H I J K L M N O P Q R

## POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT

B1

### Applications Received for PGP-ABM

Category	Batch 2013-2015			Batch 2014-16		
	Male	Female	Total	Male	Female	Total
General	77485	29547	107032	68950	27373	96323
NC-OBC	15047	3514	18561	14414	3751	18165
SC	6168	1764	7932	5467	1710	7177
ST	1489	514	2003	1307	498	1805
DA	328	55	383	345	59	404
<b>Total</b>	<b>100517</b>	<b>35394</b>	<b>135911</b>	<b>90483</b>	<b>33391</b>	<b>123874</b>
<b>Percentage</b>	<b>73.96</b>	<b>26.04</b>	<b>100</b>	<b>73.04</b>	<b>26.96</b>	<b>100</b>

B2

### PGP-ABM ADMISSIONS : 2014-2016

Particulars	Gender	General Category	Reserved Category				GMAT	Total
			NC OBC	SC	ST	DA		
No. of CAT takers	Male	93742	19043	7421	1860	464	NA	122530
	Female	41865	5803	2650	796	94	NA	51208
	<b>Total</b>	<b>135607</b>	<b>24846</b>	<b>10071</b>	<b>2656</b>	<b>558</b>	<b>NA</b>	<b>173738</b>
No. of Applicants to PGP-ABM	Male	68950	14414	5467	1307	345	0	90483
	Female	27373	3751	1710	498	59	0	33391
	<b>Total</b>	<b>96323</b>	<b>18165</b>	<b>7177</b>	<b>1805</b>	<b>404</b>	<b>0</b>	<b>123874</b>
No. of Candidates Called for Interview	Male	182	105	58	28	15	0	388
	Female	111	56	32	18	1	0	218
	<b>Total</b>	<b>293</b>	<b>161</b>	<b>90</b>	<b>46</b>	<b>16</b>	<b>0</b>	<b>606</b>
No. of Candidates who attended interview	Male	70	58	35	7	9	0	179
	Female	65	31	20	12	1	0	129
	<b>Total</b>	<b>135</b>	<b>89</b>	<b>55</b>	<b>19</b>	<b>10</b>	<b>0</b>	<b>308</b>

A B C D E F G H I J K L M N O P Q R

## POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT

### Students in PGP-ABM 2013-14

B3

	PGP-ABM I (2013-14)	PGP-ABM II (2013-14)
Joined the Programme	45	41
(-)Discontinued	2	-
(-)Permitted /asked to rejoin in 2014	-	-
(+)Repeaters	1	-
Permitted to rejoin in 2012	-	-
No. of the First/Second year	44	41
(-)Asked to withdraw	3	-
(-)Asked to repeat	3	-
Not Graduated due to non-completion of academic Requirements (Double degree and General)	-	-
Not Graduated due to Academic Indiscipline	-	-
Graduating from earlier year	-	-
Students Graduated under Double Degree Programme	-	-
<b>Total promoted /graduated</b>	<b>38</b>	<b>41</b>



## POST-GRADUATE PROGRAMME IN MANAGEMENT FOR EXECUTIVES

### PGPX 2013-14: Profile of Students

Parameter	Average
GMAT	711
Total work experience as on August 10, 2012	10 years 2 months
International work experience as on August 10, 2012	3 years 3 months
Age as on March 31, 2013	34 years

#### International exposure

- 12 (14.12%) are international students. Of these, six are foreign citizens and 6 are foreign permanent residents.
- 24 (28.24%) are residing outside India.
- 76 (89.41%) have international exposure in terms of work and studies.
- 76 (89.41%) have travelled to at least one country other than their home country.

#### Academic background

- 16 (18.82%) have obtained their degree(s) from outside their home country.
- 37 (43.53%) have a higher qualification (Professional, Masters) higher than bachelor's degree.
- 68 (80.00%) are engineers.
- 21 (24.71%) have graduated from IIT/NITs.
- The industry mix includes Airline/Travel, BPO, Defense, Education, Energy/Power, Financial Services, Government Services, Healthcare, Hospitality Services, Infrastructure, IT and IT Services, Management Consultancy, Manufacturing Engineering, Manufacturing Process, Media, NGOs, Retail, Shipping, and Telecom.
- 11 (12.95%) are women.



A B C **D** E F G H I J K L M N O P Q R

## FELLOW PROGRAMME IN MANAGEMENT

### Graduating FPM Students

D1

Name	Area	Thesis Title	Thesis Advisory Committee
<b>B. Sundar</b>	Economics	Numeracy, Financial Literacy, Risk Attitudes, and Impatience of Forest Dependent Communities: Evidence from Andhra Pradesh	Prof. Vineet Virmani (Chair) Prof. Errol D'Souza Prof. Vijaya Sherry Chand
<b>Bipul Kumar</b>	Marketing	Broadening the Concept of Sustainability and Measuring its Impact on Firm's Performance	Prof. Piyushkumar Sinha (Chair) Prof. P R Shukla Prof. Abhishek
<b>Dinesh Jain</b>	Agriculture	Institutional Interaction and Participative Decision-Making in Development Programmes: A Study of Their Importance in Effective Natural Resource Management	Prof. Vasant P. Gandhi (Chair) Prof. Vaibhav Bhamoriya Prof. Arnab K. Laha
<b>Hem Himanshu Dholakia</b>	Public Systems Group	Climate Change, Air Pollution and Public Health in India: Impact Assessment and Adaptation Strategies	Prof. Amit Garg (Chair) Prof. Dileep Mavalankar Prof. P R Shukla
<b>Indrajit Thakurata</b>	Economics	Rich Dad, Poor Dad: Life-Cycle Portfolio Savings & Human Capital Accumulation	Prof. Vineet Virmani (Chair) Prof. Errol D'Souza Prof. Diptesh Ghosh
<b>Kaushik Roy</b>	Business Policy	Development of Dynamic Capabilities in International Joint Ventures: An Investigation Within the Context of Insurance Industry of an Emerging Economy	Prof. S Manikutty (Chair) Prof. P W Khokle Prof. Shailendra Mehta
<b>Manoj Motiani</b>	Marketing	Instrumental Leadership as a Determinant of Salesperson Performance: Applying the Extended Full Range Leadership Theory (FRLT)	Prof. Neharika Vohra (Co-Chairperson) Prof. Anand K Jaiswal (Co-Chairperson) Prof. Piyushkumar Sinha
<b>Prakriti Naswa</b>	Public Systems Group	Uncertainty and Risk Management of Climate Change Impacts on Infrastructure Assets	Prof. Amit Garg (Chair) Prof. Sunil Sharma Prof. P R Shukla
<b>Shivika Mittal</b>	Public Systems Group	Sustainable Low Carbon Transport: An Integrated Policy Framework and Assessment for India	Prof. P R Shukla (Chair) Prof. R H Dholakia Prof. Prem Pangotra
<b>Varsha Khandker</b>	Agriculture	Challenges in the Introduction of New Technologies: A Study of the Performance and Adoption of Hybrid Rice in India	Prof. Vasant P. Gandhi (Chair) Prof. Vaibhav Bhamoriya Prof. Arnab K. Laha



## FELLOW PROGRAMME IN MANAGEMENT

D2

### **Conferences/Doctoral Colloquium/Consortium Participation by FPM Students**

<b>Conferences</b>	
International Conferences	11
Domestic Conferences	29
Total conferences	40
Total Students Participated	18
International	
Domestic	4
Total Doctoral Colloquium	6
Total Students Participation	10
Paper Publications:	
Total paper published by FPM Students:	6

### **Awards**

#### **Abrar Ali Saiyed**

- Won the best paper award in the Early Track at the Seventh IIMA Doctoral Colloquium held in December 2013

#### **Atul Pathak**

- Won the best paper award in the Advanced Track at Seventh IIMA Doctoral Colloquium held in December 2013.

A B C D **E** F G H I J K L M N O P Q R

## POST-GRADUATE AND FELLOW PROGRAMMES: STUDENT STRENGTH

	Post-Graduate Programme in Management	Post-Graduate Programme in Agri-Business Management	Fellow Programme in Management	Total
2003-4	424	55	49	528
2004-5	501	55	54	610
2005-6	493	56	69	618
2006-7	488	55	66	609
2007-8	518	54	75	647
2008-9	560	44	84	688
2009-10	602	54	79	735
2010-11	688	77	69	834
2011-12	747	78	73	898
2012-13	753	78	84	915
<b>2013-14</b>	<b>756</b>	<b>87</b>	<b>80</b>	<b>923</b>

E1

A B C D E **F** G H I J K L M N O P Q R

## PLACEMENT

F1

### Batch Profile

Academic Background		Work Experience	
Function	% of students	Duration	% of students
Engineering	94	Fresher	25
Science	3	1 – 12 months	17
Commerce	1	13 – 24 months	29
Arts & Others	2	25 – 36 months	15
		>36 months	14

F2

### Offers and Acceptance

Cluster	Offers	Acceptance
Cluster 1	111	107
Cluster 2	192	161
Cluster 3	123	94
	<b>426</b>	<b>362*</b>

\* One student returned from placement holiday and was placed.

F3

### New Recruiters

Name of Company	Name of Company	Name of Company
AppsDaily Solutions	Fractal Analytics	Network18
Arete Advisors	Heckyl Tech	NextEducation
Bharti Axa	Indiaproperty.com	Onicra
C.W. Downer & Co.	iProf Learning Solutions	Organic India
DTDC Courier & Cargo Ltd	Just Dial Limited	Parthenon Group
Dunia Finance L.L.C.	Kepler Cannon	People Interactive
Embibe.com	Kirloskar Oil Engines	Rational AG
Espirito Santo	MasterCard Advisors	Shell
Everest Group	Media.Net Software Services	
Evolence Capital	Narayana Hrudalaya	



A B C D E **F** G H I J K L M N O P Q R

## PLACEMENT

### Location-wise Distribution

F4

Location	2012		2013		2014	
	No.	Per cent	No.	Per cent	No.	Per cent
India	322	88.46	347	96.39	346	95.58
USA	3	0.82	1	0.28	1	0.28
Europe/UK	14	3.85	1	0.28	2	0.55
Asia Pacific (Hong Kong, Singapore, Tokyo)	17	4.67	6	1.67	5	1.38
Kuwait, UAE, Africa	8	2.20	5	1.39	8	2.21
	<b>364</b>	<b>100.00</b>	<b>360</b>	<b>100.00</b>	<b>362</b>	<b>100.00</b>

### Foreign and Domestic Offers and Acceptances

F5

Location	2012			2013			2014		
	Offers	Acceptances	% Acceptances to Offers	Offers	Acceptances	% Acceptances to Offers	Offers	Acceptances	% Acceptances to Offers
Overseas	42	42	100	13	13	100	17	16	94.12
Domestic	401	322	80.30	420	347	82.62	409	346	84.60
	<b>443</b>	<b>364</b>	<b>82.17</b>	<b>433</b>	<b>360</b>	<b>83.14</b>	<b>426</b>	<b>362</b>	<b>84.98</b>

### Sector/function-wise Placements

F6

Sector / Function	2012			2013			2014		
	Over-seas	Indian	% of Total	Over-seas	Indian	% of Total	Over-seas	Indian	% of Total
Sales/ Marketing (FMCG)	8	84	25.27	0	30	8.33	0	32	8.84
Investment Banking Commercial Banking/ Finance	31	43	20.33	7	52	16.39	11	54	17.96
Systems/ IT/ ITES	0	26	7.14	0	42	11.67	0	53	14.64
Operations (Telecom, Online services, Pharma, Medical & Healthcare)	1	1	0.55	3	33	10.00	3	21	6.63
Consulting	2	126	35.17	0	115	31.94	0	114	31.49
Conglomerates	0	0	0.0	1	32	9.17	0	26	7.18
General Management (Retail, Manufacturing, Private Equity, Engineering & Technology etc.)	0	42	11.54	2	23	6.94	2	21	6.35
Media/Communications	0	0	0	0	0	0	0	10	2.76
Others (Tourism, Logistics, Real estate, Education Management, Environment & Energy, Oil & Gas)	0	0	0.0	0	20	5.56	0	15	4.15
	<b>42</b>	<b>322</b>	<b>100</b>	<b>13</b>	<b>347</b>	<b>100</b>	<b>16</b>	<b>346</b>	<b>100</b>

A B C D E **F** G H I J K L M N O P Q R

## PLACEMENT

F7

### Sector-wise Top Recruiters

Sector	Recruiter	Numbers Recruited	% to total acceptance (362)
Consulting	Accenture	18	4.97
	BCG	15	4.14
	EXL (Inductis)	8	2.21
	A.T. Kearney	7	1.93
	Bain & Company	7	1.93
	McKinsey & Company	7	1.93
	KPMG Advisory	7	1.93
	LatentView Analytics	7	1.93
Banking & Finance Services	HSBC	9	2.49
	Goldman Sachs	6	1.66
	FinIQ Consulting	4	1.10
	Dunia Finance	4	1.10
Conglomerates	Reliance Industries Ltd.	8	2.21
	Aditya Birla Group	4	1.10
	CK Birla	3	0.83
	Mahindra & Mahindra	3	0.83
	Mahindra Comviva	3	0.83
IT& Systems	Amazon Development Center	15	4.14
	Infosys	6	1.66
	Microsoft India	5	1.38
Consumer Goods	Hindustan Unilever	6	1.66
	ITC	6	1.66
	Nestle	4	1.10
Media/Communications	Star India	6	1.66
	Network18	3	0.83
Engineering/Tech	Samsung India	7	1.93
	Ergo Engineering	3	0.83

A B C D E **F** G H I J K L M N O P Q R

## PLACEMENT

### Students opting out of Placement

F8

Name of Students	Entrepreneurial Sectors
<b>PGP</b>	
Ashish Ranjan	Education Sector
Jambhulkar Vikalp Vivekanand	Travel and Education
S. Kanupradeep	Procurement and supply of high-end ingredients, especially those used in non-Indian cuisines (like Italian, Mexican etc.)
Sachin Kumar Singh	To source, procure, and supply farm picked fresh fruits and vegetables with most convenience to customers
Snehil Basoya	Agriculture and Food processing
Sushil Kumar Meena	Application of technology in the logistics and transport sector
Vipul Gajbhiye	To sell space-saving furniture
Yash Gupta	Convenience Retail
Amarjeet Chauhan	To source, procure, and supply farm picked fresh fruits and vegetables with most convenience to customers
Vignesh Shankar	Education
Karunamoorthi P	On improving quality of school education
Ruchir Jain	To provide online information to individual or an SME of professional services in India in a fair, objective and reliable manner
Chhaparia Shaunak Bimal	Application of technology in the logistics and transport sector
<b>PGP ABM</b>	
Kashif Mohammad	To launch a range of leather products of good quality and good designs
Priyanshi Mathur	Education
Rahul Kumar Sahu	Education

### Summer Placement (PGP 2013-15 batch) Sector wise Distribution of Summer Placement

F9

Sector	No. of Placement	Sector	No. of Placement
Banking, Financial Services and Insurance (BFSI)	71	Manufacturing	6
Conglomerates	46	Media/Communications	5
Consulting	81	Online Services	30
Consumer Goods (FMCG)	50	Pharmaceutical/Healthcare	14
Consumer Services	5	Real Estate	4
Engineering/Technology	4	Telecom	5
Information Technology	29	Others	28
			<b>378</b>

A B C D E **F** G H I J K L M N O P Q R

## PLACEMENT

F10

### ABM Sector-wise Placements

Sector	Recruiter	Numbers Recruited	% to total acceptance (36)
Agri-Inputs	Agrocel	2	5.6%
	GAVL	3	8.3%
	Gujarat State Fertilizers & Chemicals Ltd.	3	8.3%
	SV Agro	1	2.8%
	Syngenta	1	2.8%
	Tata rallis	2	5.6%
BFSI sector	Aspada	1	2.8%
	Rabobank	2	5.6%
	Standard Chartered	1	2.8%
Consulting	Vector Consultancy	1	2.8%
Consumer Goods	Mondelez	1	2.8%
	Naga Mills	3	8.3%
E-Commerce	I-Prof	1	2.8%
I.T	Stellaps	1	2.8%
Logistics	GATI	1	2.8%
Manufacturing	Escorts	2	5.6%
	KOEL	3	8.3%
	TAFE	1	2.8%
Social Sector	ESP	2	5.6%

F11

### PGPX Placement

Total No. of Students	85
Student opting for placement holiday to start own venture	5
Student seeking placement on their own (outside placement process)	15
Sabbatical	6
Students secured final offers through placement process	52
Students in-process	7





## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

### Ongoing Projects

G1

Type of Project	Status		Projects		
	Projects Ongoing	Projects Initiated	Total	Completed	Closed
Research Project	13	8	21	8	
Seed Money Project	7	6	13	6	
Case Development Project	8	8	16	4	1
Summer Internship Project			36		
Seminar Organized by R & P			25		
Working Papers			96		

### Projects Initiated

#### Research Projects

- Exact Solution for Service System Design Problem with Capacity Selection, Backup Service in Presence of Congestion (Professor Sachin Jayaswal)
- Predictability of Asset Returns and Long-Term Portfolio Choice (Professor Vineet Virmani)
- Estimating Vessel Sojourn Times in Unloading Operations at Sea Container Terminals (Professor Debjit Roy)
- Emergency Medical Services Facilities Location with Service Level Constraints on Priority Patient Classes (Professor Sachin Jayaswal)
- Impact of Reservations in Higher Education: The Case of Other Backward Classes (Professor Rakesh Basant)
- Epidemiology of TB and Related Drug Sales: Drug Sales as an Indicator of Tuberculosis Epidemiology in India – Secular Trends in Tuberculosis Prevalence: Assumptions from Drug Market (Professors Viswanath Pingali, K.V. Ramani, and Sreejan Gopinath)
- Cross Cultural Perceptions of Workplace Bullying (Professor Premilla D'Cruz)
- Stochastic Modeling of Restaurant Operations (Professor Debjit Roy)

#### Seed Money Projects

- Developing a Test for Equality of Two Treatment Effects in a Double Blind Clinical Trial With Blinded Data (Professor Tathagata Bandyopadhyay)
- Studying the Impact of Just Noticeable Differences in Stake Sizes in Ultimatum Games (Professor Sanjeev Tripathi)
- Measuring Auditors Perceptions of Ethicality of Accounting Transactions (Professors Naman Desai and Sobhesh K. Agarwalla)
- Evaluating the Purchase Process of Household Appliances Accounting for Consumers' Attitudes Towards Eco-Friendly and Sustainable Consumption Behaviour (Professor Arindam Banerjee)
- ROC Curve Estimation in a Population Based Model (Professor Tathagata Bandyopadhyay)
- The Effects of Pressures, Opportunities and Client Size on Auditors, Fraud Risk Assessments and Audit Effort (Professor Naman Desai)



## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

### Case Development Projects

---

- Issues in Sustainability, Functioning and Excellence of Management Institutes (Professors Rajeev Sharma and Vijaya Sherry Chand)
- Amadubi Rural Tourism Project in Jharkhand: Project Risk Management (Professor Goutam Dutta)
- Case on Olympic Gold Quest (Professor Sanjeev Tripathi)
- Bus and Crew Scheduling at B.E.S.T. (Professor Sachin Jayaswal)
- Innovating for Growth: The Story of Ingersoll Rand, India (Professor Neharika Vohra)
- Sahaj e-Village Limited (Professor Piyush Sinha)
- Dr Lal Pathlabs (Professor Ajeet Narain Mathur)
- Digital Green: Best practice videos of and by the People (Professors Ankur Sarin and Kavitha Ranganathan)

### Projects Completed

#### Research Projects

---

- Stochastic Modeling and Design Insights for Container Terminal Operations (Professor Debjit Roy)
- Improving throughout Capacity in Distribution Warehouses Using Variants of Vehicle-based Technologies (Professor Debjit Roy)
- An Empirical Study of Price Movements of Airline Industry in Indian Market (Professor Goutam Dutta)
- Capacitated Multiple Allocation Hub-and-Spoke Network Design with Service Level Constraints for Multiple Customer Classes (Professor Sachin Jayaswal)
- Exact Solution for Service System Design Problem with Capacity Selection, Backup Service in Presence of Congestion (Professor Sachin Jayaswal)
- An Exploratory Study of Employee's Attitude towards Telecommuting: Scale Development and Validation (Professor Dheeraj Sharma)
- A Study on the Behaviour of the Systematic Risk Factors in the Indian Stock Market (Professors Joshy Jacob, Sobhesh Agarwalla, and Jayanth Varma)
- Workplace Bullying in India's IT Sector (Professor Premilla D'Cruz)

#### Seed Money Projects

---

- Fault Tolerant Survivable Network Design (Professor Prahalad Venkateshan)
- An Exploration of Contemporary Alternatives to Neo-Modernist Planning Practice: The Case of Urban Riverfront Development Projects (Professor Navdeep Mathur)
- Game Theoretic Models in Supply Chain (Professor Sachin Jayaswal)
- Developing a Test for Equality of Two Treatment Effects in a Double Blind Clinical Trial with Blinded Data (Professor Tathagata Bandyopadhyay)
- Evaluating the Prospects of Utilizing NSHIE (2010-11) Data Collected by NCAER for Behaviour Segmentation of the Indian Consumer on Savings and Outlook Variable (Professor Arindam Banerjee)
- Finland-India Economic Relations (Professor Ajeet Mathur)



## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

### Case Development Projects

---

- Meenachil Concretes (Professor M.M. Monippally) (Professors Rajeev Sharma and Vijaya Sherry Chand)
- Brand Development for Tihar Jail Factory Product (Professor Dheeraj Sharma)
- Innovating for Excellence Programme for Leaders in Management Education
- Innovassynth Technologies (I) Ltd. (Professor Ajeet Mathur)
- Case Series on Reliance Infrastructure (Professor M. R. Dixit)

### Projects Closed

#### Case Development Project

---

- Bank of India (Professor Ernesto Noronha)

#### Summer Internship Projects

---

- Continuing Agonies of Indian Sugar: Looking for Light at the End of the Tunnel (Professor Samar Datta)
- How Does the Transformation Sector Move in Relation to the Transformation Sector During a Development Process? Insights from Post-Independence Experience of Selected Major Indian States (Professor Samar Datta)
- Combinatorial Benders' cuts for Freight Allocation Problem with Lane Cost Balancing Constraint (Professor Sachin Jayaswal)
- Benders Decomposition for the Capacity and Distance Constrained Plant Location Problem (Professor Sachin Jayaswal)
- Performance of Select Mutual Funds of India: 2011-2013 (Professor Vineet Virmani)
- Developing an Excel-Based Tool for Design of Container Terminals (Professor Debjit Roy)
- Teaching Case on Warehouse Design and Management (Professor Debjit Roy)
- Throughout Matching in Open and Closed Queuing (Professor Debjit Roy)
- Classifying Customer Products Reviews Using Sentiment Analysis (Professor Srikumar Krishnamoorthy)
- A Comparative Analysis of the Mobile Offering in Developed Countries vs. India (Professor Sanjeev Tripathi)
- Ultimatum Games: A Review of the Literature and Exploratory Study (Professor Sanjeev Tripathi)
- Micromax India: The Pygmy Which Became a Giant (Professor Sanjeev Tripathi)
- Education Innovation Bank: Decentralized Professional Development and Quality Enhancement in Public Schooling (Professor Vijaya Sherry Chand)
- Does Creative Behaviour Lead to Creative Performance? Examining Scientists' Experiences of Working in R&D Laboratories in India (Professor Vishal Gupta)
- Matrix Geometric Method for Sojourn Time Distribution of Lower Priority Customers in a Non-Pre-emptive Priority Queues (Professor Sachin Jayaswal)
- Freight Allocation with Lane Cost Balancing Constraint: A Lagrangean Heuristic Approach (Professor Sachin Jayaswal)



## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

- Store Brand Vs. National Brand: A Game Theoretic Model  
(Professor Sachin Jayaswal)
- Robust Optimization of Supply Chain Network Design under Stochastic Demand and Congestion  
(Professor Sachin Jayaswal)
- U-Shaped Assembly Line Balancing with Resource Dependent Task Times  
(Professor Sachin Jayaswal)
- Study of Price Movement of Competing Hotels in the Same City  
(Professor Goutam Dutta)
- Mapping the Needs and Expectation of Community in the Village Baghel (Abu Road) in the Context of Elementary School Hunar Ghar  
(Professor Rajeev Sharma)
- Modelling the Performance of Common Effluent Treatment Plants in India  
(Professor Rama Mohana Turaga)
- Use of Clinical Data for Efficient Healthcare Management  
(Professor K V Ramani)
- On Ethics and Public Policy  
(Professor Ankur Sarin)
- Impact of Disclosure Relating to Pledging of Shares on Share Prices  
(Sobhesh Kumar Agarwalla)
- Lead-Lag Relationship Between Index Futures, Single Stock Futures, and Cash Market  
(Professor Sobhesh Kumar Agarwalla)
- Scientific Advantage of the Concept of Animal Hostel as an Institutional Vehicle to Promote Dairy in Today's Context  
(Professor Samar K. Datta)
- A Perspective on Consumer Cooperation In India  
(Professor Samar Datta)
- Providing a User Rating for Newspapers in India  
(Professor Dheeraj Sharma)
- Evaluating the Right to Education  
(Professor Ankur Sarin)
- Product Assortment Planning Using Data Mining Techniques  
(Professor Srikumar Krishnamoorthy)
- Affordable Health Care Services: Addressing the Challenges  
(Professor K.V. Ramani)
- Case on Repositioning Vehicles for Taxi Provider  
(Professor Debjit Roy)
- Opportunities of Using GPS Data in Transport Analytics  
(Professor Debjit Roy)
- Participation in Policy Formulation: Recent Patterns  
(Professor Ankur Sarin)
- Ownership Structure and Internationalization of Indian Firms  
(Professor Chitra Singla)





## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

### Working Papers: April 2013 – March 2014

WP No.	Title	Authors
2013-04-01	SB-robustness of Performance Measures of Control Chart	Laha, A. K.; Raja Pravida
2013-04-02	Strategies To Improve Urban Water Delivery In West Bengal, India: An Analysis Of Water Institutions And Benchmarking Of Water Delivery Organizations	Nag, Tirthankar Garg, Amit
2013-04-03	Identifying defective valves in a blowout preventer valve network	Ghosh, Diptesh
2013-05-01	Auto-Havra Charvat entropic measures for stationary time series of categorical data	Biswas, Atanu; Maria del Carmen Pardo Guha Apratim
2013-05-02	Modelling and coherent forecasting of zero-inflated time series count data	Maiti, Raju; Biswas, Atanu; Guha, Apratim Seng Huat Ong
2013-05-03	On estimation of number of species and biodiversity	Biswas, Atanu Guha, Apratim
2013-05-04	Modelling and analysis of multivariate ordinal categorical data in longitudinal set up	Biswas, Atanu; Guha, Apratim
2013-05-05	Some auto-power divergence measures for stationary time series of categorical data	Biswas, Atanu; Maria del Carmen Pardo; Guha, Apratim
2013-05-06	A test for the two-sample problem using mutual information	Guha, Apratim; Chothia, Tom
2013-05-07	Market-driving behaviours: A framework for developing theory and practice	Sahay, Arvind
2013-05-08	A Customer Oriented Approach To Identifying Competitive Advantage	Sahay, Arvind
2013-05-09	Time Resolution of the St. Petersburg Paradox: A Rebuttal	Varma, Jayanth R.
2013-05-10	Alliance Capability, Governance Mechanisms And Stakeholder Management In Complex Settings	Basant, Rakesh; Rai, Rajnish
2013-05-11	Access To Higher Education In India: An Exploration Of Its Antecedents	Basant, Rakesh; Sen, Gitanjali
2013-06-01	Processes, Strategies, and Performance Aspects of Open Innovation in Information Technology Sector - Insights from Experts	Krishnan, Sudeep K.; Jain, Rekha
2013-06-02	Exploring Openness in Information Technology (IT) Innovation Projects	Krishnan, Sudeep K.; Jain, Rekha

A B C D E F **G** H I J K L M N O P Q R

## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

WP No.	Title	Authors
2013-06-03	Degree of Openness and Project Performance: A Multi-Country Empirical Assessment of Information Technology (IT) Innovation Projects	Krishnan, Sudeep K.; Jain, Rekha; Basant, Rakesh
2013-06-04	Testing the Dependence Structure of the Components of Hybrid Processes Using Mutual Information	Guha, Apratim
2013-06-05	Planning the Activities of Doctors in a Teaching Hospital	Roy, Debjit; Narang, Sahil ; Ramani, K. V.
2013-06-06	Academic Research Productivity: What may be "reining" in the Indian B-School?	Banerjee, Arindam
2013-07-01	Role of culture in celebrity endorsement: Brand endorsement by celebrities in Indian context	Abhishek; Sahay, Arvind
2013-07-02	Inter-sectoral Terms of Trade and Aggregate Supply Response in Gujarat and Indian Agriculture	Dholakia, Ravindra H.; Sapre, Amey
2013-08-01	Broadening the Concept of Sustainability and Measuring its Impact on Firm's Performance	Kumar, Bipul; Sinha, Piyush Kumar ; Shukla, P. R.; Abhishek
2013-09-01	The Way Out of the Current Macroeconomic Mess: A Note	Morris, Sebastian
2013-09-02	Numeracy and Financial Literacy of Forest Dependent Communities Evidence from Andhra Pradesh	Sundar, B.; Virmani, Vineet
2013-09-03	Sensitivity Analysis of the Newsboy Model	Khanra, Avijit; Soman, Chetan A.
2013-09-04	Framework for Structuring Public Private Partnerships in Railways	Gangwar, Rachna; Raghuram, G.
2013-09-05	Four Factor Model in Indian Equities Market	Agarwalla, Sobhesh Kumar; Jacob, Joshy; Varma, Jayanth R.
2013-09-06	A Logarithmic Goal Programming Approach to Develop the Utility Function for Railway Travel	Dutta, Goutam; Ghosh, Priyanko; Wanchoo, Arushi
2013-10-01	Quotas under RTE: Leading towards an egalitarian education system?	Sarin, Ankur ; Gupta Swati
2013-10-02	Financial Literacy among Working Young in Urban India	Agarwalla, Sobhesh Kumar; Barua, Samir K.; Jacob, Joshy; Varma, Jayanth R.



## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

WP No.	Title	Authors
2013-10-03	Ownership Trends in Corporate India 2001-2011: Evidence and Implications	Balasubramanian, Bala N.; Ramaswamy, Anand
2013-10-04	Soaring on wings of aspiration and support: A study of married Indian women professionals staying away from families to pursue higher studies	Saxena, Richa; Bhatnagar, Deepti
2013-10-05	Corporate Governance: Changing Trends in Interpreting Fiduciary Duty	Agarwal, Anurag K.
2013-11-01	Lower Bound for Cost Deviation in the Newsboy Model	Khanra, Avijit; Bandyopadhyay, Tathagata
2013-11-02	Capacitated Multiple Allocation Hub Location with Service Level Constraints for Multiple Consignment Classes	Jayaswal, Sachin; Vidyarthi, Navneet
2013-11-03	Efficient Solution of a Class of Location-Allocation Problems with Stochastic Demand and Congestion	Vidyarthi, Navneet ; Jayaswal, Sachin
2013-11-04	Exact Solution to Bandwidth Packing Problem with Queuing Delays	Vidyarthi, Navneet ; Jayaswal, Sachin; Chetty, Vikranth Babu Tirumala
2013-11-05	Price and lead-time differentiation and operations strategy in a competitive market	Jayaswal, Sachin
2013-11-06	Balancing U-Shaped Assembly Lines with Resource Dependent Task Times: A Simulated Annealing Approach	Jayaswal, Sachin; Agarwal, Prashant
2013-11-07	A Framework for Socially Meaningful Evaluations of Technology based Social Innovations	Ranganathan, Kavitha; Sarin, Ankur
2013-11-08	IIMA in HealthCare Management: Abstract of Publications (2000-2013)	Ramani, K.V.
2013-11-09	Leadership and Creativity in the Indian R&D Laboratories: Examining the Role of Autonomous Motivation, Psychological Capital and Justice Perceptions	Gupta Vishal
2013-11-10	Market Timing Ability of Indian Firms in Open Market Repurchases	Agarwalla, Sobhesh Kumar; Jacob, Joshy; Vasudevan Ellapulli
2013-12-01	Attitudes towards risk of forest dependent communities – Evidence from Andhra Pradesh	Sunder B.; Virmani, Vineet
2013-12-02	“Impatience” of forest dependent communities – Evidence from Andhra Pradesh	Sunder B.; Virmani, Vineet
2013-12-03	A Constrained Nash Bargaining Approach to the Stock Rationing Problem in Multi-echelon Supply Chains	Roy, Debjit; Raghavan, N.R.Srinivas

A B C D E F **G** H I J K L M N O P Q R

## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

WP No.	Title	Authors
2013-12-04	Modeling situational factors in variety seeking behavior: An extension of the lightning bolt model	Nararpuzha, Rajesh
2013-12-05	An Expanded Database Structure for a Class of Multiperiod, Stochastic Mathematical Programming Models for Process Industries	Gupta, Narain; Dutta, Goutam; Fourer, Robert
2013-12-06	Blinded Tests n 2 x 2 Cross-Over Trial	Banerjee, Kaustav; Chattopadhyay, Gaurangadeb; Bandyopadhyay, Tathagata
2013-12-07	A Dynamic Pricing Approach on Electricity Prices in Indian Context	Desai, Kinnary; Dutta, Goutam
2014-01-01	Multi-product newsboy problem with satiation objective	Khanra, Avijit
2014-01-02	Heuristics for the multi-product satiating newsboy problem	Khanra, Avijit; Soman, Chetan A.
2014-01-03	Strengthening Corporate Governance in India - A Review of Legislative and Regulatory Initiatives in 2013	Balasubramanian, Bala N.
2014-01-04	ICT Adoption and Organizational Change in Public and Private Enterprises	Basant, Rakesh; Sharma, Shruti
2014-01-05	Bridging the creativity-innovation divide: An investigation of R&D professionals' experience from India	Gupta, Vishal
2014-01-06	Issues in PPPs in Ports in India	Raghuram, G. ; Shukla Niraja
2014-01-07	The role of complementarity and partner brand price level in new product introduction strategy using bundle offers: A study on the quality perception of bundle components.	Khandeparkar, Kapil
2014-01-08	Predicting Helpfulness of online customer reviews	Krishnamoorthy, Srikumar
2014-01-09	Online promotions: Exploring the emerging opportunity in Indian market	Mathen, Nidhi; Abhishek
2014-02-01	High Frequency Manipulation at Futures Expiry: The Case of Cash Settled Indian Single Stock Futures	Agarwalla, Sobhesh Kumar; Jacob, Joshy; Varma, Jayanth R
2014-02-02	Prevention of postpartum infections using 'Appreciative Inquiry'	Sharma, Bharati; Ramani, K. V. ; Mavalankar, Dileep ; Kanguru, Lovney; Hussein, Julia



A B C D E F **G** H I J K L M N O P Q R

## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

WP No.	Title	Authors
2014-02-03	Midwifery education within the integrated nursing and midwifery programmes in India	Sharma, Bharati; Hildingsson, Ingegerd; Johanson, Eva; Ramani, K. V.; Christensson, Kyllike
2014-02-04	Sacrifice Ratio and Cost of Inflation for the Indian Economy	Dholakia, Ravindra H.
2014-02-05	What Makes a Data-Story Work? A Framework for Effective Visual Data Narratives	Kapoor, Amit; Ranganathan, Kavitha
2014-02-06	Multi-Period Facility Location Problem with an Uncertain Number of Servers	Vasta, Amit
2014-02-07	Urban – Rural Income Differential in Major States: Contribution of Structural Factors	Dholakia, Ravindra H.; Pandya, Manish; Pateriya, Payal M.
2014-02-08	Cost and Benefit of Disinflation Policy in India	Dholakia, Ravindra H.
2014-02-09	Online Retailing Paired with Kirana – A Formidable Combination for emerging Markets	Sinha, Piyush Kumar ; Gokhale, Srikant; Rawal, Saurabh
2014-03-01	A Method for Retail Product Selection using Data Mining	Krishnamoorthy, Srikumar
2014-03-02	When are Rewards Bad for Creativity? Examining the Role of Leadership and Integrated Extrinsic Motivation	Gupta, Vishal
2014-03-03	Impact of interconnectedness of organizations on agility: A multi-theoretical perspective	Pathak, Atul Arun
2014-03-04	Strategizing in Indian Informal Business Settings: A Case Study of Kirana Shops in India	Pathak, Atul Arun; Kandathil, George
2014-03-05	Measuring and Managing Institutional environment of Institutes of Professional Education	Rao, T.V.; Saxena, Siddhartha
2014-03-06	Impact of Store Format on Shopping Involvement	Sinha, Piyush Kumar; Uniyal, Dwarika Prasad
2014-03-07	Novel Features for Review Helpfulness Prediction	Krishnamoorthy, Srikumar
2014-03-08	Brand Adoption by BoP Retailers	Sinha, Piyush Kumar ; Gupta, Suraksha; Rawal, Saurabh
2014-03-09	Elements of task definition shopping situations: A study in context of products high on haptic salience	Abhishek; Sinha, Piyush Kumar



## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

WP No.	Title	Authors
2014-03-10	The Role of Government Regulation in Incubating Social Enterprises	Abhishek; Bhamoriya, Vaibhav; Sinha, Piyush Kumar; Golwa, Ankur
2014-03-11	Mortality Impact Evaluation of "Chiranjeevi Scheme" of Government of Gujarat	Mavalankar, Dileep ; Parvathy Sankara Raman; Ramani, K. V.
2014-03-12	Weighted-Additive versus Reference-Dependent models of bundle evaluation: Evidence from discount framing on product bundles with surcharges	Sahay, Arvind; Mukherjee, Sumitava
2014-03-13	Simultaneous evaluation of pro-self and prosocial bonus schemes: Implications for newer management policies towards social betterment	Mukherjee, Sumitava; Sahay, Arvind
2014-03-14	My Journey with IIMA: An Autobiographical Account	Rao, T. V.
2014-03-15	Dominance of Affective over Cognitive Customer Satisfaction in Satisfaction-Loyalty Relationship in Service Encounters	Sinha, Piyush Kumar ; Mishra, Hari Govind; Kaul, Surabhi
2014-03-16	Impact of Consumer Social Responsibility and Brand Social Responsibility Image on Brand Loyalty	Sinha, Piyush Kumar ; Mishra, Hari Govind; Singh, Sarabjot
2014-03-17	Buying Impulsive Trait: An effective moderator for shopping emotions and perceived risk	Sinha, Piyush Kumar ; Mishra, Hari Govind; Kaul, Surabhi; Singh, Sarabjot
2014-03-18	Substitute and Complementary Effects of Social Support on the Dimensions of Empowerment	Singh, Manjari; Sarkar, Anita
2014-03-19	Individual Factors and Organizational Initiatives Enabling the success of PWD-Managers	Malhotra, Pearl; Singh, Manjari
2014-03-20	Consumers' Need for Uniqueness: A cross-cultural validation	Sharma, Dheeraj; Verma, Varsha
2014-03-21	Relationship Marketing in Online Retailing: A meta-analytic approach	Sharma, Dheeraj; Verma, Varsha
2014-03-22	Model Risk in Pricing Path-dependent Derivatives: An illustration	Virmani, Vineet
2014-03-23	Long Term Financing of Infrastructure	Sinha, Sidharth
2014-03-24	Basic Emergency Obstetric Care for mothers and newborns through 24x7 primary health centres: A case study of three 24/7 PHCs from a high focus district in India	Raman, Parvathy Sankara; Sharma, Bharti; Ramani, K.V.
2014-03-25	Constructed as local marketed as Global: Reproduction, reinforcement and modification of technology embedded western notions of time during implementation of ERP technology in India	Kandathil, George



## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

WP No.	Title	Authors
2014-03-26	Refocusing worker participation: The struggles with construct validity	Kandathil, George
2014-03-27	Medical Negligence and Compensation in India: How much is just and effective?	Agarwal, Anurag K.
IIMB WP	Simultaneous Bayesian Estimation of Quantiles based on a Pseudo Asymmetric Laplace Likelihood	Sriram, Karthik; Ramamorthi, R.V. Ghosh Pulak
IIMB WP	A Bayesian Quantile Regression Model for Insurance Company Costs Data	Sriram, Karthik; Peng Shi Ghosh, Pulak
WP 33	Governance and Upgrading in Export Grape Global Production Networks in India	Singh, Sukhpal,
SSRNWP	Estimation of Bid-Ask Spread and Its Components in Indian Stock Market Using Trade Prices	Singh, Priyanka Pandey, Ajay,
	On Posterior Concentration in Misspecified Models	Ramamoorthi, R. V.; Sriram, Karthik Martin, Ryan
SSRN W P	Negotiating Out of Holdouts in Land Aggregation in India: Small Town Lawyers, Contingent Contracts, Social Norms, and Auctions	Mamidi, Pavan
IIMB WP	Corporate Governance Issues in Executive Compensation: The Indian Experience	Balasubramanian, Bala N.; Barua, S. K.; Karthik, D.

### Seminars organized at the Institute April 2013 – March 2014

Speaker	Topic	Date	Area
<b>Mr. Ashutosh Nigam</b> Indian Institute of Management Lucknow	A Polyhedral Study for the Optimal Relay Node Placement in Wireless Sensor Networks	April 3, 2013	P&QM
<b>Mr. Narahari Hansoge</b> Indian Institute of Management Bangalore	Revisiting the Value of Business Group Affiliation: Longitudinal Evidence from the Indian Market	April 29, 2013	F&A
<b>Ms. Charu Agarwal</b> University of Illinois	Information Asymmetry, Line of Credit and Term Loan Pricing	May 28, 2013	F&A
<b>Dr. Niraj Kumar</b> Sheffield University	Developing Holistic Framework for Low-Carbon Supply Chain	June 17, 2013	Research & Publications
<b>Prof. Vishal Gupta</b> Indian Institute of Management Ahmedabad	Development of a Causal Framework Linking High Performance HRM Practices, Positive Psychological Capital, Creative Behaviours and Performance	June 27, 2013	Research & Publications

A B C D E F **G** H I J K L M N O P Q R

## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

Speaker	Topic	Date	Area
<b>Dr. Neelabh Rohan</b> Indian Statistical Institute Tezpur	Time Varying GARCH Model and Related Statistical Inference	July 2, 2013	P&QM
<b>Prof. Apratim Guha</b> Indian Institute of Management Ahmedabad	Mutual Information and a Two Sample Test	July 4, 2013	Research & Publications
<b>Dr. Suj Chandrasekhar</b> Independent Consultant Washington DC	Optimizing the R&D and Marketing Interface	July 8, 2013	Research & Publications
<b>Dr. Utpal Bhattacharya</b> Indiana University Bloomington	The Dark Side of ETFs and Index Funds	July 8, 2013	F&A
<b>Prof. Sourav Saha</b> Indian Institute of Management Kolkata	Online Advertisement : Increased User Participation through Ad Collaboration	July 15, 2013	Information Systems
<b>Dr. Atanu Rakshit</b> Washington and Lee University	Non-Linearity in Deficit-Interest Relationship: A Threshold Analysis	July 18, 2013	Economics
<b>Dr. Abhijit Biswas</b> Wayne State University	Consumer Evaluations of Sale Prices: Role of the Subtraction Principle	July 29, 2013	Research & Publications
<b>Ms. Vaibhavi Kulkarni</b> Rutgers University New Jersey	Discourse of Institutional Change: Conflicting Narratives of EHR within the Organizational Field	August 05, 2013	Communications
<b>Dr. Abhiman Das</b> Reserve Bank of India Mumbai	Productivity and Efficiency Dynamics in Indian Banking: An Input Distance Function Approach Incorporating Quality of Inputs and Outputs	August 7, 2013	Economics
<b>Dr. Debdatta Pal</b> Indian Institute of Management Indore	Managing Rural Institutional Credit: Lessons from Interlinked Transactions	August 08, 2013	CMA
<b>Dr. Anand Goel</b> Navigant Economics Chicago	Why are Credit Ratings Coarse?	August 14, 2013	Research & Publications
<b>Prof. Luiz Moutinho</b> University of Glasgow	Neuroscience in Marketing: Empirical Evidence of Social and Emotional Meanings Conveyed by Brands	August 21, 2013	Research & Publications
<b>Dr. Dilip Kajale</b> Gokhale Institute of Politics and Economics Pune	Determinants of Consumer Support for Mandatory Labelling of Genetically Modified Food in India: A Student Survey	August 27, 2013	CMA



## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

Speaker	Topic	Date	Area
<b>Prof. Arnab Laha</b> Indian Institute of Management Ahmedabad	Modelling Leptokurtic Return Distributions in Commodity Markets	August 28, 2013	Research & Publications
<b>Prof. Neerav Nagar</b> Indian Institute of Management Calcutta	Earnings Management in India: Managers' Fixation on Operating Profits	September 04, 2013	F&A
<b>Dr. Siddharth Arora</b> University of Oxford	Time Series Forecasting with Applications in Macroeconomics, Energy, and Biomedicine	September 10, 2013	P&QM
<b>Dr. Kushankur Dey</b> Independent Food and Agribusiness Consultant Kolkata	Can Futures Accommodate India's Farmers?	September 17, 2013	CMA
<b>Dr. Kannan Srinivasan</b> SreeChitraTirunal Institute for Medical Sciences and Technology Trivandrum	Workload among Public Health Nurses in Kerala: Prevalence and Associated Factors	September 19, 2013	PSG
<b>Dr. Soorjith Illickal Karthikeyan</b> Uppsala University	Things Change: Category Change, Identity, and Organizations	September 24, 2013	OB
<b>Mr. Saurabh Pandya</b> Indian Institute of Management Bangalore	Deployment and Development of Senior Managers in Rapid Employee Growth Organizations	September 26, 2013	P&IR
<b>Ms. Vijay Lakshmi Singh</b> Indian Institute of Management Ahmedabad	Exploring and Examining the Process of Job Crafting	September 26, 2013	P&IR
<b>Dr. Poornima Varma</b> TERI University New Delhi	Free Trade Agreements and Intra-Industry Trade: The Case of India	September 30, 2013	CMA
<b>Dr. Ranjana Singh</b> Indian Institute of Public Health Delhi	Intravenous Iron Sucrose among Anaemic Pregnant Woman	October 1, 2013	PSG
<b>Dr. Preeti Mudliar</b> University of Texas Austin	Practising Participation in a Local Self-Governance Organization	October 08, 2013	Communications
<b>Dr. Manisha Garg</b> Indian Institute of Management Kolkata	Social Structure and Social Development in India: Mid-Day Meal for the Poor and Privatised Education for the Non-Poor	October 08, 2013	CMA
Mr. Rajesh Kumar Chandwani Indian Institute of Management Bangalore	Factors for Scaling up of Affordable Health Care Service Organizations	October 21, 2013	P&IR
<b>Dr. Promila Agarwal</b> University of Delhi	Organizational Behaviour: A Concept in Search of New Dimensions	October 22, 2013	P&IR



A B C D E F **G** H I J K L M N O P Q R

## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

Speaker	Topic	Date	Area
<b>Prof. Gabriel Hawawini</b> INSEAD	Governance for Premier Business Schools	October 22, 2013	Research & Publications
<b>Prof. Debasish Maitra</b> Institute of Management Technology Ghaziabad	Market Co-movements and the Financial Crisis: Evidence from Indian Markets	November 18, 2013	CMA
<b>Dr. Saurabh Chandra</b> Institute of Management Technology Ghaziabad	Maritime Inventory Routing Problem with Optional Cargoes: An Application to Outbound Automotive Logistics	November 19, 2013	PSG
<b>Dr. Samah Shaffakat</b> Lancaster University	Insecurity, Complexity and Uncertainty: Investigation of Psychological Contracts during the Global Economic Crisis	November 20, 2013	OB/P&IR
<b>Dr. Sundaravalli Narayanaswamy</b> Higher Colleges of Technology Abu Dhabi	Modelling Contingencies and Resolving Conflicts in a Railway Schedule	November 21, 2013	PSG
<b>Dr. Suman Mitra</b> DhirubhaiAmbani Institute of Information and Communication Technology Gandhinagar	Bayesian Learning and its Applications for Image Processing	November 22, 2013	Research & Publications
<b>Dr. Kausik Chaudhuri</b> Indian Institute of Management Bangalore	Forecasting Distribution of Inflation Rates: Functional Autoregressive Approach	November 25, 2013	Economics
<b>Dr. Niraj Kumar</b> Xavier Institute of Management Bhubaneswar	Travelogue of Organic Turmeric: A Case of Inclusive Value Chain	November 29, 2013	CMA
<b>Dr. Nishant Mishra</b> Erasmus University Rotterdam	Contracting for Initial Acquisition and After-sales Service in the Presence of Lifetime Buy Planning	December 2, 2013	Research & Publications
<b>Dr. Uttam Kumar Regmi</b> Purbanchal University Nepal	What's in a Name? Analysis of Airport Brand Name and Slogans	December 04, 2013	PSG
<b>Dr. Satyam Shivam Sundaram</b> Ernst & Young LLP (EY)	Reinvigorating Public Private Partnership in Road Sector: Way Forward for Model Concession Agreements in India	December 05, 2013	PSG
<b>Dr. Anindita Chakrabarti</b> Madras School of Economics Chennai	Factors Determining Health Insurance Penetration in India: An Empirical Analysis	December 09, 2013	PSG
<b>Dr. HiraLal Koul</b> Michigan State University	Lack-of-fit Testing of the Conditional Mean Function in a Class of Markov Multiplicative Error Models	December 10, 2013	Research & Publications



## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

Speaker	Topic	Date	Area
<b>Dr. Hans Huber</b> Instituto Superior Tecnico Lisbon	Network Structure, Capacity Growth and Control: The Case of China's Air Traffic System Revisited	December 12, 2013	PSG
<b>Prof. Prithviraj Chattopadhyay</b> Hong Kong University of Science and Technology Hong Kong	Identification, Contribution and Influence in Internationally Diverse Teams: Do Emotions in Initial Team Meetings Matter?	December 17, 2013	Research & Publications
<b>Prof. Santanu S. Dey</b> Georgia Institute of Technology Atlanta	Analysis of MILP Techniques for the Pooling Problem	December 18, 2013	Research & Publications
<b>Dr. BelisaItezerote Marochi</b> Malmö University Sweden	Rethinking Inclusion in Urban Participatory Governance	December 20, 2013	Research & Publications
<b>Dr. C. Mohan</b> IBM Researcher	Global Technology Outlook (GTO) 2013	December 20, 2013	Information Systems
<b>Prof. Satish Krishnan</b> National University Singapore Singapore	Antecedents of E-Government Maturity: Insights from Cross-Country Data	December 24, 2013	Information Systems
<b>Dr. Satrajit Roychoudhury</b> Novartis Pharmaceutical Company	Robust Borrowing from Historical Data with Meta-Analytic-Predictive Mixture Priors	December 24, 2013	P&QM
<b>Prof. Galit Shmueli</b> Indian School of Business Hyderabad	To Explain or To Predict?	December 31, 2013	Research & Publications
<b>Prof. Elizabeth George</b> Hong Kong University of Science and Technology	Asymmetric Influence of Goal Orientation Dissimilarity: A Matter of Perception	January 3, 2014	Research & Publications
<b>Prof. Vikramaditya Khanna</b> University of Michigan Law School Michigan	CEO Connectedness and Corporate Frauds	January 6, 2014	Research & Publications
<b>Prof. Kumar Rakesh Ranjan</b> Indian Institute of Management Bangalore	Value Co-Creation: Conceptual Dimensions, Measurement, and its Effect on Consumer Satisfaction	January 8, 2014	Marketing
<b>Prof. Rajiv Lal</b> Harvard Business School Boston	FDI in Food Retail in India	January 10, 2014	Marketing
<b>Dr. Anupam Das</b> Indian Institute of Management Kozhikode	Demystifying Signs and Emotions in Popular Narratives	January 15, 2014	Communications
<b>Ramesh Subramanian</b> Rutgers University New Jersey	Internet Governance and India: Interplay between Global and National Perspectives	January 16, 2014	Information Systems

A B C D E F **G** H I J K L M N O P Q R

## RESEARCH, CASE WRITING PROJECTS, AND SEMINARS

Speaker	Topic	Date	Area
<b>Dr. V. Sridhar</b> Sasken Communications Bangalore	Dynamics of Spectrum Management: Models and Methodologies	January 17, 2014	Information Systems
<b>Dr. Sushmita Narayana Aghalaya</b> Indian Institute of Management Kozhikode	Exploring Sustainable Solutions in the Indian Pharmaceuticals Industry through Reverse Logistics and Thinking	January 20, 2014	PSG
Dr. Nachiket Mor	Comprehensive Financial Services for Small Businesses and Low Income Households	January 29, 2014	Research & Publications
<b>Prof. Jayanth Narayanan</b> National University of Singapore Singapore	Inequity Aversion in Organizational Hierarchies	February 12, 2014	Research & Publications
<b>Dr. Gopal Das</b> Indian Institute of Management Rohtak	Impacts of Retail Brand Personality and Self-congruity on Store Loyalty: The Moderating Role of Gender	February 12, 2014	Marketing
<b>Mr. Rajat Sharma</b> Indian Institute of Management Kashipur	Values and Sustainable Consumption Behaviour: Exploring the Link in the Indian Context	February 18, 2014	Marketing
<b>Dr. Rajeswari Sengupta</b> Indira Gandhi Institute of Development Research, Mumbai	The Challenges of Opening up India's Capital Account	February 17, 2014	Research & Publications
<b>Ms. Radha Ladkani</b> Indian Institute of Management Kolkata	Emerging Market Bidder Returns and the Choice of Payment Method in M&A: Evidence from India	February 24, 2014	F&A
<b>Prof. Madhu Veeraraghavan</b> T.A. Pai Management Institute, Manipal	Religious Beliefs and Local Government Financing, Investment, and Cash Holding Decisions	February 25, 2014	Research & Publications
<b>Dr. Will Harvey</b> University of Cambridge	Exploring How Different Forms of Reputation Interact in a Global Management Consulting Firm	March 03, 2014	P&IR
<b>Dr. Ambrish Dongre</b> <b>Mr. Vibhu Tewary</b> Centre for Policy Research New Delhi	Impact of Private Tutoring on Learning Levels: Evidence from India	March 7, 2014	Research & Publications
<b>Prof. Pratiksha Baxi</b> Jawaharlal Nehru University New Delhi	Public Secrets of Law: Rape Trials in India	March 19, 2014	Research & Publications



## PUBLICATIONS

### Books

- Agrawal, Narendra M.; Jomon, M.G.; Varkkey, Biju and Banerjee, Chandrima (Eds.), *Inclusiveness, Sustainability and Human Resource Development*, New Delhi: McGraw-Hill Higher Education (I) Pvt. Ltd., 2013.
- Balasubramanian, N., *Leading from the Top: Directors Who Make the Difference*, New Delhi: Random House Publishers India Pvt. Ltd., 2013.
- Chandrasekaran, N. and Raghuram, G., *Agribusiness Supply Chain Management*, CRC Press, Taylor and Francis Group, Boca Raton (USA), 2014.
- Charyulu, D. Kumara and Prahadeeswaran, M., *Agricultural Market Integration and Trade Competitiveness of Indian Agriculture*, New Delhi: Allied Publishers Pvt. Ltd., 2013.
- Datta, Samar K.; Pal, Debdatta; Ghosh, Anirban; Naskar, Souvik and Layek, Tapas, *Assessing Policy Interventions in Agri-Business and Allied Sector Credit versus Credit Plus Approach for Livelihood Promotion*, New Delhi: Allied Publishers Pvt. Ltd., 2013.
- Deodhar, Satish, *Why I am Paying More: Price Theory and Market Structures Made Simple*, New Delhi: Random House Publishers India Pvt. Ltd., 2013.
- Garg, Amit; Naswa, P. and Shukla, P.R., *Impact Assessment and Management Framework for Infrastructure Assets: A Case Study of Konkan Railways, Published by UNEP RISO Centre on Energy*, Technical University of Denmark: UNEP RISO Centre on Energy, Climate and Sustainable Development, August, 2013.
- Hutt, M.D.; Sharma, Dheeraj and Speh, T.W., *Business to Business Marketing: A South-Asian Perspective (11th Edition)*, New Delhi: Cengage Learning, 2014.
- Kaul, Asha and Desai, A, *Corporate Reputation Decoded: Building, Managing and Strategizing for Corporate Excellence*, Delhi: Sage Publications Pvt. Ltd., 2014.
- Mishra, Smeeta and Monippally, M.M., *Online Communication Strategies for Managers*, New Delhi: McGraw-Hill Education (I) Pvt. Ltd., 2014.
- Pandey, Jatin and Pathak, Darshana, *Geographical Information System*, The Energy and Resources Institute, 2014.
- Pathak, Akhileshwar, *Law of Sale of Goods*, New Delhi: Oxford University Press, 2013.
- Pathak, Akhileshwar, *Law Relating to Special Contracts: Contracts of bailment, pledge, hypothecation, indemnity and gurantee*, Gurgaon: LexisNexis, 2014.
- Pathak, Akhileshwar, *Legal Aspects of Business (5th Edition)*, New Delhi: McGraw-Hill Higher Education (I) Pvt. Ltd., 2013.
- Raghuram, G and Gangwar, Rachna, *Handbook on Transport Infrastructure*, Laxmi Publications Private Limited, New Delhi.
- Ram Mohan, T.T., *Before and After the Global Crisis*, New Delhi: Gyan Publishing House, 2013.
- Robbins, S.P.; Judge, T.A. and Vohra, Neharika, *Organizational Behaviour (15th Edition)*, New Delhi: Pearson Education, 2013.
- Sharma, Meenakshi, *Speak with Impact*, New Delhi: Random House Publishers India Pvt. Ltd., 2014.



## PUBLICATIONS

Sharma, Vijay Paul; Vorley, Bill; Jikun, Huang; Suleri, Abid Qaiyum; Digal, Larry and Reardon, Thomas A. (Eds.), *Linking Smallholder Producers to Modern Agri-Food Markets: Case Studies from South and South-East Asia*, New Delhi: Allied Publishers Pvt. Ltd., 2013.

Upadhyayula, Rajesh; Karthik, D. and Karna, Amit, *What Drives Emerging Multinationals? Early Stage Internationalization and Performance Drivers of Indian IT Firms*, New Delhi: Emerald India, 2013.

### Articles in Journals

Abhimalla, R. K.; Dash, D. P.; Baba, V. V.; Stokes, P. and D'Cruz, Premilla, "Doing and Disseminating Meaningful Research," *Research World*, 11 (2014).

Abhishek, "Private Label Brand Choice Dynamics: Logit Model Involving Demographic and Psychographic Variables," *South Asian Journal of Management*, 21,1 (January-March 2014), 49-64.

Abhishek, S; Sinha, Piyush Kumar and Vohra, Neharika, "Role of Haptic Touch in Shopping: Some Methodological Contributions," *Decision*, 4, 3 (December 2013), 153-63.

Agarwal, Anurag K., "Corporate Governance: Changing Trends in Interpreting Fiduciary Duty," *Vikalpa: A Journal for Decision Makers*, 38, 3 (July-September 2014), 1-12.

Agarwalla, Sobhesh Kumar and Pandey, Ajay, "Expiration-Day Effects and the Impact of Short Trading Breaks on Intraday Volatility: Evidence from the Indian Market," *Journal of Futures Market*, 33, 11 (November 2013), 1046-70.

Angeli, Federica and Jaiswal, Anand Kumar, "Competitive Dynamics between MNCs and Domestic Companies at the BoP: An Institutional Perspective," *Long Range Planning*, (<http://dx.doi.org/10.1016/j.lrp.2013.08.010>), (2013).

Anil Kumar, H. and Dora, Mallikarjun, "Evaluating E-Resource Collections in a Business School Library: A Comparative Study of Aggregator Packages at Indian Institute of Management Ahmedabad Library," *Journal of Business and Finance Librarianship*, 18, 2 (2013), 100-18.

Banerjee, Arindam, "Poor Management Research in India: Fault Lines in the Academic Bulwark and Wayward Priorities," *Decision*, 41, 1 (March 2014), 3-10.

Banerjee, Arindam, "Poor Management Research in India: Time for Collective Responsibility," *Productivity*, 54, 4 (January-March 2014), 396.

Banerjee, Arindam; Bandyopadhyay, Tathagata and Acharya, Prachi, "Data Analytics: Hyped up Aspirations or True Potential," *Vikalpa: A Journal for Decision Makers*, 38, 4 (October - December 2013), 1-11.

Basant, Rakesh, "Determinants of Inter-Industry Variations in Research and Development Efforts in Indian Manufacturing Sector: A Dynamic Panel Data Analysis," *Innovation and Development*, 4, 1 (2014), 91-109.

Basant, Rakesh; Ping Lv and Monica Plechero, "International Competitive Strategy Choices: Comparing Firms in China and India," *Asia Pacific Business Review*, 19, 4 (2013), 542-58.

Beale, David and Noronha, Ernesto, "Indian Public Sector Trade Unionism in Context: Gujarat and West Bengal Compared," *Journal of Contemporary Asia*,

(DOI: 10.1080/00472336.2014.903990).

Biswas, A.; Pardo M. C.; and Guha, Apratim, "Auto-association Measures for Stationary Time Series of Categorical Data," *TEST*, 23 (2014), 487-514.





## PUBLICATIONS

- Biswas, A.; Dutta, S.; Laha, A. K. and Bakshi, P. K., "Comparison of Treatments in a Cataract Surgery with Circular Response," *Statistical Methods in Biomedical Research* (2014).
- Borna, Shaheen and Sharma, Dheeraj, "Price of Freedom: Are We Willing to Pay Anything and How Much?" *International Journal of Public Policy*, 9, 4-5 (January 2013), 356-370.
- Chatterjee, Chirantan; Kubo, Kensuke and Pingali, Viswanath, "Crocin or Paracetamol: What Should the Doctor Prescribe?" *Economic and Political Weekly*, 48, 41 (October 2013), 20-22.
- Chaturvedi, V. and Shukla, P. R., "Role of Energy Efficiency in Climate Change Mitigation Policy for India: Assessment of Co-Benefits and Opportunities within an Integrated Assessment Modeling Framework," *Climatic Change* (September 7, 2013) (Online reference: DOI 10.1007/s10584-013-0898-x).
- D' Cruz, Premilla and Noronha, Ernesto, "Workplace Bullying in the Context of Organizational Change: The Significance of Pluralism," *Industrial Relations Journal*, 45, 1 (January 2014), 2-21.
- D'Cruz, Premilla and Noronha, Ernesto, "Breathers, Releases, Outlets and Pauses: Employee Resistance in The Context of Depersonalized Bullying," *Qualitative Report*, 18, 1-24.
- D'Cruz, Premilla and Noronha, Ernesto, "Navigating the Extended Reach: Target Experiences of Cyberbullying at Work," *Information and Organization*, 23 (2013), 324-43.
- D'Cruz, Premilla; Noronha, Ernesto and Beale, David, "The Workplace Bullying: Organizational Change Interface: Emerging Challenges for HRM," *International Journal of Human Resource Management*, 25, 10 (2014), 1434-59.
- Dass, Rajanish and Sharda, Kirti, "Relationship Alignment in Strategic Outsourcing," Online reference: ([http://www.iitcoe.in/index.php?option=com\\_docman&task=cat\\_view&gid=14&Itemid=20](http://www.iitcoe.in/index.php?option=com_docman&task=cat_view&gid=14&Itemid=20)).
- Davidson, Bruce I.; Desai, Naman K. and Gerard Gregory J., "The Effect of Continuous Auditing on the Relationship between Internal Audit Sourcing and the External Auditor's Reliance on the Internal Audit Function," *Journal of Information Systems*, 27, 1, (2013), 41-59.
- Desai, Kinnary R. and Dutta, Goutam, "A Dynamic Pricing Approach to Electricity Prices in the Indian Context," *International Journal of Revenue Management*, 7, 3-4 (2013), 268-88.
- Desai, Naman K. and Gerard Gregory J., "Auditors' Consideration of Material Income-increasing versus Material Income-decreasing Items during the Audit Process," *Auditing: A Journal of Practice and Theory*, 32, 2, (2013), 33-51.
- Dhandapani, K.; Upadhyayula, R. and Karna, Amit, "What Drives Emerging Multinationals? Early Stage Internationalization and Performance Drivers of Indian IT Firms," *Academy of Management Proceedings*, 1 (2013).
- Dholakia, H.; Purohit, P. and Garg, Amit, "Impact of Current Policies on Future Air Quality and Health Outcomes in Delhi, India," *Atmospheric Environment*, 75 (August 2013), 241-48.
- Dietrich, Benedikt; Goswami, Dip; Chakraborty, Samarjit; Guha, Apratim and Gries, Matthias, "Time Series Characterization of Gaming Workload for Runtime Power Management," *IEEE Transactions on Computers*, *IEEE Computer Society Digital Library*, (November 2013), (Online reference: DOI: 10.1109/TC.2013.198).
- Drakea, Robert and Guha, Apratim, "A Mutual Information-based K-Sample Test for Discrete Distribution," *Journal of Applied Statistics*, 41, 9 (2014), 2011-27.



## PUBLICATIONS

- Gandhi, Shailesh; Bulsara, Hemantkumar, P. and Dhingra, Vaishali S., "Retrospection of Capital Flows: With Emphasis on Foreign Institutional Investments and Stock Market Volatility," *TIJ's Research Journal of Economics and Business Studies*, 3, 2 (2013).
- Gandhi, Shailesh; Bulsara, Hemantkumar, P. and Dhingra, Vaishali S., "Changing Trend of Capital Flows: The Case of India," *International Journal of Management Studies*, 20, 2 (2013).
- Gandhi, Shailesh; Bulsara, Hemantkumar, P. and Patel, P., "Conceptual Study on Efficient Market Hypothesis for World Markets: Finding Opportunities for Indian Stock Markets," *Management: Journal for Theory and Practice Management*, 18, 67 (2013), 25-36.
- Gandhi, Shailesh; Bulsara, Hemantkumar, P. and Patel, P., "The Global Perspective of Indian Financial Markets," *Research Journal of Economics and Business Studies*, 2, 9 (2013).
- Gandhi, Vasant P. and Zhou, Zhanyue, "Food Demand and the Food Security Challenge with Rapid Economic Growth in the Emerging Economies of India and China," *Food Research International*, 63, Part A (2014), 108-24.
- Gandhi, Vasant P., "Growth and Transformation of the Agribusiness Sector: Drivers, Models, and Challenges," *Indian Journal of Agricultural Economics*, 69, 1 (2014).
- Garg, Amit, "Strategies to Improve Urban Water Delivery in West Bengal, India: An Analysis of Water Institutions and Benchmarking of Water Delivery Organizations," *Climate Change and Environmental Sustainability*, 1, 2 (2013), 145-58.
- Garg, Amit; Shukla, P. R.; Maheshwari, J. and Upadhyaya, J., "An Assessment of Household Electricity Load Curves and Corresponding CO2 Marginal Abatement Cost Curves for Gujarat State," *Energy Policy*, 66 (March 2014), 568-84.
- Guha, Apratim, "Some Analysis of the Interaction among Local Field Potentials and Neuronal Discharges in a Mouse Using Mutual Information." *Journal of the Indian Society of Agricultural Statistics*, 68, 2 (2014), 117-29.
- Gupta, Anil K., "Frugal, Friendly and Flexible," *The SME Whitebook 2013-214*, Fifth Edition (December 2013), 65-69.
- Gupta, Anil K., "Grassroots Innovations for Inclusive Development: Need for a Paradigmatic Shift," *Vikalpa: A Journal for Decision Makers*, 38, 3 (July - September, 2013), 103-122.
- Gupta, Anil K., "Tapping the Entrepreneurial Potential of Grassroots Innovation," *Stanford Social Innovation Review Summer*, 11, 3 (2013), 18-20.
- Gupta, Anil K.; Esders, Marianne; Patel, Chetan; Nair, Unnikrishnan and Baskaran, R., "Landscapes of Love, Sharing and Creative Collaboration," *Sustainable Living Urban Model Lab (S.L.U.M.) Magazine*, Issue 8 [Ed., Lukas Feireiss] (Fall 2013), 55 - 61.
- Gupta, Vishal and Singh, S., "Psychological Capital as a Mediator of the Relationship Between Leadership and Creative Performance Behaviors: Empirical Evidence from the Indian R&D Sector," *International Journal of Human Resource Management*, 25, 10 (January 2014), 1373-94.
- Gupta, Vishal and Singh, S., "Developing a Scale for Measuring Ability-Based Emotional Intelligence in Indian Context," *International Journal of Indian Culture and Business Management*, 6, 3 (June 2013), 273-99.



## PUBLICATIONS

- Gupta, Vishal and Singh, S., "Leadership and Creative Performance Behaviors in R&D Laboratories: Examining the Role of Justice Perceptions," *Journal of Leadership and Organizational Studies*, (January 2014), (DOI: 10.1177/1548051813517002).
- Gupta, Vishal; Singh, S. and Khatri, N., "Creativity in Research and Development Laboratories: A New Scale for Leader Behaviors," *IIMB Management Review*, 25, 2 (June 2013), 83-90.
- Hussein, Julia; Ramani, K. V.; Kangaru, Lovney; Patel, Kalpesh; Bell, Jacqueline; Patel, Purvi; Walker, Leighton; Mehta, Rajesh and Mavalankar, Dileep, "The Effect of Surveillance and Appreciative Inquiry on Puerperal Infections: A Longitudinal Cohort Study in India," *PLOS ONE*, 9, 1 (January 2014), 1-8.
- Jain, Rekha, "The Indian Broadband Plan: A Review and Implications for Theory," *Journal of Telecommunications Policy, Special Issue: ITS 2012 India*, 38, 3 (April 2014) 278-290. (<http://www.sciencedirect.com/science/article/pii/S0308596113001778>.)
- Jalote-Parmar, Ashis, "Bridging Gaps in Engineering Education: Design Thinking a Critical Factor for Project Based Learning," *Frontiers in Education-FIE, IEEE, (22-26 October), Madrid, Spain*.
- Johansson D. J. A; Lucas P.L.; Weitzel M; Ahlgren E. O; Bazaz A.B; Chen W; den Elzen M; Ghosh J; Grahn M; Liang Q. M; Peterson S; Pradhan B.K; van Ruijven B.J; Shukla P.R; van Vuuren D. P and Wei Y-M., "Multi-Model Comparison of the Economic and Energy Implications for China and India in an International Climate Regime," (Online reference: DOI 10.1007/s11027-014-9549-4).
- Joseph, Jerome, "The Pathology of Performance Appraisal System-Insights from Supreme Court Rulings," *Indian Journal of Industrial Relations*, 49, 4 (2014).
- Karna, Amit; Taeube, F. A. and Sonderreger, P., "Evolution on Innovation Networks Across Geographical and Organizational Boundaries: A Study of R&D Subsidiaries in the Bangalore IT Cluster." *European Management Review*, 10, 4 (2013), 211-26.
- Kothari, Ravi and Ghosh, Diptesh, "A Scatter Search Algorithm for the Single Row Facility Layout Problem," *Journal of Heuristics*, 20, 2 (2014), 125-42.
- Kothari, Ravi and Ghosh, Diptesh, "An Efficient Genetic Algorithm for Single Row Facility Layout," *Optimization Letters*, 8, 2 (February 2014), 679-90.
- Koul, Surabhi; Sinha, Piyush Kumar and Mishra, H. G., "Decision Making Process for Bottom of the Pyramid Consumers: A Case of FMCG Products," *NMIMS Management Review*, XXIV (April-May 2014).
- Kumar, Anand; Roy, Debjit and Tiwari, M.K., "Optimal Partitioning of Vertical Zones in Vehicle-Based Warehouse Systems," *International Journal of Production Research*, 52, 5 (2014), 1285-1305.
- Kumar, B. and Pandey, Ajay, "Market Efficiency in Indian Commodity Futures Markets," *Journal of Indian Business Research*, 5, 2 (2013), 101-21.
- Lahkar, Ratul and Pingali, Viswanath, "Risk Diversification through Multiple Group Membership in Microfinance," *Applied Economics Letters*, 21, 9 (2014), 622-25.
- Lucas, Paul L.; Shukla, P. R.; Chen, Wenying; Bas J. van Ruijven; Dhar, Subash; Michel G.J. den Elzen and Detlef P. van Vuuren, "Implications of the International Reduction Pledges on Long-Term Energy System Changes and Costs in China and India," *Energy Policy*, 63 (2013), 1032-41.
- Maiti, R.; Biswas, A.; Guha, Apratim and Ong, D. H., "Modelling and Coherent Forecasting of Zero Inflated Count Time Series," *Statistical Modelling: An International Journal* (DOI: 10.1177/1471082X13520425).



## PUBLICATIONS

- Maitra, D and Dey, K., "Copulas and Dependence Structures: Evidences from India's and Asian Rubber Futures Markets", *International Journal of Financial Markets and Derivatives*, 3, 4 (2014), 322-57.
- Martineau, Tim; Mirzoev, Tolib; Pearson, Stephen; Bui Thu Ha; Qian Xu; Ramani, K. V.; Xiaoyun Liu, "Coherence Between Health Policy And Human Resource Strategy: Lessons From Maternal Health In Vietnam, India And China," *Health Policy and Planning*, (2013), 1-10.
- Mishra, H.G.; Sinha, Piyush, Kumar; Singh, Sarabjot and Koul, Surabhi "Impact of Consumer Social Responsibility and Brand Social Responsibility Image on Brand Loyalty", *International Journal of Management and Business Research*, 3,4 (2013), 297-309
- Mitra, S.; Raghuram, G. and Ghosh, A, "Akshaya Patra, Gandhinagar: Supply Chain Challenges," *Vikalpa: A Journal for Decision Makers*, 38, 4 (October - December, 2013), 127-31.
- Morris, Sebastian, "Agricultural Prices in a Changing Economy: An Empirical Study of Indian Agriculture (By Munish Alagh, Book Review)," *Journal of Quantitative Economics*, 27, 1-2 (January-July 2013), 336-37.
- Morris, Sebastian, "The Limitations of Markets," *Farmers' Forum*, 13, 4 (2013), 20-36.
- Nandram, B.; Bhatta, D. and Bhadra, Dhiman, "A Likelihood Ratio Test of Quasi-Independence for Sparse Two-way Contingency Tables," *Journal of Statistical Computation and Simulation*, (Online reference: DOI:10.1080/ 00949655.2013.815190).
- Pandey, Jatin, "A Predictive Methodology of Rough Set Theory Used to Analyse Market Segmentation and Competitive Environment for Super Market," *IUP Journal of Marketing Management* (August 2013).
- Pandey, Neeraj and Jaiswal, Anand K., "Change Management: A Case of State Power Utility in India," *Asian Case Research Journal*, 18, 1, (2014), 61-80.
- Patturaja, Selvaraj and Joseph, Jerome, "Impact of Compensation Practices on Organizational Reputation," *South Asian Journal of Management*, 21, 2 (2014), 22-43.
- Pradhan, Vivek; Evans, John C. and Banerjee, Tathagata, "Binomial Confidence Intervals for Testing Non-inferiority or Superiority: A Practitioner'S Dilemma," *Stat Methods Med Res*, (August 2, 2013) (Online reference: doi:10.1177/0962280213498324).
- Pradhan, Vivek; Saha, Krishna K.; Banerjee, Tathagata and Evans, John C., "Weighted Profile Likelihood-based Confidence Interval for the Difference Between Two Proportions with Paired Binomial Data," (March 2014) (Online reference: DOI: 10.1002/sim.6130).
- Purohit, Bhaskar and Bandyopadhyay, Tathagata, "Beyond Job Security and Money: Driving Factors of Motivation for Government Doctors in India," *Human Resources for Health*, 12, 12 (February 2014).
- Raghuram, G., " High Speed Rail in India," *Traffic Infra Tech*, 4, 4, (February – March, 2014).
- Ram Mohan, T. T., "Banking Structure: Plausible Vision, Flawed Approach of RBI," *Economic and Political Weekly*, 48, 47 (November 23, 2013).
- Ram Mohan, T. T., "How Much Capital Does a Bank Need?" *Economic and Political Weekly*, 48 (28) (July 13, 2013).
- Ramani, K. V., "The Indian Health Sector, Governance and Managerial Challenges," *Advances in Social Sciences Research Journal*, 1, 1 (January 2014), 11-21.
- Ranganathan, Kavitha and Arora, Sonia, "Enabling Grassroots Communication: A Memory-aided Broadcast Mechanism for a Community Radio Service on an Adhoc Device-to-Device Mobile Network," *IEEE Transactions on Communications*, 62, 3, (March 2014), 1138-50.



## PUBLICATIONS

- Ranganathan, Kavitha, "Efficient Broadcasting for a Manet Based Peer-To-Peer Community Radio Service," *International Journal of Information Technology, Communications and Convergence*, 3, 1, (2014), 46-64.
- Riley, R. D., Takwoingi, T., Trikalinos, T., Biswas, A., Guha, Apratim, Ensor, J. Morris, R. K. and Deeks, J. J., "Meta-analysis of Test Accuracy Studies with Multiple and Missing Thresholds: a Multivariate-normal Model," *Journal of Biometrics and Biostatistics*, (DOI: 10.4172/2155-6180.1000196).
- Roy, Debjit and Raghavan, N.R.Srinivasa, "A Constrained Nash Bargaining Approach to the Stock Rationing Problem in Multi-Echelon Supply Chains," *International Journal of Advanced Manufacturing Technology*, 72, 5-8, (May 2014), 571-87.
- Roy, Debjit; Gupta, Akash and Pazour, Jennifer A., Improving Service System Performance using Estimates of Waiting Time Probabilities, *International Journal of Automation and Logistics*, (2014).
- Roy, Debjit; Pazour, Jennifer; De Koster, Rene, "A Novel Approach for Designing Rental Vehicle Repositioning Strategies," *IIE Transactions*, 46, 9, (2014), 948-67.
- Roy, Debjit; Sebastian, Joseph and Sharma, Dheeraj, "Fleet Sizing for Transporters with Seasonal Demands," *International Journal of Automation and Logistics*, 1, 1 (2013), 105-115.
- Sahay, Arvind and Saini, Gordhan, "Comparing Retail Formats in an Emerging Market: Influence of Low Price Guarantee on Purchase Intention," *Journal of Indian Business Research*, 6, 1 (2014), 48-69.
- Sathaye, J. and Shukla, P. R., "Methods and Models for Costing Carbon Mitigation," *Annual Review of Environment and Resources*, 38 (October 2013), 137-68.
- Sharma, Bharati; Giri, Gayatri; Christensson, Lyllike; Ramani, K. V. and Johansson, Eva, "The Transition of Childbirth Practices among Tribal Women in Gujarat, India - A Grounded Theory Approach," *BMC International Health and Human Rights*, (2013), 13-41.
- Sharma, Dheeraj, "The Influence of Role Ambiguity and Goal Acceptance on Salesperson Performance and Commitment," *Marketing Management Journal Spring*, 24, 1 (2014), 52-65.
- Sharma, Vijay Paul and Alagh, Munish, "Food Subsidy in India: Its Components, Trends, Causes and Reforms for Public Policy," *Indian Journal of Agricultural Economics*, 68, 2 (April-June 2013), 195-221.
- Sharma, Vijay Paul, "Direct Benefit Transfer of Fertilizer Subsidies: Problems and Challenges in Effective Implementation," *Indian Journal of Fertilizers*, 9, 9 (2013), 16-29.
- Sharma, Vijay Paul, "Withdrawal of Fertilizer Subsidy: Some Issues and Concerns for Farm Sector Growth in India," *Indian Journal of Fertilizers*, 9, 5 (2013), 16-28.
- Singh, Manjari and Sarkar, A., "Dimensions, Outcomes and Mediating Roles of Empowerment," *Management and Labour Studies*, 38, 4 (2014), 315-333.
- Singh, Sukhpal, "Policy for Punjab's Agriculture: Will it Deliver?" *Economic and Political Weekly*, 48, 51 (December 2013), 21-23.
- Singh, Sukhpal, "Post-Green Revolution Agro-Entrepreneurship among Capitalist Farmers in Indian Punjab and Andhra Pradesh," *The Journal of Entrepreneurship*, 22, 2 (2013), 161-80.
- Singh, Sukhpal, "South Asian Agrifood Trade Networks in India: A Case Study of Onion Exports," *Millennial Asia: International Journal of Asian Studies*, 4, 2 (2013), 159-84.





## PUBLICATIONS

- Singh, Sukhpal, "The Practice of Contract Farming in India: Making it Inclusive and Effective," *Food Chain*, 3, 3, (2013), 137-54.
- Singla, Chitra, "Internationalization and Performance: A Contextual Analysis of Indian Firms," *Journal of Business Research*, 66, 12 (2013), 2500-06 (Online reference: <http://www.sciencedirect.com/science/article/pii/S0148296313002324>).
- Sinha, Piyush Kumar; Marcolin, Barbara L.; Verma, Varsha and Gupta, Nupur, "Infibeam Internet Retailing", *Ivey Publishing*, (March, 2013), 19.
- Sriram, Karthik; Ramamoorthi, R. V. and Ghosh, Pulak, "Posterior Consistency of Bayesian Quantile Regression Based on the Misspecified Asymmetric Laplace Density," *Bayesian Analysis*, 8, 2 (2013), 479-504.
- Srivastava, P. and Garg, Amit, "Emissions From Forest Fires in India: An Assessment based on Modis Fire and Global Land Cover Products," *Climate Change and Environmental Sustainability*, 1, 2 (October, 2013), 138-144.
- Srivastava, P. and Garg, Amit, "Forest Fires in India: Regional and Temporal Analysis," *Journal of Tropical Forest Science*, 25, 2 (2013), 228 –238.
- Trompeter, Gregory M.; Carpenter, Tina D.; Desai, Naman; Jones Keith L. and Riley, Richard A. Jr, "A Synthesis of Fraud-Related Research," *Auditing: A Journal of Practice and Theory*, 32, 1, (2013), 287-321.
- Turaga, Rama Mohana R. and Kandathil, George, "Defining the Social Responsibility of Businesses," *Economic and Political Weekly*, 49, 7 (February 2014).
- Turaga, Rama Mohana R.; Howarth, Richard B. and Borsuk, Mark, "Perceptions of Mercury Risk and its Management," *Human and Ecological Risk Assessment*, 20, 5 (2014), 1385-1405.
- Uppal, N.; Misra, S. and Vohra, Neharika, "Prior Related Work Experience and Job Performance: Role of Personality," *International Journal of Selection and Assessment*, (Online: 18 FEB 2014 | DOI: 10.1111/ijsa.12055).
- Varkkey, Biju and Kumar, Randhir, "Keeping the Sparkle on: Workforce Retention in Indian Diamond Cutting and Polishing Firms During Economic Recession," *International Journal of Organizational Analysis*, 21, 3 (2013), 454 – 470.
- Vidyarathi, N. and Jayaswal, Sachin, "Efficient Solution of a Class of Location-Allocation Problems with Stochastic Demand and Congestion," *Computers & Operations Research*, 48 (August 2014), 20-30.
- Vijaya Sherry Chand, "The "Grassroots" in the Public System: Teacher-Driven Innovations for Inclusive Educational Development," *Vikalpa: A Journal for Decision Makers*, 38, 3 (2013), 110-113.
- Vohra, Neharika; Rathi, N. and Bhatnagar, Deepti, "Developing Leadership Skills Among EMBA Students: Innovations in Design," *Vikalpa: A Journal for Decision Makers*, (2014).

### Chapter in Books

- Anil Kumar, H, "Return on Investment (ROI) from a Business School Library: An Indian Perspective" in Wales, Tim (ed.), *Business School Libraries in the 21st Century*, Surrey: Ashgate Publishing Ltd. 2014, 65-84.



## PUBLICATIONS

- Banerjee, Abhijit; Sharon Barnhardt and Esther Duflo, "Nutrition, Iron Deficiency Anemia, and the Demand for Iron Fortified Salt: Evidence from an Experiment in Rural Bihar" in Wise, David (ed.), *Discoveries in the Economics of Aging*, Chicago and London: University of Chicago Press, 2014, 341-84.
- Bhatnagar, Subhash, "E-Governance: Can It Be a Potent Tool to Fight Corruption?" in Paul, Samuel (ed.), *Fighting Corruption: The Way Forward*, New Delhi: Academic Foundation, 2013.
- Dholakia, Ravindra H., and "Development Strategy Using Input-Output Statistics" in Somayajulu, V.V.N. (ed.), *Indian Economy and Economic Reforms: Economy-wide Studies in Inter-Industry Frameworks*, Himalaya Publishing House, 2014, 213-38.
- Dholakia, Ravindra H. and Choudhry, Nanda K., "Use of Generalized Inverse to Regionalize the National Input-Output Table" in Somayajulu, V.V.N. (ed.), *Indian Economy and Economic Reforms: Economy-wide Studies in Inter-Industry Frameworks*, Himalaya Publishing House, 2014, 269-80.
- Dholakia, Ravindra H.; Astha, Agarwalla and Bazaz, Amir B., "Trends in Technical Progress in India - Analysis of Input-Output Tables from 1968 to 2003" in Somayajulu, V.V.N. (ed.), *Indian Economy and Economic Reforms: Economy-wide Studies in Inter-Industry Frameworks*, Himalaya Publishing House, 2014, 239-68.
- Gupta, Anil K., "Innovation, Investment, Enterprise: Generating Sustainable Livelihood at Grassroots through Honey Bee Philosophy" in Vazquez-Brust, Diego A., Sarkis, Joseph, Cordeiro, James J. (eds.), *Greening of Industry Network Studies, Collaboration for Sustainability and Innovation: A Role for Sustainability Driven by the Global South*, Netherlands: Springer, 2014, 3, 217-32.
- Gupta, Vishal; Singh, S. and Bhattacharya, A., "Inspiring Creativity in Indian R&D Organizations: Examining the Role of Leadership, Justice Perceptions, Motivation and Psychological Capital" in Banerjee, A. (ed.), *Emerging Issues in Management: Proceedings of Pan-IIM World Management Conference*, New Delhi: Emerald, 2014, 45-53.
- Heath, L; Salinger M. J.; Falkland T.; Hansen J.; Jiang K.; Kameyama Y.; Kishi M.; Lebel L.; Meinke H.; Morton K.; Nikitina E.; Shukla P.R.; and White I, "Climate and Security in Asia and the Pacific (Food, Water and Energy)" in Manton M., and Stevenson L.A. (eds.), *Climate in Asia and the Pacific: Security, Society and Sustainability*, Amsterdam: Springer, 2014, 129-98.
- Karthik, D., "What Drives Emerging Multinationals? Early Stage Internationalization and Performance Drivers of Indian IT Firms" in Banerjee, Ashok (ed.), *Emerging Issues in Management*, New Delhi: Emerald India, 2013, 54-63.
- Kathuria, V. and Turaga, Rama Mohana, "Small Industry in India: Are CETPs an Appropriate Solution Towards Pollution Control" in Das, Keshan (ed.), *Globalization and Standards: Issues and Challenges in Indian Business*, Amsterdam: Springer, 2014.
- Lasco R, Kameyama Y, Jiang K, Penalba L, Pulhin J, Shukla P.R., and Subramanian, S.M., "Climate and Sustainability" in Manton, M. and Stevenson L.A. (eds.), *Climate in Asia and the Pacific: Security, Society and Sustainability*, Amsterdam: Springer, 2014, 253-88.
- Mamidi, Pavan, "Signalling and Deceptive Mimicry in Extortions in India's Naxal Land" in Gambetta, Diego (ed.), *Fight, Flight, Mimic*, University of Oxford and EUI.
- Manikutty, S. and Raghuram, G., "DHL Worldwide Express: The Express Division of Air Freight Limited (AFL): Strategy for a Courier Company with a Global Partner" in Sharma, Dheeraj (ed.), *B2B Marketing*, New Delhi: Cengage Learning, 2014.



## PUBLICATIONS

Ram Mohan, T. T., "Corporate Governance: Issues and Challenges" in Jalan, Bimal and Balakrishnan, Pulapre (eds.), *Politics Trumps Economics*, New Delhi: Rupa Publications, 2014.

Sharma, Meenakshi, "Language and the Negotiation of Identity and Sense of Belonging: A Study of Literary Representations of Indians in England" in O'Regan, John, Wilkinson, Jane and Robinson, Mike (eds.), *Travelling Languages: Culture, Communication and Translation in a Mobile World*, London: Routledge, 2013.

Sharma, Shruti and Singh, Nirvikar, "Information Technology and Productivity in Indian Manufacturing" in Shah, Shekhar, Bosworth, Barry and Panagariya, Arvind (eds.), *India Policy Forum 2012-13*, New Delhi: SAGE Publications, 2013, 189-231.

Sharma, Vijay Paul, "India's Agrarian Crisis and Smallholder Producers' Participation in New Farm Supply Chain Initiatives: A Study of Contract Farming" in Sharma, al. (eds.), *Linking Smallholder Producers to Modern Agri-Food Markets: Case Studies from South and South-East Asia*, New Delhi: Allied Publishers, 2013, 16-54.

Sharma, Vijay Paul; Bill Vorley and Jikun Huang, "Changing Structure of Agri-Food Chains in Asia: Opportunities and Threats for Small-scale Producers" in Sharma, al. (eds.), *Linking Smallholder Producers to Modern Agri-Food Markets: Case Studies from South and South-East Asia*, New Delhi: Allied Publishers, 2013, 1-15.

Shukla, P.R.; Dhar S. and Bhaskar K., "Electric Vehicle Scenarios for India: Implications for Development and Mitigation" in Jooste, M., Tyler, E., Coetzee, K., Boyd, A. and Boulle, M. (eds.), *Proceedings of the Forum on Development and Mitigation*, Cape Town, 2014.

Sinha, Sidharth, "Private Participation in Power Distribution Reforms" in Goyal, Ashima (ed.), *The Oxford Handbook of The Indian Economy in the 21st Century*, New Delhi: Oxford University Press, 2014, 576-99.

Singh, Sukhpal, "Promoting Small Farmer Market Access in Asia: Issues, Experiences and Mechanisms" in Hazell, Peter and Rahman, A. (eds.), *New Directions for Smallholder Agriculture*, Oxford: OUP and IFAD, 2014, 184-213.

Vijaya Sherry Chand, "Socio-Educational Entrepreneurship within the Public Sector: Leveraging Teacher-driven Innovations for Improvement" in Wiseman, Alexander W. (ed.), *International Perspectives on Education and Society*, Bingley: Emerald Publishing, 2014, 23, 59-82.

### Conference Presentations

Agarwal, Anurag K., "Corporate Governance: Changing Trends in Interpreting Fiduciary Duty," India Finance Conference 2013, Indian Institute of Management, Ahmedabad, December 18-19, 2013.

Agarwalla, Sobhesh K. and Raghuram, G., "Structuring the Dedicated Freight Corridor Corporation of India Limited - A Lost Opportunity," WCTR, 2013 Conference, Rio de Janeiro, July 2013.

Agarwalla, Sobhesh K.; Barua, S. K.; Jacob, Joshy and Varma, Jayanth, "Financial Literacy among Working Young in Urban India," Workshop on Design of Products and Services for Financial Inclusion, Indian Institute of Management, Ahmedabad, July 20, 2013.

Barnhardt, Sharon M., "Promotion of Livelihood Opportunities and Social Inclusion," National Summit on Inclusive Urban Development, Government of Gujarat, Gandhinagar, October 17, 2013.



## PUBLICATIONS

- Barnhardt, Sharon, "Comment on Income Distributions, Inequality and Poverty in Asia, 1992 to 2010," 16th Annual Conference on Innovative, Inclusive, and Integrated Asia and Pacific, Asian Development Bank Institute, Tokyo, November 27, 2013.
- Basant, Rakesh and Rai, Rajnish, "Alliance Capability, Governance Mechanisms and Stakeholder Management in Complex Settings," Glasgow Special Conference, Strategic Management Society, Glasgow, June 20-22, 2013.
- Basant, Rakesh and Sharma, Shruti, "ICT Adoption and Organizational Change in Public and Private Enterprises: An Exploration of Plant and Enterprise Level Data in India," EGPA Annual Conference, Edinburgh, September 11-13, 2013.
- Bathini, D. and Vohra, Neharika, "The Role of Traits, Values and Self-Efficacy Beliefs in Volunteering," 3rd Indian Academy of Management (IAM) conference, Indian Institute of Management, Ahmedabad, December 12-14, 2013.
- Batra, S. and Mathur, Ajeet N., "Managing the Trine of Internationalisation, Innovation and Institutional Distance in International Business," Academy of International Business-India Chapter Conference, Indian Institute of Management, Bangalore, April 15-17, 2013.
- Batra, S.; Sharma, S. and Vohra, Neharika, "Technology Oriented Strategy of Small Businesses in Emerging Economies," Strategic Management Society India Conference, Mohali, December 17-19, 2013.
- Batra, S.; Sharma, S.; Dixit, M. and Vohra, Neharika, "Does Strategic Planning determine Innovation in Organizations," 3rd Academy of Management, BPS Global Representatives Workshop, Florida, August 1-5, 2013.
- Batra, S.; Sharma, Sunil and Vohra, Neharika, "Technology Oriented Strategy of Small Businesses in Emerging Economies: Does Industry Matters?" SMS Conference, Mohali, India, December 18, 2013.
- Bhamoriya, Vaibhav, "An Analysis of Resource Conservation Technology: A Case of Micro-Irrigation System (Drip Irrigation)," Research and Methodology Workshop, Ministry of Agriculture, New Delhi, December 20-21, 2013.
- Bhamoriya, Vaibhav, "An Analysis of Resource Conservation Technology: A Case of Micro-Irrigation System (Drip Irrigation)," Senior Officers Meeting, Ministry of Agriculture, New Delhi, July 7, 2013.
- Bhamoriya, Vaibhav, "Irrigation and Entrepreneurship: A Proposal," Research and Methodology Workshop, Ministry of Agriculture, New Delhi, December 20-21, 2013.
- Bhatnagar, Subhash, "e-Governance" Leadership Workshop for Legislators and Ministers, National Institute of SMART Governance, Bangalore, October 2013.
- D'Cruz, Premilla and Noronha, Ernesto, "Routine Resistance: Limits to Reclaiming Power in the Context of Depersonalized Bullying," 2013 AOM, at Buena Vista, Florida.
- D'Cruz, Premilla, "Doubly Entwined: The Politics of Gender in India's Offshoring-Outsourcing Sector," COST conference on virtual work, Darmstadt, Germany, April 8-10, 2013.
- D'Cruz, Premilla, "The Mismanagement of Layoffs," European Congress on Work and Organizational Psychology, Muenster, May 22-25, 2013.
- Dixit, M. R.; Sharma, Sunil and Karna, A., "Strategic Breakthroughs: The Flagpoles of Innovation Journey," AOM Conference at Orlando, August 9-13, 2013.



## PUBLICATIONS

- Dixit, M. R.; Sharma, Sunil and Karna, M., "Role of Entrepreneurial Bias in Low-Cost High-Volume Business Model for Opportunity Creation in Emerging Economies," SMS Conference, Mohali, India, December 17, 2014.
- Doshi, V. and Vohra, Neharika, "Understanding the Experiences of 'Not Knowing' in Leadership," 27th Australia and New Zealand Academy of Management (ANZAM) Conference, Hobart, December 4-6, 2013.
- Doshi, V.; Vohra, Neharika; Khokle, P. and Sharma, R., "Understanding the Experiences of 'Not Knowing' in Leadership," 3<sup>rd</sup> Indian Academy of Management (IAM) Conference, Indian Institute of Management, Ahmedabad, December 12-14, 2013.
- Gandhi, Shailesh, "Financial and Cost Management in Healthcare Systems," Health Conference for Medical practitioners in Middle East, organised by Reinsurance Group of America, Dubai, December 20, 2013.
- Gandhi, Vasant P, "Introduction and Background to the Project: Enhancing Institutional Performance in Watershed Management in Andhra Pradesh, India," Workshop of the Australian Centre for International Agricultural Research (ACIAR) Project, Canberra, April 22, 2013.
- Gandhi, Vasant P, "Research Methodology, Conceptual Framework, Survey and Key Findings: Enhancing Institutional Performance in Watershed Management in Andhra Pradesh, India," Workshop of the Australian Centre for International Agricultural Research (ACIAR) Project, Canberra, Australia, April 22, 2013.
- Gandhi, Vasant P, "Trends in Agribusiness and Food and Implications for the Future of the Seed Industry", CEO Conclave - Indian Seed Congress 2014, National Seed Association of India (NSAI), Gandhinagar, February 17, 2014.
- Gandhi, Vasant P, "Technology, Economics and Risk-Perception: A Study of the Adoption of Genetically-Modified Bt Cotton in India", Western Economic Association International (WEAI) 88th Annual Conference, Seattle, USA, June 28-July 2, 2013.
- Gandhi, Vasant P. and Bhamoriya, Vaibhav, "Structural Equation Modelling for Institutional Improvement to Enhance Impact of Watershed Management Institutions," ACIAR Project Conference cum Workshop, ACIAR, Australia, April 13-25, 2013.
- Gandhi, Vasant P. and Jain, Dinesh, "Growth and Development of the Agribusiness Sector: Nature, Drivers, Models and Challenges," 73<sup>rd</sup> Annual Conference of the Indian Society of Agriculture Economics (ISAE), Hyderabad, December 18 – 20, 2013.
- Gandhi, Vasant P., "Integrative Agribusiness Models for Linking Farmers to the Market", Vibrant Gujarat Global Agriculture Summit, Government of Gujarat: Agriculture and Co-operation Department, Gandhinagar, September 9-10, 2013.
- Gupta, Anil K., "A Vision for Innovation in Government," Workshop on Innovation Action Plans: Review and Next Steps, Indian Institute of Foreign Trade (IIFT), Delhi, June 14, 2013.
- Gupta, Anil K., "Autopoiesis Model of Innovation: Frugal, Flexible, Friendly and Affordable," International Economic Forum: Les Rencontres Economiques d'Aix-en-Provence 2013, Aix-en-Provence, July 6, 2013.
- Gupta, Anil K., "Beyond the Built Environment: Achieving India's Sustainable Future," Ecobuild India 2013, UBM India Pvt. Ltd., Mumbai, April 17, 2013.
- Gupta, Anil K., "Breakthrough Innovations for Social Change," BITSAA Global Alumni Meet, BITS Pilani-Hyderabad Campus, January 5, 2014.





## PUBLICATIONS

- Gupta, Anil K., "Crucible of Creativity in Crop Development: Learning from Farmer Breeders," 5th J.C. Bose Memorial Lecture and Foundation Day of NIPGR," New Delhi, December 10, 2013.
- Gupta, Anil K., "Designing Institutions for Innovative Social Transformation: Bridging or Eliminating Need Gaps," 4th Asia NGO Innovation Summit [ANIS] 2013, Hope Institute, Bangkok, October 8, 2013.
- Gupta, Anil K., "Empathetic Innovations for Social Development," 73<sup>rd</sup> Annual Meeting of the Academy of Management, Orlando, August 10-15, 2013.
- Gupta, Anil K., "Encouraging Farmers Innovations for Sustainable Development," Workshop on Farmer Innovations in Kerala, Kerala State Planning Board, Thiruvananthapuram, March 26, 2014.
- Gupta, Anil K., "Engineering for Social Change: The Case of Techpedia.in," International Congress Vision, Lima, October 16 - 18, 2013.
- Gupta, Anil K., "Farmer and Worker Based Innovation for Entrepreneurial Development," Workshop on Innovation-Led and Technology Driven Entrepreneurship. the Way Ahead for Kerala, December 3, 2013.
- Gupta, Anil K., "From Micro Finance to Micro Venture Finance: A Paradigmatic Shift for Inclusive Development through Grassroots Innovations," LH Forum: Movement for a Positive Economy, Le Havre, September 26, 2013.
- Gupta, Anil K., "Frugal Innovation: How Can We Do More with Less?" World Innovation Summit for Education, Doha, October 30, 2013.
- Gupta, Anil K., "Grassroots Innovation and Transformation towards Sustainable Development," Conference on Transformation in a Changing Climate, Georg Sverdrups Hus, University of Oslo, Norway, June 19-21, 2013.
- Gupta, Anil K., "Grassroots Innovations Matter," 6th SARCHI Retreat and Interface, Pretoria, November 22-26, 2013.
- Gupta, Anil K., "Innovation in Government: Strategy and Implementation," International Workshop on Government Performance Management, New Delhi, July 11, 2013.
- Gupta, Anil K., "Innovation Roadmap for UP: A Long Term Perspective and Bankers as Agents of Change," State Innovation Council, Innovation Roadmap 2020 for UP, Lucknow, July 24, 2013.
- Gupta, Anil K., "Innovations for Inclusive Development," Asia Pacific Conference: APCON 2013, Bangalore, May 15, 2013.
- Gupta, Anil K., "Innovations for Women Empowerment," State Level Conference for Women Entrepreneurs 2014, Aamhi Udyogini Prathishthan, Mumbai, March 1, 2014.
- Gupta, Anil K., "Learning from the Margins," Bodo Students' Union Open Session, Udalguri, Assam, January 12, 2014.
- Gupta, Anil K., "Leveraging Indigenous Knowledge, Creativity and Innovations: Honey Bee Network Approach," World Indigenous Network Conference 2013 (WINC 2013), Darwin NT, Australia, May 26, 2013.
- Gupta, Anil K., "Making India Innovative: An Agenda for Action," National Level Fair on Ideas, Inventions, and Innovations (i3Expo2013), September 29, 2013.



## PUBLICATIONS

- Gupta, Anil K., "Promoting Originality and Social Relevance in Engineering Education," 17<sup>th</sup> Punjab Science Congress, Punjab Technical University, Kapurthala, February 16, 2014.
- Gupta, Anil K., "Recognizing Excellence at Local Level," Workshop for Women Sarpanchs of Gujarat, Indian Institute of Management, Ahmedabad, December 6-7, 2013.
- Gupta, Anil K., "Technological Innovations in Rural Countryside," International Congress Vision," Lima, October 16 - 18, 2013.
- Gupta, Parvinder, "Moving Forward: Opportunities and Challenges," The International Symposium on Social Sciences, Hong Kong, December 19-21, 2013.
- Gupta, Vishal, "Leadership and Creativity: Examining the Role of Justice and Engagement," The 73<sup>rd</sup> Annual Meeting of the Academy of Management, Orlando, August 9-13, 2013.
- Jacob, Joshy and Agarwalla, Sobhesh K., "Mandatory IPO Grading: Does it Help Pricing Efficiency?" Eastern Finance Association Conference, Tampa, April, 2013.
- Jacob, Joshy; Agarwalla, Sobhesh K. and Vasudevan, Ellapulli; "Market Timing Ability of Indian Firms in Open Market Repurchases," India Finance Conference, Indian Institute of Management, Ahmedabad, December 2013.
- Jacob, Joshy; Agarwalla, Sobhesh K. and Pandey, Ajay; "Impact of the Introduction of Call Auction on Price Discovery: Evidence from the Indian Stock Market Using High-Frequency Data," Asia-Pacific Association of Derivatives, August, 2013, Busan, August, 2013.
- Jacob, Joshy; Agarwalla, Sobhesh K. and Pandey, Ajay; "Impact of the Introduction of Call Auction on Price Discovery: Evidence from the Indian Stock Market Using High-Frequency Data," Eastern Finance Association Conference, Tampa, Florida, April, 2013.
- Jacob, Joshy; Agarwalla, Sobhesh K.; Barua, S. K. and Varma, Jayanth R., "Financial Literacy among Working Young in Urban India," India Finance Conference, Indian Institute of Management, Ahmedabad, December 2013.
- Jain, Rekha, "Deploying Intellectual Capital for Technology and Policy Leadership in the Telecom Sector: Role of TCOEs," Workshop on Activities and R&D Roadmap for the Next Five Years of TCOEs: Achieving the Objectives of NTP 2012, Indian Institute of Management, Ahmedabad, July 6, 2013.
- Jain, Rekha, "Policy Framework for Spectrum Management in Emerging Economies: Lessons from Mobile Broadband Spectrum Allocations in India and the Philippines," 41<sup>st</sup> Research Conference on Communication, Information and Internet Policy, Telecommunications Policy Research Conference, September 27-29, 2013.
- Jain, Rekha, "Role of the Public ICT Networks in Facilitating Innovation: Lessons from India," 24<sup>th</sup> European Regional Conference of the International Telecommunications Society, Florence, October 20-23, 2013.
- Jain, Rekha, "Terrestrial Broadcasting: New Concepts and Competition: DTT," BES Expo 2014, 20<sup>th</sup> international Conference and Exhibition on Terrestrial and Satellite Broadcasting, New Delhi, January 14, 2014
- Kapoor, Amit and Ranganathan, Kavitha, "What Makes a Data-Story Work? A Framework for Effective Visual Data Narratives," International Conference on Business Analytics and Intelligence, Bangalore, December 2013.



## PUBLICATIONS

- Karthik, D., "Corporate Governance Issues In Executive Compensation: The Indian Experience (2008–2012)," National Stock Exchange - Indian Institute of Management, Bangalore, Corporate Governance Round Table, January 2013.
- Karthik, D., "Corporate Governance Issues In Executive Compensation: The Indian Experience (2008–2012)," Strategic Management Society Special Conference in Mohali, December 17-19, 2013.
- Karthik, D., "What Drives Emerging Multinationals? Early Stage Internationalization and Performance Drivers of Indian IT firms," IIM World Management Conference, May 30-June 1, 2013.
- Karthik, D., "What Drives Emerging Multinationals? Early Stage Internationalization and Performance Drivers of Indian IT firms," Divisional Paper Session, 2013 Academy of Management, Annual Meeting 2013, August 9-13, 2013.
- Kaul, Asha and Desai, A., "Does East Meet West? Comparing Crisis Communication Strategies used by Indian and Western Companies," 11th Annual International Conference on Communication and Mass Media, Athens, May 13-16, 2013. Laha A. K., "Analytics for Marketing in the 21<sup>st</sup> Century", FIIB Marketing Analytics Conference, New Delhi, India, October 2013.
- Laha A. K., "Data Analytics in Healthcare - An Introduction", Transforming Healthcare with IT Conference, Hyderabad, India, September 2013.
- Laha A. K., "Applications of Stochastic Modelling in Finance", Research in Statistical Science: Past, Present and Future, S. P. University, Vallabh Vidyanagar, India, February, 2014.
- Khanra, Avijit and Soman, Chetan A., "Heuristics for Multi-Product Newsboy Problem with Satisficing Objective," 18<sup>th</sup> International Working Seminar on Production Economics, Innsbruck, February 24-28, 2014.
- Mamidi, Pavan, "The Economics of Choice for Displaced Indigenous Land Owners in Andhra Pradesh," Land Rights, Environment Protection and Inclusive, Sustainable Development in India, Centre for Policy Research, New Delhi; Christian Michelsen Institute; and University of Bergen, January 17, 2013.
- Mathur, Ajeet N., "Emotional Submergence of Protest: A Triumph of Strategy or Catastrophic Risk Magnification?" 29<sup>th</sup> EGOS Colloquium, Montreal, July 3-7, 2013.
- Mathur, Ajeet N., "Horses for Courses: Affect Patterns of Risk-Taking in the Context of Institutional Plurality and Cultural Diversity," Indian Academy of Management Conference, December 14, 2013.
- Mathur, Ajeet N., "Relevance of Inter-Disciplinary Inquiries into Contemporary Issues," Researchers' Workshop, School of Inter-disciplinary Studies, Indira Gandhi National Open University, April 1, 2013.
- Mathur, Ajeet N., "The Strategic Management of Sustainable Innovation," 5th International Conference, Prestige Institute of Management, Gwalior, January 10, 2014.
- Mathur, Ajeet N., "Two Cultures? Frontiers of Faith in Yoga and Psychoanalysis," FMRI Annual Psychoanalytical Conference, India, December 19-20, 2013.
- Mathur, Navdeep, "Planning Like a State: Urban Governance by (Dis) Empowerment," 14<sup>th</sup> Annual Conference of NAERUS-GISDECO, ITC, University of Twente, Enschede, September 2013.
- Mathur, Navdeep, "Understanding Urban Governance and Research Agendas for Social Science" Workshop on Cities, Symbiosis School of Economics, Pune, March 14-15, 2013.
- Mishra, N.; Roy, Debjit and van Ommeren, J., "Queuing Approximations for the Inter-Terminal Container Transportation (ITT) Problem," INFORMS Annual Meeting, Minneapolis, October 6-9, 2013.



## PUBLICATIONS

- Nigam, S. and Roy, Debjit, "Analysing Alternate Storage Strategies in Mobile Rack-Based Order-Pick System," 3rd IIMA International Conference on Advanced Data Analysis, Business Analytics and Intelligence, Indian Institute of Management, Ahmedabad, April 13-14, 2013.
- Nigam, S.; Roy, Debjit and de Koster, R. "Analysing Alternate Vehicle Allocation Strategies in Mobile Rack-Based Order-Pick Systems," OR13 Conference, Erasmus University, The Netherlands, September 3-6, 2013.
- Pangotra, Prem, "Knowledge Needs Assessment for Indian Cities," Consultation Workshop on India Knowledge and Experience Exchange Hub, ADB-GoI-World Bank, New Delhi, November 12, 2013.
- Pathak, Atul and Kandathil, George, "A Strategy-as-Practice Approach to Understanding the Strategies of Small, Informally Organised Retail Grocery Shops in India," Indian Academy of Management Conference, Indian Institute of Management, Ahmedabad, September 20, 2013.
- Pazour, J.A. and Roy, Debjit, "Modelling Priority Service and Repositioning Strategies," IIE Annual Conference 2013, Puerto Rico, May 18-22, 2013.
- Raghuram, G., "Evolution of Model Concession Agreement for National Highways in India," World Conference on Transport Research, Rio de Janeiro, July 15-18, 2013.
- Raghuram, G., "Framework for Structuring PPPs in Railways," World Conference on Transport Research, Rio de Janeiro, July 15-18, 2013.
- Raghuram, G., "Issues in PPPs in Ports in India," International Conference on Public Private Partnership. The Need of the Hour, Institute of Public Enterprise, Hyderabad, January, 23-24, 2014.
- Raghuram, G., "Issues in PPPs in Ports in India," World Conference on Transport Research, Rio de Janeiro, July 15-18, 2013.
- Raghuram, G., "Structuring the Dedicated Freight Corridor Project, A Critique," World Conference on Transport Research, Rio de Janeiro, July 15-18, 2013.
- Roy, Debjit and de Koster, R. "Optimizing Stack Layouts in Container Terminals using Stochastic Models," National University of Singapore, 3rd International Conference on Logistics and Maritime Systems, September 12-14, 2013.
- Roy, Debjit and Gupta, A., "Traffic Flow-based Analytical Model for Fleet and Buffer Sizing at Sea Container Terminals," INFORMS Annual Meeting, Minneapolis, October 6-9, 2013.
- Roy, Debjit and Kumar, A., "Optimal Partitioning of Vertical Zones in Vehicle-based Warehouse System," INFORMS Annual Meeting, Minneapolis, October 6-9, 2013.
- Roy, Debjit and Nigam, S., "Queuing Models for Mobile Rack-based Order-Pick Systems," INFORMS Annual Meeting, Minneapolis, October 6-9, 2013.
- Sarin, Ankur and Ranganathan, Kavitha, "An Evaluation Framework for Socially Meaningful Evaluations of Technology based Social Innovations, 2013," Paper shortlisted as "Highly Commended" for the Best Paper Award at the International Social Innovation Research Conference (ISIRC), Said Business School, Oxford, September 2013..
- Sharma, Meenakshi, "Indian Writing in English and a Space Called England," Travelling Narratives: Modernity and the Spatial Imaginary, University of Zurich, November 29 - December 1, 2013.
- Sharma, Rajeev; Dixit, M. R. and Pydah, Akhila, "Is it a Double Edged Sword? Exploring the Reach of Project Based Teaching and Learning," Biennial Conference of 'European Association for Research and Learning in Instruction' (EARLI), Munich, August 27-31, 2013.



## PUBLICATIONS

- Sharma, S.; Sheel, R. and Vohra, Neharika, "Personality and Commitment: A Metanalysis," 73rd AOM Meeting, Florida, August 9-13, 2013.
- Sharma, Shruti, "Imported Intermediate Inputs and Workforce Composition: Evidence from India's Tariff Liberalization," 7<sup>th</sup> Economic Theory and Policy Conference, Jawaharlal Nehru Niversity and NIPFP, New Delhi, February 21, 2014.
- Sharma, Shruti, "Imported Intermediate Inputs and Workforce Composition: Evidence from India's Tariff Liberalization," Spatial Dimensions of the Labour Market: The Relocation of Jobs, Institute for Employment Research (IAB), RCEA and ZEW, Nuremberg, March 13, 2014.
- Sharma, Vijay Paul, "Agricultural Commercialization and Trade Patterns in India: Dynamics and Prospects," Silver Jubilee Celebrations Conference on the State, the Market, and the Agripreneurs, Indira Gandhi Institute of Development Research ,Mumbai, April 3-5, 2013.
- Sheel, R. and Vohra, Neharika, "The Relationship Between Perceptions of Corporate Social Responsibility (CSR) and Organisational Cynicism: Moderating Effect of Employee Volunteering," 3rd Indian Academy of Management (IAM) Conference, Indian Institute of Management, Ahmedabad, December 12-14, 2013.
- Singh, Sukhpal, "Agribusiness Franchising in India: Performance and Potential," 6th International Conference of Economics and Management of Networks (EMNET), Agadir, November 21-23, 2013.
- Singh, Sukhpal, "Benefits of FDI in Multi-brand Retail Trade in India: Myths and Reality," College of Co-operation, Banking, and Management, Kerala Agricultural University, Thrissur, April 20, 2013.
- Singh, Sukhpal, "GM Crops and Global Agri Trade," Regulating Transgenic Crops for Sustainable Development, Kutch University, Bhuj, July 6, 2013.
- Singh, Sukhpal, "Inclusive Value Chains in India: Evidence and Potential," Silver Jubilee Celebrations Conference, Indira Gandhi Institute of Development Research, Mumbai, April 3-5, 2013.
- Singh, Sukhpal, "PPP Governance and Development: Conceptual and Policy Level perspectives," National Seminar on Public-Private Partnerships: Polices, Practices and Perspectives, Newman College Thodupuzha, April 17-18, 2013.
- Singh, Sukhpal, "Producer Companies in India: Lessons from Case Studies," 6th International Conference of Economics and Management of Networks (EMNET), Agadir, November 21-23, 2013.
- Singh, Sukhpal, "Public - Private Partnerships for Agribusiness Development in India: Experience, Issues, and Strategies," National Seminar on Public- Private Partnerships: Polices, Practices and Perspectives, Newman College, Thodupuzha, April 17-18, 2013.
- Singh, Sukhpal, "Rethinking Diversification of Punjab Agriculture: The Why and the How of Policy and Mechanisms, International conference on Rejuvenation of Punjab Economy," University of California and Punjabi University, Patiala, March 21-23, 2014.
- Singh, Sukhpal, "Small Farmer Organisation in Rainfed Regions of India: A Study of Organization and Performance of Producer Companies," National Seminar on Agri Risk Management, Centre for Good Governance, Hyderabad, January 3-4, 2014.
- Singh, Sukhpal, "Small Farmers, Prosperous Farmers in India: Lessons from Case Studies," National Seminar on Agri Risk Management, Centre for Good Governance, Hyderabad, January 3-4, 2014.





## PUBLICATIONS

- Singh, Sukhpal, "Small Producer Aggregation Models for Livelihoods and Nutrition at Tata," Workshop on Aggregation Models for Income and Nutrition, ICRISAT, Hyderabad, February 27-28, 2014.
- Sinha, Anamika and Varkkey, Biju, "To Be or Not to Be: Talent Management in a Growing Recruitment Process Outsourcing Firm," IVEY - ISB Global Case Competition 2013: Presentation of Winning Cases, Mumbai, August 23, 2013.
- Soman, Chetan A., "Heuristics for the Economic Lot Scheduling Problem with Combined Make-To-Order and Make-To-Stock Production System," 18<sup>th</sup> International Working Seminar on Production Economics, Innsbruck, February 24-28, 2014.
- Thomas, N. and Vohra, Neharika, "Multi-level Approach to Organizational Learning Using Social Network Analysis," 3<sup>rd</sup> Indian Academy of Management (IAM) Conference, Indian Institute of Management, Ahmedabad, December 12-14, 2013.
- Thomas, N. and Vohra, Neharika, "Multi-level Network Measures for Organizational Learning: Case of a Consultancy Firm," 3<sup>rd</sup> Indian Academy of Management (IAM) Conference, Indian Institute of Management, Ahmedabad, December 12-14, 2013.
- Thomas, N. and Vohra, Neharika, "Network Measures for Organizational Learning Subprocesses," 3<sup>rd</sup> Indian Academy of Management (IAM) Conference, Indian Institute of Management, Ahmedabad, December 12-14, 2013.
- Thomas, N.; Vohra, Neharika, "Communities of Practice and their Inherent Control and Autonomy Irony: A Power-based Perspective," 3<sup>rd</sup> Indian Academy of Management (IAM) Conference, Indian Institute of Management, Ahmedabad, December 12-14, 2013.
- Varkkey, Biju and Korde, Rupa, "Minimum Wage Setting and its Impact on Industrial Relations in Asian Countries: A Cross-Country Comparison," 3<sup>rd</sup> Right to Decent Work Conference on Regulating for Equitable and Job-Rich Growth, ILO, Geneva, July 3-5, 2013.
- Varkkey, Biju and Mehta, Khushi, "India Country Status Report," 5<sup>th</sup> Global Wageindicator Annual Conference, WI Foundation and University of Amsterdam, Amsterdam, August 26- 28.
- Varkkey, Biju, "Social Security in Informal Sector: The Case of MNREGA," 5<sup>th</sup> Asia European Labour Forum (AELF) on Reducing Social Inequalities through Comprehensive Social Security Systems, Amsterdam, September 4-6, 2013.
- Varkkey, Biju; Martin, G. and Korde, Rupa, "Indian Labor Market and the Position of Women: What do the Wage Indicator (Paycheck.in) Indian Survey Data Reveal?" 8<sup>th</sup> IZA/World Bank Conference on Employment and Development, Bonn, August 22-23.
- Verma, Sanjay and Gupta, Ashish, "Improving Services In Outdoor Patient Departments by Focusing on Process Parameters: A Simulation Approach," Winter Simulation Conference, Washington DC, December 9, 2013.

A B C D E F G H I **J** K L M N O P Q R

## CASES, RESEARCH, AND CONSULTING

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
2003-04	2920	649	1957
2004-05	2933	655	2044
2005-06	2945	675	2118
2006-07	2977	709	2137
2007-08	2988	729	2186
2008-09	3037	749	2272
2009-10	3050	791	2405
2010-11	3062	792	2510
2011-12	3068	793	2634
2012-13	3080	797	2708
<b>2013-14</b>	<b>3169</b>	<b>814</b>	<b>2823</b>



## MANAGEMENT DEVELOPMENT PROGRAMMES

### Distribution of Participants

Programmes	No. of Programmes	No. of Participants			Total
		Public Sector	Private Sector	Foreign	
General Management Programmes	4	46	100	8	154
Global Programmes	2	5	9	25	39
New Programmes	7	77	69	3	149
Regular/Repeat Programmes	46	455	740	41	1236
<b>Total</b>	<b>59</b>	<b>583</b>	<b>918</b>	<b>77</b>	<b>1578</b>

### General Management Programmes

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
3TP Middle Management Programme (Summer) June 16 - July 13, 2013	6	12	3	21
3TP Senior Management Programme August 4 - August 24, 2013	26	29	3	58
Small and Medium Enterprises Programme October 13 - 26, 2013	0	23	1	24
3TP Middle Management Programme (Winter) January 19 - February 15, 2014	14	36	1	51
<b>Total</b>	<b>46</b>	<b>100</b>	<b>8</b>	<b>154</b>

### Global Programmes

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
General Management Programme in Bhutan August 18 -31, 2013	0	9	21	30
BRICs on BRICs - South Africa Module October 7 - 11, 2013	5	0	4	9
<b>Total</b>	<b>5</b>	<b>9</b>	<b>25</b>	<b>39</b>



## MANAGEMENT DEVELOPMENT PROGRAMMES

### New Programmes

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
<b>Public Systems</b>				
Public Private Partnerships (PPPs) in Rural Infrastructure June 24 - 28, 2013	24	5	1	30
<b>Information Systems</b>				
Visual Business Intelligence December 9 - 11, 2013	2	26	0	28
Production and Quantitative Methods				
Warehouse Design and Management December 23 - 26, 2013	13	8	1	22
<b>Marketing</b>				
Innovating for Growth January 13 - 17, 2014	10	4	1	15
Centre for Management of Health Services				
Data Analysis for Healthcare Management January 20 - 24, 2014	8	16	0	24
Medico Legal Issues in Healthcare Management March 10 - 12, 2014	1	9	0	10
<b>Agriculture</b>				
Rural Marketing February 17 - 21, 2014	19	1	0	20
<b>Total</b>	<b>77</b>	<b>69</b>	<b>3</b>	<b>149</b>

### Regular/Repeat Programmes

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
<b>Business Policy</b>				
Strategies for Growth September 9 - 14, 2013	2	28	1	31
Contract Management September 16 - 20, 2013	24	17	0	41
Knowledge Management September 30 - October 5, 2013	7	5	0	12
Innovation, Corporate Strategy and Competitive Performance October 28 - November 2, 2013	11	5	1	17
Organizational Leadership for the 21st Century November 18 - 21, 2013	9	20	1	30
Working Conference : Authority, Organization, Strategies and Politics of Relatedness November 28 - December 4 - 20, 2013	15	6	0	21

A B C D E F G H I J **K** L M N O P Q R

## MANAGEMENT DEVELOPMENT PROGRAMMES

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
<b>Communication</b>				
Taking People Along: Managing by Persuasion August 12 - 17, 2013	10	23	1	34
The Winning Edge : Communication Strategies for Leaders September 16 - 21, 2013	4	31	1	36
Effective Communication Strategy : Men and Women @ Work October 21 - 26, 2013	20	3	0	23
<b>Information Systems</b>				
Strategic IT Management for CIOs October 28 - November 2, 2013	11	10	2	23
Managing IT Projects December 2 - 7, 2013	9	5	0	14
ERP Systems: Technology, Planning & Implementation December 9 - 11, 2013	7	1	0	8
<b>Finance and Accounting</b>				
Advanced Corporate Finance October 21 - 26, 2013	13	33	1	47
Strategic Cost Management January 13 - 16, 2014	5	32	0	37
Mergers, Acquisitions and Restructuring February 3 - 8, 2014	11	12	0	23
<b>Marketing</b>				
Advanced Data Analysis for Marketing Decisions July 29 - August 3, 2013	14	5	0	19
Luxury Management Programme August 5 - 9, 2013	0	9	1	10
Customer Based Business Strategy August 29 - 31, 2013	11	15	1	27
International Business October 7 - 12, 2013	3	16	0	19
Managing Retailing October 14 - 19, 2013	0	13	6	19
Customer Relationship Management January 20 - 25, 2014	9	12	0	21
Enhancing Sales Force Performance February 17 - 20, 2014	31	18	1	50
B2B Marketing February 24 - March 1, 2014	23	0	3	26



A B C D E F G H I J **K** L M N O P Q R

## MANAGEMENT DEVELOPMENT PROGRAMMES

Programmes	No. of Participants			Total
	Public Sector	Private Sector	Foreign	
<b>Organizational Behaviour</b>				
Enhancing Leadership Capacities and Potential Among Professional Women July 9 - 12, 2013	31	10	0	41
Leadership and Change Management July 29 - August 2, 2013	10	32	12	54
Interpersonal Effectiveness and Team Building January 6 - 9, 2014	12	33	0	45
Creativity & Innovation as Core Competence : Developing Personal and Organizational Capability March 25 - 28, 2014	4	14	0	18
<b>Personnel and Industrial Relations</b>				
Negotiations Skills Clinic August 26 - 28, 2013	15	28	0	43
Advanced Human Resource Management December 2 - 7, 2013	23	15	1	39
<b>Production and Quantitative Methods</b>				
Quantitative Data Analytics and Its Applications in Business / Marketing April 15 -17, 2013	3	9	0	12
Uncertainty, Complexity and Risk in Projects April 29 - May 2, 2013	9	7	1	17
Advanced Quality Management July 15 - 19, 2013	0	23	0	23
Risk : Modeling and Management September 2 - 6, 2013	13	3	0	16
Project Management September 2 - 7, 2013	9	11	1	21
Advanced Analytics for Management November 18 - 23, 2013	2	22	0	24
Revenue Management and Dynamic Pricing November 24 - 29, 2013	0	26	2	28
Supply Chain Management December 2 - 7, 2013	1	32	4	37
Food Supply Chain Management February 3 - 8, 2014	5	11	0	16
Delivering Logistics Solutions February 23 - March 1, 2014	3	12	0	15

A B C D E F G H I J **K** L M N O P Q R

## MANAGEMENT DEVELOPMENT PROGRAMMES

<b>Agriculture</b>				
Agriculture Input Marketing January 6 - 12, 2014	0	24	0	24
Managing Contract Farming January 27 - 31, 2014	13	9	0	22
<b>Public Systems</b>				
Legal and Regulatory Issues in Infrastructure August 26 - 30, 2013	18	0	0	18
Centre for Management of Health Services				
Hospital Management September 10 -14, 2013	18	28	0	46
Clinical Laboratory Management October 16 -18, 2013	12	13	0	25
Ravi J Matthai Centre for Educational Innovation (RJMCEI)				
Strategic Leadership for Schools in a Changing Environment September 30 - October 5, 2013	0	44	0	44
Innovating for Excellence : Programme for Leaders in Management Education December 2 - 7, 2013	5	15	0	20
<b>Total</b>	<b>455</b>	<b>740</b>	<b>41</b>	<b>1236</b>



## CHAPTER ACTIVITIES

### CHAPTER ACTIVITIES (April -2013 to March -2014)

Sr. No.	Date	Chapter	Events	No. of Alumni Attended	Remark
1	05-Apr-13	Singapore	Creating an Impact	750	The event served as a show of strength of the IIMA brand and the power of the global IIMA network. IIM Ahmedabad alumni were deeply involved in the event organization. The Key address was given by Prof. Reghuram Rajan (PGP 1987), the Chief Advisor to the Government of India.
2	06-Apr-13				
3	07-Apr-13	Chennai	Synchrony	30	Alumni of the Chennai Chapter met at the Taj Connemara to enjoy a breakfast meeting with Mr. K. Rangarajan, Chennai Metro MD. The members of the Chennai IIMAAA turned out in good numbers early on Sunday morning.
4	04-May-13	Hyderabad	Synchrony 2013	300	One of the biggest Chapter events of the year, this gala event was held at the Oberoi and Trident.
5	20-Apr-13	USA	Pinnacle 2013	150	The theme of the conference was "What Next". Jayant Swamy, Director, IIM Americas welcomed the conference and Ashima Jain, Founding President, IIM Americas proceeded to update the alumni about the activities and the vision of IIM Americas.
6	04-May-13	Chennai	Synchrony	130	Dr. C. Rangarajan's address to the alumni at the Park Sheraton Hotel in Chennai was a milestone in the history of the Chennai Chapter of the IIMAAA. There was a sense of immense pride in belonging to an institution that has had the honour of, quite literally, hosting intellectual giants of his calibre.
7	11-May-13	Pune	Synchrony	45	There were alumni from past batches to the recent batches. The mix of people from across the various batches and sectors made it a vibrant evening. The numbers are increasing steadily and hope that within a couple of years, we reach ambitious targets in terms of membership and attendance.
8	11-May-13	Bangalore	Synchrony 2013	35	Alumni in Bangalore turned up in large numbers for the annual alumni get-together. The open air setting fostered a spirit of camaraderie, and various groups of alumni could be seen reminiscing about their days on campus.

A B C D E F G H I J K **L** M N O P Q R

## CHAPTER ACTIVITIES

Sr. No.	Date	Chapter	Events	No. of Alumni Attended	Remark
9	18-May-13	USA	IIMPulse 2013	70	IIMPulse 2013 marked a hugely successful inauguration of IIM Americas Dallas Chapter. The theme of the conference was "Innovate, Integrate, Motivate".
10	Jun-13			90	The Hyderabad Chapter has now made it a ritual to hold an alumni meeting every first Saturday of the month.
11	Jul-13	Hyderabad	Alumni Meeting	100	Annual General Body Meeting. A significant development was announced during the meeting, "Making the Udbav School Project" operational.
12	Aug-13			60	Dr. R Narasimhan, Dean, The Woxsen School, was interested in exploring the possibility of collaborating with IIMA Alumni in Hyderabad in several areas, such as mentorships and industry collaboration.
13	17-Aug-13		Trek for Alumni	20	Organised the trek for alumni and their families, to Tikona Fort. The trip was organised by Deepak Vaidya (PGP 2009).
14	24-Aug-13	Pune	Annual General Body Meeting	31	Dr. Subhash Bhave, President, welcomed the alumni, and provided a brief history of the chapter. The new executive committee was selected for 2013-14.
15	Apr-13	Mumbai	Executive Committee	30	The Executive Committee of the IIMA Alumni Association was reconstituted recently with the active participation of Rashmi Bansal, Ankur Gupta and the former Dean (Alumni & External Relations), Prof. Vijaya Sherry Chand.
16	11-May-13		Synchroni 2013	200	The event witnessed the attendance of a record breaking number for similar events in recent times. The previous four batches attended Synchrony 2013.
17	28-Sep-13		Workshop	20	The result of this workshop included a list of topics that ought to concern us most.
18	25-Oct-13	Pune	Get-together	15	A pre-Diwali get-together was held by the members. Dr. Bhave talked about his visit to the IIMA and his discussion with the Director and the Alumni office.



## CHAPTER ACTIVITIES

Sr. No.	Date	Chapter	Events	No. of Alumni Attended	Remark
19	01-Nov-13	Hyderabad	The Ravi j Matthai Memorial Lecture -III	16	This annual event has now secured its place among three major events which includes Synchrony with a turnout of over 90% of the alumni. This time the topic being "The State of Indian Economy"; chapter invited Mr. K V Kamath, Mr. Aravind Kumar and Prof. Arvind Sahay. Prof. Arvind Sahay highlighted the importance of trained manpower and the role of academicians.
20	30-Nov-13		Get-together	6	Prakash Sheth Hosted the first chapter news of the new cycle.
21	03-Dec-13	Nagpur	Visit of the Jeevan Suraksha Hospice	10	Visited the Jeevan Suraksha Hospice and Palliative Care Centre. Pune chapter is planning to work in some manner with this institution.
22	17-Dec-13		Get-together	7	Party hosted to felicitate Sunita Sahari (PGP 1976) who took over as Chief Secretary, Government of Maharashtra.
23	17-Dec-13	Mumbai	CXO Meet	27	In a very frank and friendly interaction, the Director, Prof. Ashish Nanda expressed his desire to have a one-on-one interaction with as many alumni as possible. The idea was further supported by the new Dean (Alumni & External Relations), Prof. Arvind Sahay. The session discussed diverse issues right from the Mission and Vision statements of the Institute to increase connect of the alumni.
24	18-Jan-14	Chennai	Alumni Meeting	14	An informal meet of IIMAAA Chennai chapter was held at the IIT Club. Muralidharan, President warmly welcomed the members. There was an interesting mix of senior and junior batches.
25	24-Jan-14	Oman	Alumni Meeting	25	We started the meeting with a welcome note from Parag Mathur, PGP 93. We also bid farewell to Vineeta and Pradeep Koppikar PGP 79.
26	11-Feb-14	Mumbai	Maha Event of the Year!! (View from Roads Less Travelled)	325	IIMA Alumni Association (Mumbai Chapter) felicitated – Dr. Raghuram Rajan – PGP 87 (RBI, Governor), Prof. Ashish Nanda – PGP 83 (Director, IIMA), Mr. Jageshwar Saharia – PGP 77 (Chief Secretary, Maharashtra). Rama Bijapurkar (PGP 78), Prof Arvind Sahay (Dean, Alumni & External Relations, PGP 89) and Vijay Waghmare (PGP 95) helped in defining the theme and suggesting broad outline for the event.



A B C D E F G H I J K L **M** N O P Q R

**GLOBAL RANKINGS**

**International Rankings: Financial Times Masters in Management Rankings 2013**

**FT.com** Masters in Management 2013  
FINANCIAL TIMES FT.com Business School Rankings - Custom PDF download

Rank in 2013	Average of rank over 3 years	School name	Country	Programme name	Weighted salary (US\$)	Value for money rank	Employed at three months (%)
1	1	University of St Gallen	Switzerland	Master of Arts in Strategy and International Management	80,081	1	100 (71)
2	2	ESCP Europe	France, UK, Germany, Spain, Italy	ESCP Europe Master in Management	64,800	32	88 (62)
3	-	WHU Beisheim	Germany	Master of Science in Management	97,050	7	95 (94)
4	4	HEC Paris	France	HEC Master of Science in Management	76,130	24	96 (47)
5	7	Rotterdam School of Management, Erasmus University	Netherlands	MSc in International Management	68,452	5	89 (100)
5	-	IE Business School	Spain	Master in Management	79,076	16	94 (88)
7	4	Cems	See table note	Masters in International Management	62,672	3	88 (47)
8	7	Essec Business School	France	Master of Science in Management	73,424	21	92 (71)
9	13	HHL Leipzig Graduate School of Management	Germany	Master of Science in Management	88,402	20	95 (100)
10	10	Esade Business School	Spain	MSc in International Management	66,240	10	92 (92)
11	8	EMLyon Business School	France	Master of Science in Management	55,159	48	95 (78)
12	13	Imperial College Business School	UK	MSc Management	60,557	60	82 (82)
13	12	Grenoble Graduate School of Business	France	Master in International Business	56,216	49	89 (74)
14	14	Edhec Business School	France	Master of Science in Management	56,580	54	96 (92)
14	16	City University: Cass	UK	Edhec Master in Management	56,133	38	72 (90)
16	14	Mannheim Business School	Germany	MSc in Management	75,970	2	93 (78)
17	22	Università Bocconi	Italy	MSc Business Administration	58,539	57	96 (62)
18	12	Indian Institute of Management, Ahmedabad	India	Master of Science in International Management	94,313	69	100 (100)
				Post Graduate Programme in Management			



## GLOBAL RANKING

### International Rankings: The Economist – Full-time MBA Rankings 2013

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

A B C D E F G H I J K L **M** N O P Q R

## GLOBAL RANKING

### Eduuniversal Best Master Ranking in Agribusiness / Food Industry Management 2013

**Best-Masters.COM**  
The best Masters and MBA worldwide

Agribusiness / Food Industry Management - WORLDWIDE

**EDUNIVERSAL MASTERS RANKING**  
**2013-2014**

Best Masters Ranking in  
Agribusiness / Food Industry Management

Country Rank School / Programme

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

A B C D E F G H I J K L **M** N O P Q R

## GLOBAL RANKING

### International Rankings: Financial Times Global MBA Rankings 2014

**FT.com** Global MBA Ranking 2014  
FINANCIAL TIMES FT.com Business School Rankings - Custom PDF download

Rank in 2014	3 year average rank	School name	Country	Weighted salary (US\$)	Salary percentage increase
1	1	Harvard Business School	US	178,300	113
2	2	Stanford Graduate School of Business	US	184,566	100
3	4	London Business School	UK	156,553	107
4	3	University of Pennsylvania: Wharton	US	170,472	99
5	5	Columbia Business School	US	164,181	116
5	6	Insead	France / Singapore	148,183	87
7	8	Iese Business School	Spain	143,168	125
8	8	MIT: Sloan	US	157,262	101
9	10	University of Chicago: Booth	US	156,004	100
10	15	Yale School of Management	US	150,880	114
11	12	University of California at Berkeley: Haas	US	149,487	91
12	15	IMD	Switzerland	142,446	72
13	11	IE Business School	Spain	146,933	112
14	11	Hong Kong UST Business School	China	125,060	139
15	15	Northwestern University: Kellogg	US	157,719	94
16	19	University of Cambridge: Judge	UK	144,350	92
17	17	Duke University: Fuqua	US	141,772	100
17	18	New York University: Stern	US	140,662	97
17	19	Ceibs	China	127,117	156
20	18	Dartmouth College: Tuck	US	150,754	101
21	20	HEC Paris	France	120,016	104
22	26	Esade Business School	Spain	120,718	120
23	22	University of Oxford: Said	UK	133,315	91
23	27	University of Michigan: Ross	US	136,828	107
25	27	Warwick Business School	UK	119,121	87
26	27	UCLA: Anderson	US	140,712	97
27	25	Cornell University: Johnson	US	136,707	103
27	33	University of Virginia: Darden	US	142,131	104
29	32	University of Hong Kong	China	113,038	109
30	22	Indian Institute of Management, Ahmedabad	India	157,459	86



## PERSONNEL

N1

### New Appointments

- Ashish Nanda, Director      Business Policy Area
- Naman Desai      Finance and Accounting Area
- Ramanathan Subramaniam      Marketing Area
- Pavan Mamidi      Business Policy Area
- Sharon Barnhardt      Public System Group
- Shruti Sharma      Economics Area
- Vaibhavi Kulkarni      Communication Area
- Promila Agarwal      Personal and Industrial Relations Area
- Neerav Nagar      Finance and Accounting Area
- Rajesh Chandwani      Personnel and Industrial Relations Area

N2

### Resignations

- Professor Pankaj Chandra
- Mr. K.C. Chandrajith

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

N3

### Retirements

The following employees superannuated during the year:

- |                         |                            |                             |
|-------------------------|----------------------------|-----------------------------|
| • Mr. R. Mahadeva Iyer  | • Mr. V.P.K. Nair          | • Mr. Bharat Vasava         |
| • Mr. M.K. Solanki      | • Mr. Ambadas Hiwale       | • Ms. Shweta Parikh         |
| • Mr. Kalubhai Valodara | • Mr. Mohanbhai B. Chauhan | • Professor M.M. Monippally |
| • Mr. L.M. Makwana      | • Mr. Kanubhai A. Makwana  | • Professor Samar Datta     |
| • Mr. Sureshbhai Patel  | • Ms. Renuka .P Christian  | • Professor B.H. Jajoo      |
| • Mr. Y.S. Ranawat      | • Mr. Naran S. Makwana     | • Professor Venkata Rao V.  |

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

N4

### Voluntary Retirement

- Professor N. Venkiteswaran
- Mr. P. Rajagopalan

N5

### Deaths

- Mr Chandrakant H. Solanki
- Mr N.K. Solanki

The Institute deeply regrets their untimely death.



A B C D E F G H I J K L M **N** O P Q R

## PERSONNEL

### Leave of Absence

N6

- Professor Rajeev Sharma has been granted leave without pay for one year from November 25, 2013

### Rejoined

N7

- Professor Pankaj Chandra and Prof N Ravichandran have rejoined the Institute on completion of leave of absence on September 4, 2013, and January 2, 2014, respectively.

### Promotions

N8

- Professor Neharika Vohra
- Vijayapal Ramany
- Mohan Santpurkar
- Sugatha A. Nair
- Savithriamma P.
- Anil Chaubal
- S. Sundararajan
- Sumitha S. Nair
- Budhabhai S. Vaghela
- Ashok Boricha
- Abhijit Mahinda
- Kirit N. Gosaliya
- Jaya Dinesh Nair
- Krutagna G. Patel
- Vijay Mishra
- Sujatha Jayaprakash
- Maneesh A. Nair
- Snehal Kalidas Jethwa
- Mohammed Akbar Shiakh
- Prakash Bhikhabhai Rathod
- Nishtha Thaker Anand
- Ullash S. Chauhan

### Manpower

N9

Year	Faculty	Research Staff	Administrative Staff	Total
2003-4	76	69	359	504
2004-5	79	58	329	466
2005-6	81	69	314	464
2006-7	83	63	316	462
2007-8	86	69	311	466
2008-9	94	79	319	492
2009-10	92	68	329	489
2010-11	88	71	327	486
2011-12	88	66	316	470
2012-13	85	70	291	446
<b>2013-14</b>	<b>90</b>	<b>65</b>	<b>269</b>	<b>424</b>



## BOARD OF GOVERNORS

### Chairman

#### A. M. Naik

Group Executive Chairman  
Larsen & Toubro Ltd.  
Mumbai

### Members

#### Ashok Thakur

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

#### Yogendra Tripathi

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

#### A.M. Tiwari, IAS

Principal Secretary  
Education Department  
Government of Gujarat  
Gandhinagar

#### Dr. K.P. Joshipura

Vice Chancellor  
Indian Institute of Teachers Education  
Government College Campus, Gandhingar

#### Sanjay S. Lalbhai

Chairman and Managing Director  
Arvind Ltd., Ahmedabad

#### Chintan N. Parikh

Chairman and Managing Director  
Ashima Limited, Ahmedabad

#### Pankaj R. Patel

Chairman and Managing Director  
Cadila Healthcare Limited  
Ahmedabad

#### T. V. Rao

Chairman, TVRLS  
Ahmedabad

#### Rama Bijapurkar

Management Consultant  
Mumbai

#### D. Shivakumar

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

#### Vasant Gandhi

Professor  
Indian Institute of Management, Ahmedabad

#### Rekha Jain

Professor  
Indian Institute of Management, Ahmedabad

#### Kiran Karnik

New Delhi

#### Srikant M. Datar

Arthur Lowes Dickinson Professor of Accounting  
Harvard University, USA

#### Ashish Nanda

Director  
Indian Institute of Management, Ahmedabad

### Secretary

#### Cdr. Manoj Bhatt (Retd.)

Chief Administrative Office  
Indian Institute of Management  
Ahmedabad



## IIMA SOCIETY MEMBERS

### Bazmi Husain

Managing Director  
ABB Ltd.  
Bangalore

### Behram Sherdiwala

President – HR  
ACC Limited  
Mumbai

### Hiren S. Mahadevia

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

### Sr. Vice President (HR)

Alembic Ltd.  
Vadodara

### Mohal K Sarabhai

President (Corporate Planning)  
Ambalal Sarabhai Enterprises  
Ltd.  
Ahmedabad

### Nitin J. Nanavaty

Managing Director  
Apurva Containers Pvt. Ltd.  
Ahmedabad

### Amol Sheth

Chairman and Managing  
Director  
Anil Limited  
Ahmedabad

### Prafull Anubhai

Chief Executive  
Arohi Consultants Pvt. Ltd.  
Ahmedabad

### Sanjay S. Lalbhai

Chairman and Managing  
Director  
Arvind Ltd.  
Ahmedabad

### Anang A. Lalbhai

Managing Director  
Arvind Products Ltd.  
Ahmedabad

### Jalaj Dani

President - International  
Asian Paints Limited  
Mumbai

### Chintan Parikh

Chairman and Managing  
Director  
Ashima Limited  
Ahmedabad

### Sunil S. Lalbhai

Chairman and Managing  
Director  
Atul Limited

### Amrut Rath

Vice President (HR)  
Bajaj Auto Ltd.  
Pune

### S.K. Das

General Manager (HRM)  
Bank of Baroda  
Mumbai

### Kamlesh Patel

i/c Principal  
Bank of Baroda Staff College  
Ahmedabad

### Sanjay Pawar

Zonal Manager  
Bank of India  
Ahmedabad

### Chairman and Managing Director

BEML Limited  
Bangalore

### B. Prasada Rao

Managing Director  
Bharat Heavy Electricals Ltd.  
New Delhi

### Durgesh Mehta

Joint Managing Director  
The Bombay Dyeing and Mfg.  
Co. Ltd.  
Mumbai - 400 025

### Pankaj R. Patel

Chairman and Managing  
Director  
Cadila Healthcare Limited  
Ahmedabad

### M.M. Murugappan

Chairman  
Carborundum Universal Ltd.  
Chennai

### Pramit Jhaveri

India CEO  
Citibank  
Mumbai

### R. Kirpalani

Director – Automotive and Chief  
Operating Officer  
Castrol India Limited  
Mumbai

### S. Das Gupta

General Manager (Operations)  
Central Bank of India  
Mumbai

### Anang K. Shah

Managing Director  
Crystal Quinone Pvt. Ltd.  
Ahmedabad

### Dr. Vinay Bharat-Ram

Chairman and Managing  
Director  
DCM Ltd  
New Delhi

### Sunil Aggarwal

Director  
Devidaylal Rolling and  
Refineries Pvt. Ltd.  
Mumbai

### C. Bhaskar

Managing Director and Chief  
Executive Officer  
DIGJAM Limited  
New Delhi

### Bharatbhai U Patel

Chairman and Managing  
Director  
Shri Dinesh Mills Ltd.  
Vadodara

### Chairman and Managing Director

Engineers India Ltd.  
New Delhi

### Nikhil Nanda

Joint Managing Director  
Escorts Limited  
Faridabad

### N. Shankar

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



## IIMA SOCIETY MEMBERS

**General Insurance Corporation of India**  
Mumbai

**Dr. Hasit Joshipura**  
Vice President, South Asia and Managing Director, India  
GlaxoSmithKline  
Pharmaceuticals Ltd.  
Mumbai

**Samir S. Somaiya**  
Chairman and Managing Director  
Godavari Biorefineries Ltd.  
Mumbai

**Atanu Chakraborty, IAS**  
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

**B.P. Biddappa**  
Executive Director - Human Resources  
Hindustan Unilever Limited  
Mumbai

**Akhilesh Joshi**  
COO and Whole-time Director  
Hindustan Zinc Ltd.  
Udaipur

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

**T.K. Srirang**  
Senior General Manager and Head – Human Resources  
ICICI Bank Limited  
Mumbai

**Rahul N Amin**  
Chairman and Managing Director  
Jyoti Ltd.  
Vadodara

**Rajesh Khandelwal**  
Khandelwal Brothers Limited  
Mumbai

**K. Venkataramanan**  
CEO and Managing Director  
Larsen and Toubro Limited  
Mumbai

**S.N. Subrahmanyam**  
Member of the Board and Senior Executive Vice-President-Infrastructure and Construction  
Larsen and Toubro Limited  
Chennai

**N.V. Venkatasubramanian**  
Chief Executive  
LandT Valves Ltd.  
Chennai

**Chairman**  
Life Insurance Corporation of India  
Mumbai

**Srikumar Menon**  
Managing Director  
Linde India Limited  
Kolkata 700088

**Hrishikesh A. Mafatlal**  
Chairman  
Mafatlal Industries Ltd.  
Mumbai

**Rajiv Dayal**  
Managing Director and Chief Executive Officer  
Mafatlal Industries Ltd.  
Mumbai

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

**Ashank Desai**  
Founder and Past Chairman  
Mastek Limited  
Mumbai

**A.K. Tyagi**  
Chairman-cum-Managing Director  
MECON Limited  
Jharkhand

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

**Niraj Bajaj**  
Chairman and Managing Director  
Mukand Ltd.  
Mumbai

**Suhas R. Lohokare**  
Managing Director  
National Peroxide Limited  
Mumbai

**A.R. Sekar**  
Director and General Manager  
The New India Assurance Company Ltd.  
Mumbai

**Managing Director**  
N.R.C. Limited  
Mumbai

**Parke Davis (India) Ltd.**  
Mumbai

**Himanshu Joshi**  
Circle Head  
Punjab National Bank  
Ahmedabad

**Sanjay Swarkar**  
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



## IIMA SOCIETY MEMBERS

### Suhrid S. Sarabhai

Director  
Sarabhai Holdings Pvt. Ltd.  
Ahmedabad

### Kartikeya V. Sarabhai

Sarabhai Management Corpn.  
P. Ltd.  
Ahmedabad

### Tapan Haresh Chokshi

Saurabh Corporation  
Ahmedabad

### Priyam B. Mehta

Chairman and Managing  
Director  
Sayaji Industries Ltd.  
Ahmedabad

### P.R. Mafatlal

Shanudeep Private Ltd.  
Mumbai

### N.R. Shah

Shriram Mills Charitable Trust  
Mumbai

### Sunil Kanojia

Group CEO  
Sintex Industries Ltd.  
Kalol

### Ravi Malhotra

Managing Director  
Sirhind Steel Ltd.  
Ahmedabad

### S.A. Ramesh Rangan

Chief General Manager  
State Bank of India  
Ahmedabad

### Baldev Singh, IAS

Managing Director  
SICOM Ltd.  
Mumbai

### Chairman and Managing Director

The State Trading Corporation  
of India Ltd.  
New Delhi

### M. Ravindranath

Vice President-Manufacturing  
Tata Chemicals Limited  
Mithapur

### H.M. Nerurkar

Managing Director  
Tata Steel Limited  
Jamshedpur

### Prabir Jha

Senior Vice President – Human  
Resources  
Tata Motors Limited  
Mumbai

### Chetan Tolia

Chief Human Resource Officer  
The Tata Power Company Ltd.  
Mumbai

### T.P. Vijayasarathy

Director  
Torrent Power Limited  
Ahmedabad

### N. Kannan

Joint General Manager  
Tractor Engineers Ltd.  
Mumbai

### R. Haresh

Secretary and Treasurer  
T V S Charities  
Madurai

### R. Haresh

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

### Emmanuel David

EVP and CHRO  
Voltas Limited  
Mumbai

### Chairman

Walchandnagar Industries Ltd.  
Mumbai

### S. Chaudhuri

Vishnu Farm  
Distt. Hardwar

### Mahipal Dalal

Ahmedabad

### Gokul M. Jaykrishna

Ahmedabad

### Dr. Biharilal Kanaiyalal

Ahmedabad

### Rajiv C. Lalbhai

Ahmedabad

### Jyotindra N. Mehta

Ahmedabad

### Category: Individual/ Retired Faculty / Alumni

### Professor Subhash Chandra Bhatnagar

Ahmedabad

### Professor Varun Arya

Founder and Director  
Marwar Education Foundation  
Jodhpur

### Prof. T.V. Rao

Chairman, TVRLS  
Ahmedabad

### Pramod Agarwal

Switzerland





## ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

### ADMINISTRATION

#### Director

##### Ashish Nanda

Ph.D. (Harvard)

#### Dean (Programmes)

##### Ajay Pandey

Fellow (IIMA)

#### Dean (Faculty)

##### G Raghuram

Ph.D. (Northwestern)

#### Dean (Alumni and External Relationships)

##### Arvind Sahay

Ph.D. (Texas University, Austin)

#### Chief Administrative Officer

##### Cdr. Manoj Bhatt (Retd.)

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

#### Librarian

##### Anil Kumar H.

Ph.D. (MSU)  
Member of the Faculty

### Faculty

#### Business Policy

##### Anurag K. Agarwal

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

##### Pavan Mamidi

Ph.D. (Oxford)

##### Sunil Sharma

Fellow (IIMA)

##### Ashish Nanda

Ph.D. (Harvard)

##### Ajeet Narain Mathur

Ph.D. (IIS, Bangalore)

##### Chitra Singla

Fellow (IIMB)

##### M.R. Dixit

Ph.D. (IIT, Kanpur)

##### Shailendra Mehta

M.Phil. (Oxford), Ph.D. (Harvard)

##### D. Karthik

Fellow (IIMA)

##### Akhileshwar Pathak

Ph.D. (Edinburgh)

#### Centre for Management in Agriculture

##### Vaibhav Bhamoriya

Fellow (IIMA)

##### Anil K. Gupta

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

##### Sukhpal Singh

Ph.D. (Bangalore)

##### Samar K. Datta

Ph.D. (Rochester)

##### Vijay Paul Sharma

Ph.D. (NDRI, Karnal)

##### Vasant P. Gandhi

Ph.D. (Stanford)

#### Communications

##### Asha Kaul

Ph.D. (IIT, Kanpur)

##### Meenakshi Sharma

M.A., Ph D (Queensland)

##### Vaibhavi Kulkarni

Ph.D. (California)

#### Information Systems

##### Rekha Jain

Ph.D. (IIT, Delhi)

##### Kavitha Ranganathan

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

##### Sanjay Verma

Fellow (IIMC)

##### B.H. Jajoo

Ph.D. (IIT, Kanpur)

##### Venkata Rao V.

Ph.D. (Georgia Institute of Technology)

A B C D E F G H I J K L M N O P Q **R**

## ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

### Economics

#### Rakesh Basant

Ph.D. (Gujarat)

#### Satish Deodhar

Ph.D. (Ohio State)

#### Ravindra H. Dholakia

Ph.D. (MSU)

#### Errol D'Souza

Ph.D. (JNU)

#### Sebastian Morris

M.Sc. (IIT, Bombay)

Fellow (IIMC)

#### Shruti Sharma

Ph.D. (California)

### Finance and Accounting

#### Sobhesh Kumar Agarwalla

CS, CA, ICWA, Fellow (IIMA)

#### Naman Desai

Ph.D. (Florida)

#### Shailesh Gandhi

Fellow (IIMA)

#### Mahendra Gujarathi

Ph.D. (Bentley)

#### Joshy Jacob

Fellow (IIML)

#### T.T. Ram Mohan

B. Tech. (IIT, Bombay), PGDM (IIMC)

Ph.D. (Stern School, NYU)

#### Neerav Nagar

Fellow (IIMC)

#### Ajay Pandey

Fellow (IIMA)

#### Premchander

Fellow (IIMA)

#### Rajendra Patel

AICWA, ACA, PGDM (IIMA)

#### Sidharth Sinha

PGDM (IIMA)

Ph.D. (Uni. of California, Berkeley)

#### Jayanth R. Varma

PGDM (IIMA)

A.I.C.W.A.

Fellow (IIMA)

#### Vineet Virmani

Fellow (IIMA)

### Marketing

#### Abhishek

Fellow (IIMA)

#### Arindam Banerjee

PGDM (IIML)

Ph.D. (State University of NY)

#### Anand Kumar Jaiswal

Fellow (XLRI)

#### Abraham Koshy

Fellow (IIMA)

#### Arvind Sahay

Ph.D. (Texas University, Austin)

#### Dheeraj Sharma

Ph.D. (Louisiana Tech. Uni)

#### Piyush Kumar Sinha

Ph.D. (SP University)

#### Ramanathan Subramaniam

Ph.D. (Pittsburgh)

### Organizational Behaviour

#### Deepti Bhatnagar

Fellow (IIMA)

#### George Kandathil

Ph.D. (Cornell)

#### Premilla D'Cruz

Ph.D. (TISS, Mumbai)

#### Parvinder Gupta

Ph.D. (IIT, Kanpur)

#### Pradyumana Khokle

B.Tech. (IIT, Kanpur)

Fellow (IIMA)

#### Ernesto Noronha

Ph.D. (TISS, Mumbai)

#### Kirti Sharda

Fellow (IIMC)

#### Neharika Vohra

Ph.D. (Manitoba)

### Personnel and Industrial Relations

#### Promila Aggarwal

Ph.D. (Delhi)

#### Rajesh Chandwani

Fellow (IIMB)

#### Jerome Joseph

Ph.D. (Madras)

#### Manjari Singh

Fellow (IIMC)

#### Biju Varkkey

Fellow (NIBM, Pune)



## ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

### Production and Quantitative Methods

**Tathagata Bandyopadhyay**  
Ph.D. (Calcutta)

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

**Pankaj Chandra\***  
Ph.D. (Pennsylvania)

**Goutam Dutta**  
Ph.D. (Northwestern)

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

**Diptesh Ghosh**  
Fellow (IIMC)

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

**Saral Mukherjee**  
Fellow (IIMC)

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

**Debjit Roy**  
Ph.D. (Wisconsin-Madison)

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

**Prahalad Venkateshan**  
Ph.D. (Case Western Reserve)

### Public Systems Group

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

**Navdeep Mathur**  
M.A. (Hull)  
Ph.D. (Rutgers)

**Prem Pangotra**  
Ph.D. (Wisconsin)

**G. Raghuram**  
Ph.D. (Northwestern)

**K.V. Ramani**  
Ph.D. (Cornell)

**Ankur Sarin**  
Ph.D. (Chicago)

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

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

### Ravi Matthai Centre for Educational Innovation

**Rajeev Sharma\***  
Ph.D. (Allahabad)

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

### Adjunct Faculty

- S.C. Bhatnagar
- A.K. Jain
- Brij Kothari
- T.V. Rao
- M.S. Sriram
- Mukul Vasavada
- N. Balasubramanian
- SrikantGokhale
- Sunil Unny Guptan

### Officers

**Albert Xavier**  
B.Sc./MLM/PGD in IR and PM/  
MBA  
Manager, HR  
Badlani Nina  
M.B.A. (Finance) (Gujarat)  
ICWA (Inter)  
Group Head (Finance and  
Budgets)

**Bhatt Kaushik D.**  
M.Com., Second L.L.B.  
Accounts Officer

**Bhatt Pankajkumar K.**  
M.Com.  
Accounts Officer

**Bhattacharya S.**  
B.Sc. (Calcutta)  
Manager-Facilities

**Bhavsar U.B.**  
M.Com., Inter CA Group-I  
Programmes Officer (MDP)

**Gandhi Kamlesh**  
B.E. (Civil) (Gujarat)  
Site Engineer (Sr.)

**Gohil Laxmandev B.**  
B. Com., ACS  
Manager (Accounts and  
Compliance)

**Garg Sunil Kumar**  
M.Sc. (Udaipur)  
MBA (IGNOU)  
Manager-IT Services

**Jansari Kanchanben K.**  
B.A.  
Material Reproduction Officer

\* On leave

A B C D E F G H I J K L M N O P Q **R**

## ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

### Joshi K. S.

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

### Lad Avinash G.

MBA (Gujarat)  
BE (Electrical) (Saurashtra  
University)  
Electrical Engineer

### Nagori Jatin M.

M.Com., LL.B. (Gujarat)  
Dip. in Export Mktg. Mgmt.  
(IIE, Baroda)  
Manager, PGP

### Pravin G. Christian

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

### Paliwal Mohan

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

### Pushpa Hariharan

M.A., Diploma in HRM/DMS  
Programmes Officer, PGP-ABM

### Pandya Kamal U.

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

### Pandya Ravindranath N.

B.Sc. (Physics), Diploma in EDP  
and Computer Management  
Diploma in Business  
Entrepreneurship  
Officer-Director Officer

### Pareira Victor

M.A.  
Placement Officer

### Ramachandran Barathi (Ms.)

B.Com (Madras)  
Programmes Officer, CMA

### Ramachandran K.V.

B.Com. (Madras)  
PG Dip. in H.R.M. and Personnel  
(AIIMS, Chennai)  
HR Officer

### Solanki Ishita Nilesh

P.G.D.in Social Comm.and  
Media(Maharashtra)  
P.G.D. in Rural Dev.Mgmt.(IRMA)  
Specialization Dip.in HRM  
(IGNOU)  
Manager, Global Partnership and  
Corporate Affairs

### Srinivasan Revathi (Ms.)

M.A. (Mysore)  
Manager, MDP

### Srivastava Pranaya

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

### Sudarsanan M.S.

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

### Vadher Harendra J.

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

### Library

#### Pandya U.P.

B.Sc. (Saurashtra)  
L.L.B (Gujarat)  
DLP (Gujarat)  
M.Lib.Sc. (IGNOU)  
Assistant Librarian

### Hima B. Soni

B.A., M.Lib. Sc. (Sagar)  
Deputy Librarian

### Muralidharan K.N.

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

### Research Staff

#### Jayant Bhatt

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

#### Ketan Bhatt

M.Sc. (IIT, Mumbai)

#### Shruti Dave

Ph.D. (SP University)

#### Sonal Kureshi

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

#### J.G. Makwana

M.Sc. (Gujarat)  
A.I.C.W.A.

#### C.S. Prasad

M.Sc. (Andhra)

#### Mitali Sarkar

M.A. (Patna)







सत्यमेव जयते

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

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

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

No. CA(E)/SAR/IIM/A'bad/2013-14/ O.W.-525  
Date: 30/10/2014

**Sub: SAR on the accounts of the Indian Institute of Management, Ahmedabad for the year 2013-14.**

Sir,

The Annual account of the Indian Institute of Management, Ahmedabad for the year 2013-14 were audited between 08.07.2014 and 01.08.2014 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 2013-14
- 2) Certified copy of Annual Accounts of IIM, Ahmedabad for the year 2013-14

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

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

Yours Faithfully

SD/-  
Director/ITRA & CA(E)

Encl: as above

Copy to Speed Post

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

A certified copy of the Annual Accounts and Separate Audit Report is enclosed which may please be treated as confidential till it is placed on the table of both the houses of Parliament. The date of placement of Separate Audit Report before both the houses of Parliament along with a printed copy of the Audit Report may be furnished to Audit. The printed report may carry the name of the Principal Director of Audit(Central) with Designation.

SD/-  
Director/ITRA & CA(E)

## **Separate Audit Report of the Comptroller and Auditor General of India on the Accounts of Indian Institute of Management, Ahmedabad for the year ended 31 March 2014**

We have audited the attached Balance Sheet of Indian Institute of Management, Ahmedabad as at 31 March 2014 and the Income and Expenditure Account and Receipts & Payment Account for the year ended on that date under Section 20(1) of the Comptroller & Auditor General's (Duties, Powers & Conditions of Service) Act, 1971 read with rule 18 Memorandum of Association and rules of Indian Institute of Management, Ahmedabad. The audit has been entrusted for the period upto 2014-15. These financial statements are the responsibility of Indian Institute of Management, Ahmedabad's Management. Our responsibility is to express an opinion on these financial statements based on our audit.

2. This Separate Audit Report contains the comments of the Comptroller & Auditor General of India (CAG) on the accounting treatment only with regard to classification, conformity with the best accounting practices, accounting standards and disclosure norms, etc. Audit observations on financial transactions with regard to compliance with the Law, Rules & Regulations (Propriety and Regularity) and efficiency-cum-performance aspects, etc., if any, are reported through Inspection Reports/CAG's Audit Reports separately.
3. We have conducted our audit in accordance with auditing standards generally accepted in India. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements. An audit includes examining, on a test basis, evidences supporting the amounts and disclosure in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of financial statements. We believe that our audit provides a reasonable basis for our opinion.
4. Based on our audit, we report that:
  - i. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of our audit;
  - ii. The Balance Sheet, Income & Expenditure Account and Receipt & Payment Account dealt with by this report have been drawn up in uniform format of accounts for Central Autonomous Bodies issued by Ministry of Finance.
  - iii. In our opinion, proper books of accounts and other relevant records have been maintained by the Indian Institute of Management, Ahmedabad in so far as it appears from our examination of such books.

We further report that:

### **A. Balance Sheet**

#### **I Fund and Liabilities**

##### **1. Corpus Fund ₹74.06 crore (Schedule 1)**

Revenue Surplus ₹72.88 crore under Corpus Fund represents transfer of funds from Income & Expenditure Account (₹4.35 crore in 2013-14 and ₹68.53 crore in previous years). Since, this account is in the nature of a reserve and not the balance of Income & Expenditure account, this should have been shown under Reserves and Surplus. This has resulted in overstatement of Corpus Fund and understatement of Reserves and Surplus by ₹72.88. crore.

##### **2. Capital/Earmarked/Endowment Funds ₹355.70 crore (Schedule 3)**

The above balance includes ₹51.88 crore for pension and retirement benefits kept aside from owned funds which are in the nature of provision and should have been shown under that head.

Hence Capital/Earmarked/Endowment funds are overstated and Current Liabilities and Provisions is understated by ₹51.88 crore.

### 3. Reserve and Surplus ₹0.87 crore (Schedule 2)

#### Income and Expenditure Account ₹4.55 Lakh

Corpus/Capital Fund comprises amounts received by way of contribution to corpus, as increased/decreased by the net operating results shown in the income and Expenditure Account. Excess of Income over Expenditure (Net surplus) Account is depicted under Reserve and Surplus instead of Corpus/Capital Fund. Resultantly, Reserve and Surplus is overstated and Corpus/Capital Fund is understated by ₹4.55 lakh.

### 4. Current Liabilities and Provisions ₹183.67 crore (Schedule 4)

Outstanding Liability for Expenses and others includes ₹ 19.47 crore which belongs to pre received income for 2014-15. This should have been depicted as pre received income instead Outstanding Liability for Expenses and others.

### 5. Current Liabilities and Provisions ₹183.67 crore (Schedule 4)

The IIM has received advance money of ₹ 23.42 crore for 465 projects and programmes. Of which, balance amount of ₹6.99 crore received pertains to 263 projects and programmes which have been completed and thus, balance amount is income (profit) of the IIM. The amount should be recognised as income. Resultantly, income is understated and Current liability is overstated to the tune of ₹ 6.99 crore.

## B. Grants in aid

6. Out of the grants in aid of ₹251.50 lakh received during the year 2013-14, the organization could utilize a sum of ₹199.93 lakh. Unspent balance of previous year was ₹ 10.04 lakh and closing balance for the year was ₹61.61 lakh.

### 7. Effects of comments on Accounts

Overstatement of Corpus Fund ₹ 124.76 crore

Understatement of Reserves and Surplus ₹ 72.88 crore

Understatement of Current Liabilities and Provisions ₹44.89 crore

Understatement of Income for the year ₹ 6.99 crore

- iv. Subject to our observations in the preceding paragraphs, we report that the Balance Sheet, Income & Expenditure Account and Receipt & Payment Account dealt with by this report are in agreement with the books of accounts.
- v. In our opinion and to the best of our information and according to the explanations given to us, the said financial statements read together with the Accounting policies and Notes on Accounts and subject to the significant matters stated above and other matters mentioned in Annexure to this Audit Report give 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 31st March 2014 and
- (b) In so far as it related to Income & Expenditure Account, of the excess of income over expenditure for the year ended on that date.

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

Place: Ahmedabad  
Date: 30-10-2014

Sd/-  
Principal Director of Audit (Central)

### Annexure

- 1. Adequacy of Internal Audit System:** The internal audit of the Institute is carried out by Chartered Accountant. Internal auditor has to submit report half yearly. Internal auditor has not submitted the report for the year 2013-14.
- 2. Adequacy of Internal Control System:** The internal control system is adequate as the physical verification of fixed assets and inventory is being carried out regularly.
- 3. System of Physical verification of fixed assets:** Physical verification is being carried out at regular interval. Last physical verification was conducted in 2014.
- 4. System of Physical verification of inventory:** Physical verification is being carried out at regular interval. Last physical verification was conducted in 2014.
- 5. Regularity in payment of statutory dues:** The Institute is regular in depositing the statutory dues.

SD/-  
Sr. Audit Officer/CA(E)

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
BALANCE SHEET AS AT 31ST MARCH, 2014

(₹ in Lakhs)

	Schedule	As at 31.03.2014	As at 31.03.2013
<b>FUNDS AND LIABILITIES</b>			
Corpus Fund	1	7,406.02	6,971.02
Reserves and Surplus	2	86.63	76.57
Capital/Earmarked / Endowment Funds	3	35,570.20	32,267.31
Current Liabilities and Provisions	4	18,366.61	16,168.64
<b>TOTAL</b>		<b>61,429.46</b>	<b>55,483.54</b>
<b>ASSETS</b>			
Fixed Assets	5		
Gross Block		19,596.57	19,316.94
Less : Depreciation Fund		12,863.23	11,400.19
		6,733.34	7,916.75
Capital Work in Progress		9.04	-
		6,742.38	7,916.75
Investments of Funds	6	50,562.22	43,773.22
Current Assets, Loans, Advances, etc.	7	4,124.86	3,793.57
<b>TOTAL</b>		<b>61,429.46</b>	<b>55,483.54</b>
Significant Accounting Policies	18		
Notes forming part of Accounts	19		

Date : June 27, 2014

As per our report of even date

SD/- <b>Laxmandev B.Gohil</b> Manager (Accounts & Compliance)	SD/- <b>Nina Badlani</b> Group Head (Finance & Budgets)	SD/- <b>Manoj Bhatt</b> Chief Administrative Officer	SD/- <b>Ashish Nanda</b> Director	SD/- <b>Sr. Audit Officer</b> CA(E) No. II	SD/- <b>Superintendent</b> CA(E) No. II	SD/- <b>Sr. Auditor</b> CA(E) No. II
--	--	---	---	--	---	--



INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED ON 31ST MARCH, 2014**

(₹ in Lakhs)

	Schedule	2013-2014	2012-2013
<b>INCOME</b>			
Fees and Other Income from Long Duration Programmes	8	8,944.83	8,533.29
Income from Programmes and Projects	9	4,545.42	4,597.33
Grants	-	-	-
Interest Income	10	581.27	531.35
Other Income	11	959.26	999.82
Transfer from Funds	12	1,964.29	1,786.02
<b>TOTAL (A)</b>		<b>16,995.07</b>	<b>16,447.81</b>
<b>EXPENDITURE</b>			
Establishment Expenses	13	6,705.59	6,292.99
Administrative Expenses	14	1,465.58	1,350.69
Expenditure on Programmes and Projects	15	2,879.94	3,002.23
Direct Expenditure on Long Duration Programmes	16	3,073.01	2,950.64
Depreciation	5	1,567.60	1,561.87
<b>TOTAL (B)</b>		<b>15,691.72</b>	<b>15,158.42</b>
Excess of Income over Expenditure for the Year (A-B)		1,303.35	1,289.39
Less : Transfer to Funds	17	1,300.00	1,289.00
<b>NET SURPLUS</b>		<b>3.35</b>	<b>0.39</b>
<b>CARRIED TO INCOME &amp; EXPENDITURE ACCOUNT IN BALANCE SHEET</b>		<b>3.35</b>	<b>0.39</b>
Significant Accounting Policies	18		
Notes forming part of Accounts	19		

Date : June 27, 2014

As per our report of even date

SD/-  
**Laxmandev B.Gohil**  
 Manager  
 (Accounts & Compliance)

SD/-  
**Nina Badlani**  
 Group Head  
 (Finance & Budgets)

SD/-  
**Manoj Bhatt**  
 Chief Administrative  
 Officer

SD/-  
**Ashish Nanda**  
 Director

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 1 - CORPUS FUND**

(₹ in Lakhs)

Fund Account	As at 01.04.2013	Addition	Deduction	As at 31.03.2014
1. General Fund (Corpus)	69.80			69.80
2. Endowment Fund (Corpus)				
(i) Revenue Surplus	6,853.00	435.00	a	7,288.00
(ii) Donation u/s. 80G (2) (a) (iii f)	9.72			9.72
3. IIM Society Membership Fee Fund	38.50			38.50
<b>TOTAL</b>	<b>6,971.02</b>	<b>435.00</b>	<b>-</b>	<b>7,406.02</b>
PREVIOUS YEAR'S TOTAL	6,363.52	607.50	-	6,971.02

a) Transfer from Income and Expenditure Account

**SCHEDULE 2 - RESERVES AND SURPLUS**

(₹ in Lakhs)

Fund Account	As at 01.04.2013	Addition	Deduction	As at 31.03.2014
1. General Fund	75.37	6.71	(a)	82.08
2. Income & Expenditure Account	1.20	3.35	(b)	4.55
<b>TOTAL</b>	<b>76.57</b>	<b>10.06</b>	<b>-</b>	<b>86.63</b>
PREVIOUS YEAR'S TOTAL	70.09	6.48	0.00	76.57

(a) Interest credited during the year

(b) Surplus for the year transferred from Income &amp; Expenditure Account



Fund Account	As at 01.04.2013	Addition				Deduction			As at 31.03.2014			
		Interest	Grants	Donation	Fees and Other Income	Capital Expenditure	Revenue Expenditure	Transferred to Income and Expenditure Account		Others		
11	Fund For Centre For Retailing	68.85		0.43			30.50		37.92			
12	Fund for Expenses on Computer	841.03	74.85		514.39	118.45		115.33	1,196.49			
<b>(IV)</b>	<b>CHAIRS</b>											
1	Chairs Funds	761.02	65.03					0.03	826.02			
<b>(V)</b>	<b>STUDENTS AID</b>											
1	Endowment Fund For Scholarship to Students (Including Interest on Investment of Funds)	332.34	38.88	-	6.51	-	25.49	-	352.24			
2	Fund for Students' Welfare	179.52			79.06		63.00		195.58			
<b>(VI)</b>	<b>OTHER FUNDS</b>											
1	House Building Advance Fund (including interest on investment)	442.28	44.13						486.41			
2	Fund for Conveyance advance to Faculty & Staff	52.99	4.68						57.67			
3	Pension & Retirement Benefit Fund	5,187.57	1,157.69				1,157.69		5,187.57			
4	Faculty, Officer & Staff Development & Welfare Fund	232.59	19.67	1.00	42.51		63.09		232.68			
<b>TOTAL</b>		<b>32,267.31</b>	<b>3,684.43</b>	<b>190.00</b>	<b>135.76</b>	<b>837.00</b>	<b>991.94</b>	<b>120.17</b>	<b>348.76</b>	<b>1,958.72</b>	<b>108.59</b>	<b>35,570.20</b>
a	Previous Year's Total	29,384.84	2,968.81	347.33	317.42	697.03	885.44	143.45	271.91	1,755.50	162.70	32,267.31
b	Appropriated for purchase of Fixed Assets											
c	Transfer from Income and Expenditure Account											
d	Adjustment on account of sale of Fixed Assets											
e	Fund transferred to CIIE Initiatives											
	Break up of Interest Income		2013-14	2012-13								
	Interest Allocated		3,678.74	2,957.13								
	Interest Earned		5.69	11.68								
			3,684.43	2,968.81								

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 4 - CURRENT LIABILITIES AND PROVISIONS**

(₹ in Lakhs)

Particulars	As at 31.03.2014		As at 31.03.2013	
<b>A. Current Liabilities</b>				
1. Statutory Liabilities:				
a) Professional Tax	0.02		0.01	
b) Tax Deducted at Source	70.74	70.76	78.44	78.45
2. Other Current Liabilities:				
a) Project / Programmes	3,745.41		3,385.60	
b) Students	58.25		59.46	
c) Outstanding Liabilities for Expenses & Others	3,431.17		3,598.60	
d) Deposits Accepted	418.60		423.97	
e) Scholarships to be credited to students	5.86	7,659.29	5.60	7,473.23
<b>B. Provisions</b>				
a) Retirement Benefits	10,466.39		8,486.81	
b) New Pension Scheme	116.85		77.00	
c) Others	53.32	10,636.56	53.15	8,616.96
<b>TOTAL</b>		<b>18,366.61</b>		<b>16,168.64</b>



INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 5 - FIXED ASSETS**

(₹ in Lakhs)

IMMOVABLE & MOVABLE PROPERTIES	GROSS BLOCK			DEPRECIATION FUND			NET BLOCK			
	As at 01.04.2013	Addition	Sale/ Adjustment	As at 31.03.2014	As at 01.04.2013	For the year	Deduction #	As at 31.03.2014	As at 31.03.2014	As at 31.03.2013
1. Land (Including Land Donated by GOG)	107.00	-	-	107.00	-	-	-	107.00	-	107.00
2. Buildings	13,356.61	98.40	1.78	13,453.23	6,903.77	1,223.88	0.69	8,126.96	5,326.27	6,452.84
3. Furniture & Fixtures	1,533.15	50.53	22.38	1,561.30	865.79	83.97	10.56	939.20	622.10	667.36
4. Plant & Machinery	1,584.68	74.46	23.35	1,635.79	989.46	96.95	14.45	1,071.96	563.83	595.22
5. Computers & Peripherals	1,491.03	125.60	80.51	1,536.12	1,416.42	101.31	78.86	1,438.87	97.25	74.61
6. Vehicles	30.33	0.15	-	30.48	10.61	2.98	-	13.59	19.72	19.72
7. Library Books	1,214.14	58.51	-	1,272.65	1,214.14	58.51	-	1,272.65	-	-
	<b>19,316.94</b>	<b>407.65</b>	<b>128.02</b>	<b>19,596.57</b>	<b>11,400.19</b>	<b>1,567.60</b>	<b>104.56</b>	<b>12,863.23</b>	<b>6,736.17</b>	<b>7,916.75</b>
Previous Year's Total	17,945.59	1,514.17	142.82	19,316.94	9,976.51	1,561.87	138.19	11,400.19	7,916.75	7,969.08
Capital Work in Progress including Payment against Running Bills								9.04	9.04	0.00
<b>TOTAL</b>								<b>6,745.21</b>	<b>7,916.75</b>	

# Includes transfer to Income and Expenditure Account in Schedule 12 - 'Transfer From Funds' Rs. 5.57 Lakhs (Previous Year Rs. 30.52 Lakhs) on account of sale of assets acquired out of funds.

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 6 - INVESTMENTS OF FUNDS**

(₹ in Lakhs)

Particulars	As at 31.3.2014	As at 31.3.2013
1 In Government Securities	<b>16,299.77</b>	16,299.77
2 In Fixed Deposits with Schedule Banks and Public Sector Companies	<b>34,262.99</b>	27,474.05
<b>TOTAL</b>	<b>50,562.76</b>	<b>43,773.82</b>
Less : Provision for Premium/Discount on Redemption of Investments	<b>0.54</b>	0.60
<b>TOTAL</b>	<b>50,562.22</b>	<b>43,773.22</b>

Notes:

- a Out of the above, investments of Rs. 15,653.96 Lakhs (Previous Year Rs. 13,674.38 Lakhs) have been earmarked for Employees' Retirement Benefits.

b

(₹ in Lakhs)

Book Value of Quoted Investments	<b>74.77</b>	74.77
Market Value of Quoted Investments	<b>71.53</b>	76.06
Book Value of Unquoted Investments	<b>50,487.99</b>	43,699.05

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 7 - CURRENT ASSETS, LOANS & ADVANCES, ETC.**

(₹ in Lakhs)

	As at 31.03.2014	As at 31.03.2013	
<b>A. CURRENT ASSETS</b>			
<b>Inventories:</b>			
Stationery and Stores Stock	<b>22.66</b>		25.66
Cash on hand (Including Imprest)	<b>0.25</b>		0.25
Postage Stamps on Hand ( Including Franking Machine Advance)	<b>0.14</b>		0.19
<b>Bank Balances:</b>			
a) In Current Accounts			
- Rupee Account	<b>449.85</b>		550.33
- Foreign Contribution Account	<b>5.37</b>		12.09
	<b>455.22</b>		562.42
b) In Savings Accounts			
- Rupee Account	<b>161.32</b>	<b>616.54</b>	844.71
		282.29	
<b>TOTAL (A)</b>	<b>639.59</b>		870.81
<b>B. LOANS, ADVANCES AND OTHER ASSETS</b>			
<b>Loans &amp; Advances to :</b>			
a) Employees	<b>31.24</b>		26.71
b) Students	<b>4.55</b>		3.46
c) Others	<b>289.54</b>	<b>325.33</b>	679.09
		648.92	
<b>Advances &amp; other amounts recoverable in cash or in kind or for value to be received</b>			
a) Security Deposits		<b>79.65</b>	81.04
b) CENVAT Credit Receivable		<b>16.30</b>	50.41
c) TDS Receivable		<b>708.48</b>	372.84
<b>Income Accrued:</b>			
a) Interest Accrued	<b>1,740.59</b>		951.31
b) Income Outstanding	<b>614.92</b>	<b>2,355.51</b>	1,739.38
		788.07	
<b>TOTAL (B)</b>		<b>3,485.27</b>	<b>2,922.76</b>
<b>TOTAL (A + B)</b>		<b>4,124.86</b>	<b>3,793.57</b>

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 8 - FEES AND OTHER INCOME FROM LONG DURATION PROGRAMMES**

(₹ in Lakhs)

	2013-2014	2012-2013
a) Fees and Other Income		
I Two Year - Post Graduate Programme		
1) Post Graduate Programme	<b>5,622.99</b>	5,256.33
2) PGP - Agri-Business Management	<b>633.07</b>	541.11
II One Year - Post Graduate Programme		
PGP - Executives	<b>1,879.99</b>	1,816.34
b) Fellow Programme in Management	<b>215.55</b>	194.45
c) Income from Common Admission Test (Net)	<b>149.98</b>	280.63
d) Placement Income		
1) Post Graduate Programme	<b>406.25</b>	402.78
2) PGP - Executives	<b>37.00</b>	41.65
<b>TOTAL</b>	<b>8,944.83</b>	<b>8,533.29</b>

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 9 - INCOME FROM PROGRAMMES AND PROJECTS**

(₹ in Lakhs)

	2013-2014	2012-2013
a) Income from Management Development Programmes(MDPs)	<b>1,826.17</b>	1,771.52
b) Income from Faculty Development Programme (FDP)	<b>53.82</b>	49.63
c) Consultancy Project Income	<b>2,455.84</b>	2,617.57
d) Research Project Income	<b>209.59</b>	158.61
<b>TOTAL</b>	<b>4,545.42</b>	<b>4,597.33</b>

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 10 - INTEREST INCOME**

(₹ in Lakhs)

	2013-2014	2012-2013
a) Interest on Investments		
1) Government Securities	<b>1,304.09</b>	1,301.12
2) Fixed Deposit with Banks and Public Sector Companies	<b>3,014.10</b>	2,253.38
b) Interest on Saving Bank Accounts	<b>1.41</b>	4.86
<b>Total (A)</b>	<b>4,319.60</b>	<b>3,559.36</b>
Less:		
1) Provision for Premium/(Discount) on Redemption of Investments	<b>(0.05)</b>	(0.05)
2) Transferred to General Fund (Refer Schedule-2)	<b>6.71</b>	6.09
3) Transferred to Earmarked & Endowment Funds (Refer Schedule-3)	<b>3,678.74</b>	2,957.13
4) Transferred to Project Accounts	<b>52.93</b>	64.84
<b>Total (B)</b>	<b>3,738.33</b>	<b>3,028.01</b>
<b>TOTAL (A-B)</b>	<b>581.27</b>	<b>531.35</b>

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 11 - OTHER INCOME**

(₹ in Lakhs)

	2013-2014	2012-2013
a) Income from Campus Facilities (Net)	<b>504.82</b>	549.73
b) Rent	<b>116.35</b>	122.35
c) Scholarship from Industries	<b>97.22</b>	86.25
d) Royalty Income	<b>33.68</b>	62.02
e) Surplus on Sale/disposal of obsolete Assets acquired out of Grants	<b>0.73</b>	1.20
f) Miscellaneous Income	<b>167.90</b>	178.27
g) Excess Provision no longer required	<b>38.56</b>	-
<b>TOTAL</b>	<b>959.26</b>	<b>999.82</b>

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 12 - TRANSFER FROM FUNDS**

(₹ in Lakhs)

	2013-2014	2012-2013
Transferred from Capital / Earmarked / Endowment Funds (Refer Schedule-3) (To the extent of expenditure incurred)		
1) Fund from Min. of Agriculture & Contribution from CMA Fund	<b>188.75</b>	163.44
2) Chairs	<b>0.03</b>	0.12
3) Various Capital Grant (To the extent of depreciation)	<b>466.42</b>	466.56
4) Pension & Retirement benefit fund ( Interest only)	<b>1,157.69</b>	959.23
5) Computer Fund	<b>115.33</b>	100.21
6) Centre for Retailing	<b>30.50</b>	-
7) Centre for Innovation and Incubation	-	0.16
8) Fund from GOI for FPM(SC/ST/GEN)	-	65.78
	<b>1,958.72</b>	1,755.50
Transferred from Depreciation Fund (Refer Schedule-5)		
1) To the extent of sale of assets	<b>5.57</b>	30.52
<b>TOTAL</b>	<b>1,964.29</b>	<b>1,786.02</b>

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 13 - ESTABLISHMENT EXPENSES**

(₹ in Lakhs)

	2013-2014	2012-2013
a) Salaries and Wages	<b>2,804.22</b>	2,514.43
b) Allowances and Bonus	<b>371.31</b>	373.39
c) Contribution to Provident Fund	<b>46.24</b>	60.78
d) Contribution to New Pension Scheme	<b>94.92</b>	77.00
e) Staff Welfare Expenses	<b>66.98</b>	56.10
f) Expenses on Employees' Retirement and Terminal Benefits	<b>3,017.37</b>	2,962.88
Total (A)	<b>6,401.04</b>	6,044.58
g) Other Establishment Expenses		
1) Centre for Management in Agriculture(CMA)	<b>167.40</b>	147.34
2) Consultancy Projects *	<b>23.98</b>	34.09
3) Research Projects *	<b>78.17</b>	58.32
4) Centre Activities	<b>35.00</b>	8.66
<b>Total (B)</b>	<b>304.55</b>	<b>248.41</b>
<b>TOTAL(A+B)</b>	<b>6,705.59</b>	<b>6,292.99</b>

\*Salaries and related expenditure on temporary Research/Project staff hired for these projects.



INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 14 - ADMINISTRATIVE EXPENSES**

(₹ in Lakhs)

	2013-2014	2012-2013
a) Electricity Charges (Net)	<b>151.23</b>	177.98
b) Campus Repairs and Maintenance	<b>494.78</b>	401.34
c) Furniture/Equipments Repairs and Maintenance	<b>61.63</b>	48.49
d) Travelling and Conveyance Expenses	<b>79.36</b>	63.81
e) Computer Expenses	<b>115.33</b>	100.21
f) Security Expenses	<b>150.76</b>	138.98
g) Postage, Telephone and Communication Charges( Net)	<b>40.00</b>	39.25
h) Legal & Professional Charges	<b>34.82</b>	41.35
i) Insurance	<b>13.10</b>	11.42
j) Advertisement	<b>12.84</b>	4.27
k) Municipal Tax	<b>61.50</b>	37.21
l) Service Tax Borne by the Institute	<b>92.02</b>	125.69
m) Staff Mess Expenses	<b>18.26</b>	16.39
n) Vehicles Operations and Maintenance	<b>3.60</b>	1.67
o) Printing and Stationery ( Net)	<b>19.38</b>	11.63
p) Auditors Remuneration	<b>2.75</b>	2.75
q) Miscellaneous Expenses	<b>93.32</b>	122.69
r) Loss due to Fire- Placement office #	<b>20.90</b>	-
s) Golden Jubilee Celebration	-	5.56
<b>TOTAL</b>	<b>1,465.58</b>	<b>1,350.69</b>

#Refer Note 6.5 of Schedule 19.

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 15 - EXPENDITURE ON PROGRAMMES AND PROJECTS \***

(₹ in Lakhs)

	2013-2014	2012-2013
1) Consultancy Projects	<b>1,759.45</b>	2,001.03
2) Research Projects	<b>121.62</b>	86.58
3) Management Development Programmes (MDPs)	<b>921.78</b>	840.68
4) CMA Other Expenses	<b>21.35</b>	16.10
5) Centre Activities	<b>3.12</b>	12.62
6) Chairs	<b>0.03</b>	0.12
7) I.T. Modernization	-	0.45
8) Faculty & Professional Development Expenses	<b>48.17</b>	43.01
9) Research Assistance (New Faculties)	<b>4.42</b>	1.64
<b>TOTAL</b>	<b>2,879.94</b>	<b>3,002.23</b>

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

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 16 - DIRECT EXPENDITURE ON LONG DURATION PROGRAMMES \***

(₹ in Lakhs)

	2013-2014		2012-2013	
a) POST GRADUATE PROGRAMME (PGP)				
I Two Year - Post Graduate Programme				
1) Post Graduate Programme	<b>625.94</b>		626.61	
2) PGP - Agri Business Management	<b>70.61</b>	<b>696.55</b>	65.76	692.37
II One Year - Post Graduate Programme				
1) PGP - Executive		<b>665.59</b>		597.58
b) FELLOW PROGRAMME IN MANAGEMENT (FPM)				
1) FPM Expenses		<b>66.31</b>		81.13
c) SCHOLARSHIPS AND FELLOWSHIPS				
1) Educational Scholarship	<b>104.85</b>		97.39	
2) Need Based Scholarships	<b>575.77</b>		697.23	
3) Fellowship to FPM students	<b>496.97</b>	<b>1,177.59</b>	423.48	1,218.10
d) OTHER ACADEMIC ACTIVITIES				
1) Library Services (Other than Books)	<b>466.97</b>		357.88	
2) I I M A Bulletin & Website : C D Rom	-	<b>466.97</b>	3.58	361.46
<b>TOTAL</b>		<b>3,073.01</b>		<b>2,950.64</b>

\*Does not include allocated overhead expenditure

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 17 - TRANSFER TO FUNDS**

(₹ in Lakhs)

	2013-2014	2012-2013
1) Endowment Fund(Corpus)- Revenue Surplus	<b>435.00</b>	600.00
2) Research Publication & Trust Area Fund	<b>430.00</b>	689.00
3) Campus Maintenance Fund	<b>435.00</b>	-
<b>TOTAL</b>	<b>1,300.00</b>	<b>1,289.00</b>

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**SCHEDULE 18: SIGNIFICANT ACCOUNTING POLICIES**

**1. ACCOUNTING CONVENTION**

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

**2. INVENTORY VALUATION**

Stock of stores and stationery are valued at cost.

**3. FIXED ASSETS**

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

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

**4. DEPRECIATION**

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

**5. REVENUE RECOGNITION**

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

Interest on Investments is recognized on accrual basis.

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

**6. INTEREST ON INVESTMENT**

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

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

**7. FOREIGN CURRENCY TRANSACTIONS**

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

**8. GOVERNMENT GRANTS**

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

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

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

**9. INVESTMENTS**

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

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

Cost includes acquisition expense like brokerage, transfer stamps.

**10. RETIREMENT BENEFITS**

Accumulated Leave encashment benefit, Gratuity payable on death/retirement and pension are accounted on accrual basis as per the Actuarial Valuation report.

**11. CONTINGENT LIABILITIES**

Provision is made for all known liabilities. Contingent liabilities, if any, are disclosed in the accounts by way of a note.

**INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD**  
**SCHEDULE 19: NOTES FORMING PART OF ACCOUNTS**

**1. Government Grants**

**(a) GOI – MHRD GRANT FOR OBC EXPANSION**

Details of GOI-MHRD Grant for OBC Expansion are as follows:

(₹ in Lakhs)

Particulars	2013-2014	2012-2013
Balance as per Last Balance sheet	0	0
Grant Received/Receivable during the year	0	91.37
Capital Expenditure incurred	0	91.37
Balance at the end of the year	0	0

**(b) GOI – MHRD GRANT FOR FPM PROGRAMME**

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

(₹ in Lakhs)

Particulars	2013-2014	2012-2013
Balance as per Last Balance sheet	35.18	0
Grant Received during the year	0	100.96
Interest credited during the year	3.13	0
Expenditure incurred	0	65.78
Balance at the end of the year	38.31	35.18

**2. UNEXECUTED CAPITAL CONTRACT**

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

**3. CONTINGENT LIABILITIES**

(a) Service Tax demands in dispute ₹ 23.91 Lakhs (Previous year ₹ 23.91 Lakhs).

(b) Claims against the Institute not acknowledged as debts Rs.1.59 Lakhs (Previous year Rs. Nil )

**4. CURRENT ASSETS, LOANS AND ADVANCES**

In the opinion of the Management, the current assets, loans and advances have a value on realization in the ordinary course of business, equal at least to the aggregate amount shown in the Balance Sheet.

**5. TAXATION**

The Institute has obtained Exemption from Income Tax u/s. 10 (23C) (vi) of the Income Tax Act, 1961 vide letter No.CC-IV/ABD/10 (23C) cell/10 (23C) (vi) IIM/2010-11/1305 dated 31/01/2011 from the Office of the Chief Commissioner of Income Tax, Ahmedabad. It will be in force till it is withdrawn by the competent authority. In view of this, no provision for Income tax has been considered necessary.

**6. OTHER ITEMS**

6.1 Out of the total expenditure for Centre for Management in Agriculture (CMA) of ₹ 188.76 Lakhs (Previous year ₹ 163.44 Lakhs), ₹ 177.09 Lakhs (Previous year ₹ 158.05 Lakhs) has been met out of Fund from Ministry of Agriculture and balance ₹ 11.67 Lakhs (Previous year ₹ 5.39 Lakhs) from Institute's own fund (CMA fund).

## 6.2 Tax Deducted at Source from:

(₹ in Lakhs)

Particulars	2013-2014	2012-2013
a) Interest Income	22.87	21.29
b) Placement Income	22.56	15.37
c) MDP/Consultancy	260.68	192.65
d) Other Income	15.92	10.89

## 6.3 Expenditure in Foreign Currency

(₹ in Lakhs)

Particulars	2013-2014	2012-2013
a) Foreign Travel	97.50	117.98
b) Books and Case Materials	227.04	111.15
c) Others	63.52	127.26

## 6.4 Earning in Foreign Currency

(₹ in Lakhs)

Particulars	2013-2014	2012-2013
a) Consultancy & Research Project Income	400.34	223.66
b) Placement Income	63.89	84.54
c) Fees & Other Income	75.06	351.07

6.5 The fixed assets having WDV of Rs. 20.90 Lakhs of the Placement office of the institute were destroyed in a fire. Institute's assets are adequately insured. The survey by the insurance company is processed and the institute is in the process of filing claim with the insurance company.

6.6 Figures below ₹ 500/- which are required to be shown separately have been shown at actual in the brackets.

6.7 Corresponding figures for the previous year have been regrouped / rearranged, wherever necessary to make them comparable with those of current year.

Signature to Schedules 1 to 19

SD/-  
**Laxmandev B.Gohil**  
Manager  
(Accounts & Compliance)

SD/-  
**Nina Badlani**  
Group Head  
(Finance & Budgets)

SD/-  
**Manoj Bhatt**  
Chief Administrative  
Officer

SD/-  
**Ashish Nanda**  
Director



INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**RECEIPTS AND PAYMENTS FOR THE YEAR ENDED 31ST MARCH, 2014**

(₹ in Lakhs)

RECEIPTS		2013-14	PAYMENTS		2013-14
1.1	Opening Balances		2.1	Payments for	
1	Cash in hand	0.25	1	Establishment Expenses	4,335.98
2	Bank balances		2	Administrative Expenses	1,465.58
	- in current accounts	562.42	3	Long Duration Programme Expenses	3,073.01
	- in savings accounts	282.29			8,874.57
3	Franking Advance	0.19	2.2	Payments against Various Funds	
		845.15	1	Projects/programmes	2,879.94
			2	Academic Activities	175.10
1.2	Interest Received on		3	Student Aid	88.49
1	Investments	3,475.98	4	Faculty & Staff Development Fund	63.09
2	Saving Bank Account	1.41	5	CII Fund	123.83
3	Loans,Advances etc.	5.68			3,330.45
		3,483.07			
1.3	Grant Received		2.3	Investments (Net)	6,788.93
1	C M A Fund from GOI	190.00	2.4	Purchase of Fixed Assets	416.70
1.4	Other Income Received		2.5	Loans and Advances	
1	Fees	9,117.98	1	CENVAT	
2	Project/Program/Services	4,552.19	2	Statutory Dues	78.45
3	Sale of Assets	22.93	3	TDS Receivable	335.64
4	Donations	135.76	4	Deposits Accepted	5.37
5	Misc.Receipts	958.52			419.46
6	CII Fund Income	4.72	2.6	Changes in Current Liabilities	
7	Computer Centre Receipts	514.38		Project/Program & Others Liabilities	158.58
8	Academic Activities Receipt	196.33			
9	Students Aid Fund	79.06	2.7	Closing Balances	
10	Faculty,Officer & staff Dev & welfare Fund	42.51	1	Cash on Hand	0.25
		15,624.38	2	Bank balances	
				- in current accounts	455.23
1.5	Changes in Current Assets			- in savings accounts	161.32
1	Changes in Inventory	3.00	3	Franking Advance	0.14
2	Loans & advances	353.76			616.94
3	Statutory Dues	70.76			
4	CENVAT	34.11			
5	Security Deposits	1.40			
		463.03			
<b>TOTAL</b>		<b>20,605.63</b>	<b>TOTAL</b>		<b>20,605.63</b>

Date : June 27, 2014

SD/-  
**Laxmandev B.Gohil**  
 Manager  
 (Accounts & Compliance)

SD/-  
**Nina Badlani**  
 Group Head  
 (Finance & Budgets)

SD/-  
**Manoj Bhatt**  
 Chief Administrative  
 Officer

SD/-  
**Ashish Nanda**  
 Director



# GOLD MEDALISTS 1966-2014

## 1966

- Diwan Arun Nanda
- CK. Prahallad
- 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. Umamathy
- 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. Ramganesch
- 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)





### Chief Guests at Convocations

1966 Mr. M.C. Chagla	1983 Mr. Nani Palkhiwalla	2000 Mr. R.K. Laxman
1967 Dr. Vikram Sarabhai	1984 Mr. P.L. Tandon	2001 Dr. Desh Deshpande
1968 Mrs. Indira Gandhi	1985 Mr. K. C. Pant	2002 Mr. Azim Premji
1969 Dr. Karan Singh	1986 Mr. Hiten Bhaya	2003 Dr. A.P.J. Abdul Kalam
1970 Mr. L. K. Jha	1987 Dr. Raja Ramanna	2004 Dr. Bimal Jalan
1971 Mr. Dharma Vir	1988 Mr. V. Kurien	2005 Mr. Raghuram Rajan
1972 Mr. C. Subramaniam	1989 Mr. A.S. Ganguly	2006 Mr. M.S. Banga
1973 Mr. D.P. Dhar	1990 Mr. Russi Mody	2007 Mr. P. Chidambaram
1974 Professor Nurul Hasan	1991 Mr. Sarup Singh	2008 Mr. Montek Singh Ahluwalia
1975 Mr. T. A. Pai	1992 Mr. Rajmohan Gandhi	2009 Shri Deepak Parekh
1976 Dr. V.M. Dandekar	1993 Mr. P.V. Narasimha Rao	2010 Dr. C. Rangarajan
1977 Mr. M.S. Swaminathan	1994 Dr. Manmohan Singh	2011 Dr. Manmohan Singh
1978 Mr. H. M. Patel	1995 Mr. Sam Pitroda	2012 Shri K. V. Kamath
1979 Mr. V. G. Rajadhyaksha	1996 Mr. A.M. Ahmadi	2013 Shri L. N. Mittal
1980 Justice Mr. M. Hidaytullah	1997 Mr. Adi Godrej	2014 Mr. Anand Mahindra
1981 Mr. Keshub Mahindra	1998 Mr. Vikram Lal	
1982 Mrs. Sharda Mukherjee	1999 Mr. K.B. Dadisheth	

