



58th
वार्षिक प्रतिवेदन
Annual Report
2019-20

Founding Inspiration



Dr. Jivraj Mehta



Kasturbhai Lalbhai



Dr. Vikram Sarabhai

Our Past Chairpersons



Dr. Jivraj N. Mehta



Shri Prakash Tandon



Shri. S.L Kirloskar



Shri Keshub Mahindra



Mr. V. Krishnamurthy



Mr. A.P. Venkateswaran



Prof. S.K. Khanna



Dr. I.G. Patel



Mr. N.R. Narayana Murthy



Dr. Vijaypat Singhania



Shri A. M. Naik



Shri Pankaj Patel

Our Current Chairperson



Shri Kumar Mangalam Birla

Our Current Director



Prof. Errol D'Souza

Our Past Directors



Dr. Vikram A. Sarabhai



Prof. Ravi J. Matthai



Dr. Samuel Paul



Prof. V.S. Vyas



Dr. I.G. Patel



Prof. N.R. Sheth



Prof. P.N. Khandwalla



Prof. Jahar Saha



Prof. Bakul H. Dholakia



Prof. Samir K Barua



Prof. Ashish Nanda

58TH

वार्षिक प्रतिवेदन

ANNUAL REPORT

2019-20



भारतीय प्रबंध संस्थान अहमदाबाद
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

CONTENTS

1. THE YEAR IN RETROSPECT	5
2. PROGRAMMES.....	8
2.1 POST-GRADUATE PROGRAMME IN MANAGEMENT (PGP).....	9
2.2 POST-GRADUATE PROGRAMME IN FOOD AND AGRI-BUSINESS MANAGEMENT (PGP-FABM).....	13
2.3 ONE YEAR POST-GRADUATE PROGRAMME IN MANAGEMENT FOR EXECUTIVES (PGPX).....	15
2.4 ePOST GRADUATE PROGRAMME IN MANAGEMENT (ePGP).....	18
2.5 ePOST GRADUATE DIPLOMA IN ADVANCED BUSINESS ANALYTICS (ePGD-ABA)	19
2.6 PhD PROGRAMME IN MANAGEMENT.....	20
2.7 PLACEMENT.....	21
2.8 CONVOCATION	25
2.9 ARMED FORCES PROGRAMME	26
2.10 FACULTY DEVELOPMENT PROGRAMME IN MANAGEMENT.....	26
2.11 EXECUTIVE EDUCATION PROGRAMMES.....	28
3. RESEARCH AND PUBLICATIONS	29
3.1 Vikalpa: The Journal for Decision Makers	31
4. CASE CENTRE.....	32
5. VIKRAM SARABHAI LIBRARY.....	33



6. INTERDISCIPLINARY CENTRES AND GROUPS	37
6.1 CENTRE FOR INNOVATION INCUBATION AND ENTREPRENEURSHIP (CIIE)	37
6.2 COMMITTEE FOR MANAGING GENDER ISSUES (CMGI)	40
6.3 GENDER CENTRE.....	40
6.4 INDIA GOLD POLICY CENTRE (IGPC).....	41
6.5 CENTRE FOR MANAGEMENT IN AGRICULTURE (CMA)	41
6.6 CENTRE FOR MANAGEMENT OF HEALTH SERVICES (CMHS).....	43
6.7 PUBLIC SYSTEMS GROUP (PSG).....	45
6.8 RAVI J. MATTHAI CENTRE FOR EDUCATIONAL INNOVATION (RJMCEI)	46
6.9 JSW SCHOOL OF PUBLIC POLICY (JSW SPP).....	47
7. DISCIPLINARY AREAS.....	50
7.1 BUSINESS POLICY.....	50
7.2 COMMUNICATION	51
7.3 ECONOMICS	52
7.4 FINANCE AND ACCOUNTING.....	53
7.5 HUMAN RESOURCE MANAGEMENT.....	54
7.6 INFORMATION SYSTEMS	56
7.7 MARKETING	56
7.8 ORGANIZATIONAL BEHAVIOUR.....	58
7.9 PRODUCTION AND QUANTITATIVE METHODS	59
8. ACCREDITATION AND RANKING	61
9. ALUMNI ACTIVITIES.....	65
10. ARCHIVES.....	70
11. COMMUNICATION ACTIVITIES	71
13. COMPUTER CENTRE.....	72
14. GRANT-IN-AID	74
15. INFRASTRUCTURE DEVELOPMENT	75
16. OFFICIAL LANGUAGE IMPLEMENTATION.....	76
17. PERSONNEL	77
18. SPORTS AND RECREATION ACTIVITIES COMMITTEE (SARA)	79
19. STUDENT ACTIVITIES	80
20. SUSTAINABILITY AND GREEN INITIATIVES.....	89
21. WELFARE ACTIVITIES	91
22. APPENDICES	95



Vision and Strategic Priorities

IIMA aims to continue to be recognized as a premier global management school operating at the frontiers of management education and practice while creating a progressive and sustainable impact on society. The Institute delivers on this vision through its focus on the following aspects:

Promoting excellence in scholarship by encouraging high-quality research, distinctive and impactful teaching, and meaningful contribution to knowledge-creation in a variety of disciplines.

Educating and nurturing leaders of institutions and entrepreneurial organizations and supporting them in their efforts to create high-quality talent and value.

Impacting the world of policy and practice through continuous engagement with alumni and prominent stakeholders, decision makers and leaders across the spectrum, including government, businesses and non-governmental enterprises.

IIMA supports its vision by placing emphasis on a high-performance work environment, supported by a culture of autonomy, creativity and collaboration amongst its faculty members, staff and students. As the Institute engages in its objectives, it will ensure that its research and teaching activities continue to address diverse areas which are of concern to varied sections of society.

1

THE YEAR IN RETROSPECT



Errol D'Souza
Director, IIMA

The year 2019-20 saw the Institute make ten new additions to the faculty body which over the course of the year apart from its involvement in teaching, case writing, consulting and policy advisory, presented research papers in 107 conferences across various parts of the world. Many new elective courses were offered by the faculty Black Swans and Gray Rhinos: Managing under Financial Crises; Driving Better Business Decisions Through Superior Customer Insights and Sense making; Marketing Luxury; Unlisted Equities & Patient Capital; The Philosophical Underpinnings of Public Policy: Morals, Values, and Ethics; Real Estate Management; Global Finance and Trade; Economics and Management of Biopharmaceutical Industry; Digital Marketing; Food Systems Approach to Indian Agribusiness; Advanced Mathematical Modeling for Managerial Decisions; Negotiation Strategies; Strategic Brand Management; Games People Play: Psychology of HRM; Creating High Performance Organizations; Health-tech products and delivery systems; and Innovation, Live!

We have registered 39 new cases over the year. Their subject matter covers a wide area as evinced from the titles of the cases Police IT Ecosystem of Karnataka State Police; Mahindra Trucks & Bus Division: Building a Marketing Plan; Paytm: The Lucky Lifafa Campaign; AirAsia Malaysia 2001; Online Implementation of the RTE Mandate; Entrepreneurship and the Liberal Arts: The Making of Ashoka University; Neons Fashion LLP: A Small Seller on Amazon Marketplace; Aditya Kumar: Office Politics and Managing Upwards; Organizational Excellence; Dhruva Advisors: Culture as North Star of Growth; Corporate Criminal Liability in India; Axel Motors; Jalaram Rice Mills Private Limited: Vishal H Mistry's Dilemma; Tezos: Governance in the Crypto currency World; Rohan@BlueOcean Tech; The Indian Express: Reinvention through Digital Business; Good Food Served Quietly: The Mime Restaurants; Brooklyn Central; Aster Retail UAE: Connecting Employees,

Customers and Business Results; A Case of HIV at Woodworks Ltd; IndiGrid: Creating India's First Power Transmission InvIT; and CSR at Torrent Group.

The research pipeline has been productive with publications in top management journals. Some of our research has appeared in journals such as Academy of Management (Prof Vishal Gupta on "Geographical Dissimilarity and Team Member Influence: Do Emotions Experienced in the Initial Team Meeting Matter?"), Journal of the Academy of Management Science (Prof. Anand Jaiswal on "Reverse Innovation: a conceptual framework"), and Journal of Operations Management (Prof. Sourav Borah on "Is it too complex? The curious case of supply network complexity and focal firm innovation"). There were other publications in top journals on a range of topics "Do tweets create value? A multi-period analysis of Twitter use and content of tweets for manufacturing firms" (Prof. Adrija Majumdar), "Design, Modeling, and Analysis of Vertical Robotic Storage Retrieval Systems" (Prof. Debjit Roy), "Female leaders and their response to the social environment" (Prof. Tarun Jain), "Impact of Regulatory Framework on Bidding Behavior of Firms: Policy Implications for the Oil & Gas Sector" (Prof. Mukesh Sud and Prof. Sunil Sharma), "A Constrained Agglomerative Clustering Approach for Unipartite and Bipartite Networks with Application to Credit Networks" (Prof. Samrat Gupta), "Breaking 'bad' links: Impact of Companies Act 2013 on the Indian Corporate Network" (Prof. Anindya Chakrabarti and Prof. Pritha Dev), "Why does technology integration fail? Teacher beliefs and content developer assumptions in an Indian initiative" (Prof. Vijaya Sherry Chand), "Context in healthcare information technology resistance: A systematic review of extant literature and agenda for future research" (Prof. Rajesh Chandwani), "New Valid Inequalities for the Optimal Communication Spanning Tree Problem" (Prof. Prahalad Venkateshan), "The geography of medical travel in India: Differences across states, and urban-

rural divide” (Prof. Sandip Chakrabarti and Prof. Aruna Divya), “Reverse Endowment effect for a new product” (Prof. Jeevant Rampal), “Bilevel optimization based on iterative approximation of multiple mappings” (Prof. Ankur Sinha), “Financial support vis-à-vis share of wind generation: Is there an inflection point?” (Profs. Abhiman Das and Amit Garg), “Contestations around water allocation during a climate crisis in India: The case of ‘IPL vs. drought’” (Prof. Navdeep Mathur), “Downstream electric utility restructuring and upstream generation efficiency: Productivity dynamics of Indian coal and gas-based electricity generators” (Prof. Anish Sugathan), and “Achieving sustainable development in India along low carbon pathways: Macroeconomic assessment” (Prof. Amit Garg).

In executive education we have done many new customized programmes for organizations such as HUL, Korn Ferry, Abbott Healthcare Pvt. Ltd., Indigene Pvt. Ltd., Urban Clap, National Statistical Systems Training Academy, Fullerton India Credit Co. Ltd., Tata Power, Tata AIG, Tata Projects Ltd., Aditya Birla Insurance Ltd., and Deutsche Bank. New open enrolment programmes were introduced in Managing Global Procurement and Export Contracts, Managing Business in International Markets, Advanced Customer Analytics, and Management and Finance for Experienced Chartered Accountants. Five blended learning programmes in management involving 592 participants were conducted. Over the year we delivered 180 executive education programmes many of which saw participants from foreign countries.

In the international rankings we continue to be amongst the top ranked institutions in the country. In the Financial Times (FT) Masters in Management rankings we were ranked 21 globally for the two year full time MBA (PGP), the Post Graduate Programme in Food and Agri-business Management was ranked at the first position globally by Eduniversal Best Masters Ranking. Our one year full time MBA (Post Graduate Programme for Executives, PGPX) saw a slippage in the FT ranking for the Global MBA to the 61st position globally due to a slide in a component of the rankings that tracks growth in salary after the completion of the programme. However, in the other main component

of this FT ranking that tracks the level of the salary after the completion of the programme we are ranked at the 8th position globally and above all other Indian institutions. In the National Institutional Ranking Framework we are ranked at the second place. We continue to be the only Indian institution ranked in the top 100 by The Economist.

The doctoral programme was streamlined and the promotional criteria made more stringent to improve the rigour of the programme. International collaboration in this programme has been increasing with students visiting and working with faculty from Japan, Germany, France, and Switzerland. Doctoral workshops were conducted by Visiting Chair Professors from US business schools such as Michael G. Foster School of Business of the University of Washington and the University Of Michigan Ross School Of Business. 15 students graduated from the programme this year.

Many international conferences and seminars were held at the Institute. The 52nd Annual Convention of the Operational Research Society of India and the Second International Conference on Network Science in Economics & Finance as well as an International Conference on Indian Business & Economic History were hosted on campus. The IIMA-SRK Annual Lecture was delivered by Prof. Eric A. Hanushek of Stanford University on “The Economic Value of School Quality”. The JSW School of Public Policy at IIMA organized a Symposium on “Trusteeship and the Future of Capitalism” on the occasion of the 150th birth anniversary of Mahatma Gandhi that was inaugurated by Nobel Laureate Prof. Michael Spence.

Amongst the many notable visitors to the campus were the late former President of India, Shri Pranab Mukherjee who delivered lectures as part of the JSW School of Public Policy, Shri Nand Kumar Sai, Chairperson of the National Commission for Scheduled Tribes, Ms. Cathy Bessant, Chief Operations & Technology Officer at the Bank of America who gave a talk and interacted with the community, and Prof. Maitreesh Ghatak of LSE who gave an open lecture under the auspices of the JSW School of Public Policy. The campus saw diverse visitors



2nd International Conference on Network Science in Economics and Finance, 2019



International Conference on Indian Business & Economic History in memory of Prof. Dwijendra Tripathi



IIMA-SRK Annual Lecture was delivered by Prof. Eric A. Hanushek of Stanford University on "The Economic Value of School Quality"

including Kashmiri school children from Shopian and Pulwama and the community had the benefit of being enthralled by a troupe of specially-abled artists from Drzya who performed martial arts, yoga, and dance on their wheelchairs.

The Institute has a student exchange programme with 80 business schools across six continents and 122 students from IIMA spent a semester abroad. The students organized the largest symposium for management students in Asia, The Red Bricks Summit, with 19 business events, 15 speaker sessions, and numerous workshops and panel discussions. The brand of panel discussions on strategy, marketing, and entrepreneurship at TRBS is Connexions which is managed by the participants of the one year full time MBA programme and the four panels they put together debated the future of business. Students from the one year full time MBA programme spent a couple of weeks at the Guanghua School of Management at Peking University doing an intensive module on "Doing Business in China". A team of four students won the Amazon Ace Challenge that had 2,500 participating teams.

The Institute earned a surplus of Rs.75.1 crore from its long duration programmes, executive education programmes, consulting and research projects. Much of this is going towards restoring the more than 50 year old brick buildings on the campus which are in dire need of restoration as well as building new infrastructure to enable the expansion of the programme activities and

to meet the mandate of EWS reservations. The Institute was conferred the Award of Distinction by the UNESCO Asia-Pacific Awards for Cultural Heritage Conservation for the restoration of the Vikram Sarabhai Library. Over the next few years the Institute requires to generate even greater surpluses in order to remain solvent and to fund its growth.

The five employees of the Institute who received the highest remuneration during the financial year were: Prof. Sunil Kumar Maheshwari, Prof. Sanjay Verma, Prof. Arvind Sahay, Prof. Sunil Sharma, and Prof. Amit Karna. Their contributions to the various activities of the Institute have been listed as part of the Annual Report.

The Institute is focused on excellence in scholarship through teaching and research, educating and nurturing leaders of enterprises, and impacting the world of policy and practice, while creating a progressive and sustainable impact on society. For those students and participants in executive education programmes who engage with our endeavors the Institute would strive to provide an opportunity for them to imbibe critical thinking; an awareness of their beliefs, prejudices, and privileges; respect for the beliefs and opinions of others; creativity; and the cultivation of character. Whilst delivering results in the immediate future the Institute aims to build capabilities for the long-run.

PROGRAMMES

The Institute offers four long-duration degree granting programmes [PGP, PGP-FABM, PGPX, ePGP], one long-duration diploma programme [ePGD-ABA], and a doctoral (PhD) programme.



Prof. Shailesh Gandhi



Prof. Vineet Virmani



Prof. Satish Deodhar



Prof. Vishal Gupta



Prof. Viswanath Pingali



Prof. Naman Desai

PGP, PGP-FABM 2019-21 Batch



2.1 POST-GRADUATE PROGRAMME IN MANAGEMENT (PGP)

The registration of the 56th batch of the Post Graduate Programme in Management (PGP) commenced on June 13, 2019, with 389 students joining the programme.

The second year of the programme commenced on June 6, 2019, with 398 students. At the end of the second year, 415 students (including Double Degree programme participants) graduated.

Details are given in **Appendix A1**.

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

Students	GEN	NC-OBC	SC	ST	DA	Total
First Year	185	99	57	31	15	387*
Second Year	188	103	56	34	17	398

*Two students were granted leave and one student from previous batch registered afresh.

Preparatory Programme

The preparatory programme, meant for 139 students who had been admitted but needed to strengthen their skills in communication and mathematics, was conducted online before the start of the regular session.

Orientation Programme

An orientation/induction programme for the new students was held between June 16 and 19, 2019. In addition to addresses by the Director, the Dean (Programmes) and the PGP Chairperson, a dialogue with the PGP Executive Committee and briefing on the Institute's administration, computer services, and library facilities as well as their usage formed a part of the orientation programme. Extended sessions on the case method were held to familiarize new students with the case method of teaching, since that is the dominant pedagogical tool at the Institute. A follow-up session was also conducted at the beginning of the second term.

Tutorials

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

Curriculum

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

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

During the second year, 141 courses were offered as electives of which 17 courses were being offered for the first time. Nineteen courses were offered in two sections each, and five courses were offered in three sections each. One hundred and ninety-five project courses were also offered. The scheduling required managing 164 course-classrooms venues during the year.

New Courses

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

1. Advanced Mathematical Modeling for Managerial Decisions
2. Black Swans and Gray Rhinos: Managing under Financial Crises
3. Digital Marketing
4. Digital Strategy and Digital Transformation
5. Driving Better Business Decisions Through Superior Customer Insights and Sensemaking
6. Economics and Management of Biopharmaceutical Industry
7. Frontiers of Business Law
8. Global Finance and Trade
9. Governance and Regulation in the Financial Sector



10. Managing Retail Business
11. Marketing Luxury
12. Negotiation Strategies-A
13. Real Estate Management
14. Reimagining Telecom and Next Generation Businesses
15. Strategic Brand Management (Term Break: September 2-6, 2019)
16. The Philosophical Underpinnings of Public Policy: Morals, Values, and Ethics
17. Unlisted Equities and Patient Capital

Double Degree Exchange Programme and One-term Exchange Programme

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

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

Nine second-year students from the Institute participated in the Double Degree Exchange Programmes at the University of Bocconi, and HEC School of Management during the academic year 2019-20. At the same time,

seven students from the University of Bocconi participated in the second year of the PGP during the academic year 2019-20.

One Term Exchange Programme

In line with the Internationalization of PGP and with a view to providing international exposure to students, the Institute has partnerships with several international business schools for exchange of students. One hundred and twenty-two one-term exchange and 9 double-degree IIMA students took courses in universities abroad, while 70 one-term exchange and 7 double-degree students from foreign institutions/universities participated in the exchange during the year.

Details are provided in **Appendices A2 and A3**.

Scholarships

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

Industry Scholarship

Forty students received industry merit scholarships during the year.

Aditya Birla Scholars

Aditya Birla Group selected the following students for scholarships worth ₹1,75,000 each during 2019-20:

- ▶ Arunabh Saxena
- ▶ Kannan Adlakha
- ▶ Ketan Mundhada
- ▶ Pranjal Prason
- ▶ Vamika Singh

Special Need-Based Scholarships (SNBS)

The Institute gave scholarships worth ₹ 2,91,15,000 under the SNBS scheme during the academic year. Scholarship amounts ranged from ₹ 50,000 to ₹ 2,45,000. The Programme-wise break-up of students receiving SNBS is as follows:

Programme	No. of Students	Amount (₹)
PGP-I	75	106,25,000
PGP-II	96	131,35,000
PGP-FABM-I	18	30,05,000
PGP-FABM-II	15	23,50,000
Total	204	2,91,15,000

Of the above, ₹20,00,000 was funded through alumni scholarships, and ₹10,000 by Taravati Ram Gopal Mehra Foundation.

IIMA Exit Scholarship

Two PGP 2018-20 batch students, who graduated in 2020, and who chose to become entrepreneurs, were awarded a monthly stipend of ₹40,000 each under the exit scholarship provision. The recipients were identified by CIIE and they would continue to receive the stipend for two years.

One PGP 2017-19 batch student who graduated in 2019 was granted ₹3 lakh for pursuing doctoral studies under the exit scholarship scheme.

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

SC – Eight applications received from first year students were sent to the Ministry of Social Justice and Empowerment along with nine renewal applications. Grants received for the previous year were disbursed to the students concerned.

ST – Twelve applications received from first year students were forwarded to the Ministry of Tribal Affairs along with two renewal applications through the National Scholarship Portal (NSP). Grants are awaited. Grants received for the previous year were disbursed to the students concerned.

Persons with Disabilities – Two applications received from first year students and one received for renewal were forwarded to the Department of Empowerment of Persons with Disabilities through the National Scholarship Portal (NSP). Grants are disbursed directly to the beneficiary's bank account.

Ministry of Minority Affairs – Six applications received from first year students along with three renewal applications were forwarded to the Ministry of Minority Affairs through the National Scholarship Portal (NSP). Grants are disbursed directly to the beneficiary's bank account.

Scholarships Instituted by Other Agencies

- ▶ The OP Jindal Scholarship worth ₹1,50,000 was awarded to Vamika Singh of PGP I.
- ▶ The T. Thomas Scholarship worth ₹1,00,000 was awarded to Jobalia Jinesh Rajendra of PGP II (2018-20 batch).
- ▶ IDFC First Bank (formerly, Capital First Ltd) scholarships worth ₹1,00,000 each were awarded to the following eight first year PGP-I/FABM-I batch 2019-21 and seven second year PGP-II/FABM-II batch 2018-20 students:

First year	Second year
Agniv Mukherjee	Soumya Kushwaha
Akansha Kashyap	Anju Sai Easwari
Aarushi Agarwal	Muhammed Shaheen E P
Sanjay P Saji	Kavneet Singh
Badri Narayanan S	Dipti Singhal
Kunal Jain	Madhav Bharadwaj
Akshay Verma	Avinash
Siddharth Tikoo	

- ▶ AB InBev Diversity and Inclusion Scholarships worth ₹1,00,000 each were awarded to the following two women PGP-II (batch 2018-20) students:
 - ▶ **Divyanshi Chowdhary**
 - ▶ **Jisha Krishnan**
- ▶ Taravati Ram Gopal Mehra Foundation (TRMF) scholarship worth ₹80,000 was awarded to Raj Kumar Kedia of PGP-II (2018-20 batch).
- ▶ Several PGP alumni have generously contributed to support needy students. While some of the funds were utilized to award the SNBS, some were awarded as top-up to the SNBS awardees.

Details of scholarship given as top-up:

Sponsor	Amount (₹)	Awardee/s	Class/Batch
PGP 2001 - Peri Viswanath Scholarship (MCM)	5,00,000	Ms. Tanya Singh	PGP-II/2018-20
	5,00,000	Mr. Nitish Kumar	
PGP 1983 Batch (MCM)	30,000	Mr. Maram Maheedhar	PGP-II/2017-19
	75,000	Ms. Pavithra Devi A	
	75,000	Mr. Naveen Changoiwala	

Details of scholarship that were merged with SNBS:

Sponsor	Amount ₹	Class/Batch
Warburg Pincus	16,80,000	PGP-I/PGP-II and FABM-I/FABM-II
Mr. Prashant Koshy John, PGPX alumnus	3,20,000	PGP-I
Taravati Ram Gopal Mehra Foundation	10,000	PGP-I

The names of the recipients of all these scholarships are given in **Appendix A4**.

Awards

Shri S.K. Seth Memorial Award

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

S. Umapathy Prize

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

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

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

Desh Ratna Dr. Rajendra Prasad Gold Medal for Scholastic Performance

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

Smt. J. Nagamma Memorial Award

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

Woman All-Rounder Awards

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

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 Krunali Shah.

Other Awards

Prof. A.K. Jain Marketing Gold Medal for PGP student who excels in the Marketing courses was instituted in 2018 by a select group of Alumni donors to recognize the invaluable contribution of Professor Abhinandan Jain during his distinguished service at IIMA. This year, the award was given to Bathia Krupa Vrajlal.

Sajeev Sirpal Academic and Creativity Excellence Award was instituted in memory of Shri Sajeev Sirpal (PGP 1984) by Ms. Kanaka Sirpal (1984) and friends to recognize excellence in academics and creativity among students. This year, the award was given to Radhika Munshi and Aaditya Agarwal.

IIMavericks was instituted by CIIE. This year, aid was given to Tarun Kumar and Tanmoy Bhunia.

Admission

The break-up of the candidates who joined the PGP 2019-2021 is as follows:

Category	Male	Female	Total
General	141	43	184
NC-OBC	82	18	100

Category	Male	Female	Total
SC	41	17	58
ST	18	13	31
PwD	14	1	15
Total	296	92	388

The computer-based common admission test (CAT) 2019 was conducted on November 24, 2019. The Post-Graduate Programme, commencing June 2020 attracted 192114 applications including those from overseas/foreign national candidates. A comparative picture of this year and the previous year is given in **Appendix A5**.

More data on the admission process till the interview stage are given in **Appendix A6**.

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

The Post-Graduate Programme in Food and Agri-business Management (PGP-FABM) is designed to transform young people into dynamic professional managers, leaders and entrepreneurs to take up the challenges of organizations in food, agribusiness, rural and allied sectors. 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. The programme prepares students for the arduous tasks of leading change and managing the process of those changes.

Admission

The Institute received 1,34,501 applications for admission to the 2019-21 batch. After an intensive selection process, which included the common admission test, group discussion, and personal interviews, 46 students joined the programme.

Details are given in **Appendices B1 and 2**.

Preparatory Programme

In order to strengthen mathematical and communication skills, and knowledge of the agriculture sector, the selected students were asked to attend the preparatory programme from June 1 to 12, 2019, on campus.

Orientation Programme

A welcome and orientation programme for the new batch was held during June 16-19, 2019. There was a dialogue with the PGP-FABM Executive Committee and a briefing on computer and library facilities at the Institute. A session on case preparation and case discussion was held to introduce students to the case method of instruction.

The second year of the PGP-FABM programme (2018-20) got off to a start on June 6, 2019 with 45 students. At the end of the first year (2018-20), 45 students were promoted to the second year, whereas one student was asked to withdraw from the programme.

Details are given in **Appendix B3**.

Curriculum

The first year of the programme is common with the PGP. The students took 32 compulsory courses (23.30 credits) spread over three terms. In the second year there were seven sector-specific compulsory courses and 20 elective courses covering different aspects of agribusiness. Second year students were required to register for a minimum of 17 credits and a maximum of 20 credits. They were also allowed to register for 3.5 credit units from other programmes in any of the terms.

Rural Immersion Module

The objective of the Rural Immersion Module is to give the students an exposure to rural life, learning from interaction with the villagers, and becoming familiar with the rural environment, society, institutions, and economy. The first phase of the module was organized from March 22 to 31, 2019. The students were divided into seven groups. The second phase was made optional.

Awards and I-Scholarship

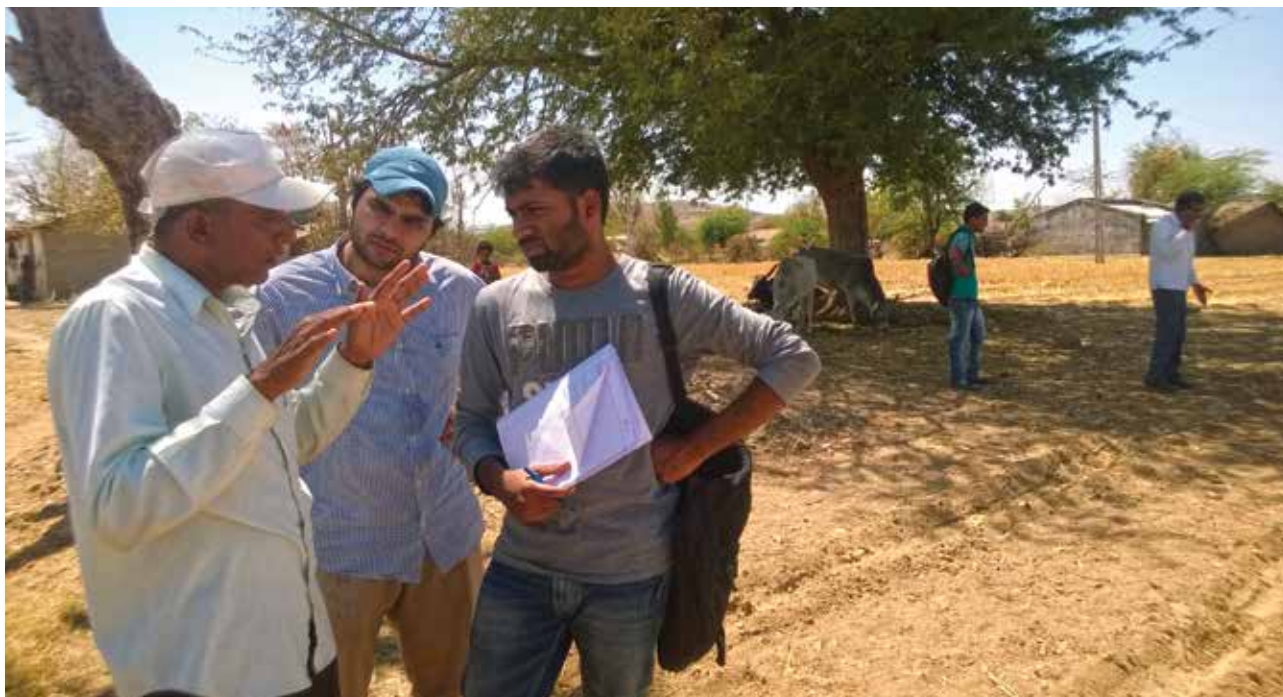
Details of different awards and I-Scholarships are given in **Appendix B4**.

Exchange Programme

Two second year students of PGP-FABM went to the University of British Columbia and three students to the Norwegian School of Economics.

Placement

Final placement process for the Post Graduate Programme in Food and Agri-Business Management was successfully completed in a day. The batch of 2019 comprising 45 students were presented with job opportunities in food, agribusiness, and allied sectors. A total of 31 companies took part in the process. Firms such as DayToDay Health, Fiit-je and INI Farms extended 3 offers each. The process welcomed first-time recruiters like DayToDay Health, De-Haat, ETG, Fiit-Jee, Fresh VnF, Kalash Seeds, NISG and Stryker. Regular recruiters like ADM, AMUL, Banas Dairy, Cloudtail, Coromandel, Dhudhsagar, EY, Little Artist, NAFED, Pioneering Ventures, and RBL Bank extended multiple offers.



Students an exposure to rural life learning from interaction with the villagers

2.3 ONE YEAR POST-GRADUATE PROGRAMME IN MANAGEMENT FOR EXECUTIVES (PGPX)

PGPX 2019-20

The programme commenced on April 11, 2019 with 140 participants including 32 women. The participants have an average GMAT score of 702/ GRE score of 320, average age of 31 years 5 months, and work experience of 8 years 9 months, which included international work experience of around 13 months.

The profile of the PGPX 2019-20 batch is given in **Appendix C1**.

Programme Structure and Courses

PGPX is structured around six segments: Induction, Building Blocks, Preparing for Top Management, International Immersion, Electives, and Capstone.

Details of New Electives are given in **Appendix C2**.



Inauguration PGPx New Batch 2019-20 by Director Errol D'Souza and Dean Programmes, Prof Shailesh Gandhi



Prof. Errol D'Souza
Director, IIMA



Prof. Arindam Banerjee
Chairpersdn, PGPX



PGPX 2019-20 batch

International Immersion Programme (IIP)

To broaden the perspectives of PGPX students and to give the essence of a cross-cultural immersion experience in mainland China, the Institute partnered with Guanghua School of Management to deliver a two-week long intensive academic module themed on “Doing Business in China”. The module received positive feedback from students. The IIP was held from September 9 to 22, 2019.

Students travelled in groups to:

- ▶ Cranfield School of Management (6 students)
- ▶ Ecole Supérieure de Commerce de Paris (53 students)
- ▶ Guanghua School of Management (42 students)
- ▶ Keio Business School (4 students)
- ▶ Moscow International Higher School of Business (5 students)
- ▶ Warwick Business School (30 students)

“Doing Business in India” module was organized for inbound exchange students from Warwick Business School, EMBA Consortium, and ESCP participants.

Academic Performance and Scholarships

All 140 PGPX students graduated successfully. Awards and commendations included:

- ▶ Gold Medal to PGPX topper Ananth Krishnan
- ▶ Academic Merit Awards of ₹30,000 each to top seven students:

- ▶ Ananth Krishnan
- ▶ Ishant Jain
- ▶ Mihir Shirgaonkar
- ▶ Mukul Raj Kansal
- ▶ Piyush Purvey
- ▶ Cherishy Nagpal
- ▶ Pratik Choksi
- ▶ All-round Excellence Award of ₹2,00,000 sponsored by Shri Arun Duggal (Chairman, Shriram Capital Ltd., IIMA Visiting Faculty, and alumnus 1974 batch) to Dibyendu Tapadar.
- ▶ Shapoorji Pallonji Rising Star Award of Academic Merit to Ananth Krishnan.

International Recognition

PGPX was reviewed by the Financial Times and audited by EQUIS Accreditation as it was selected by the Accreditation team for detailed review. The Institute is accredited for another five years by EQUIS.

PGPX Review Committee

A Committee was formed to review the PGPX Programme.

PGPX Student Activities

ConneXions 2019

For the first time, the Connexions team invited 13 external speakers. Spread across two days, it included two panel discussions, one white paper competition, a workshop, and four immersive talks.



PGPX Alum Meet: Xpressions 2019

Connexions 2019 has set new benchmarks not only in terms of participation, learning, and quality of events but also in terms of collaboration with the larger TRBS (The Red Brick Summit) organizing committee.

PGPX Alum Meet: Xpressions 2019

On 28 September, alumni from X1 to X13 batches visited campus, re-lived memories, and re-connected with each other, the current PGPX batch, and faculty members. Professor Rakesh Basant (Dean, Alumni and External Relations) kick-started Xpressions 2019 by welcoming all the alumni. This was followed by a masterclass by Professor Viswanath Pingali who conducted a behavioural experiment with the class, involving auction bidding and behavioural aspects of pricing. The second session was a group discussion on the “Future of Work”, which was led by Professor Amit Karna. After the formal events, the alumni and staff were treated to lovely performances and games by the current PGPX batch and their spouses. The evening ended with a gala dinner.

PGPX Speaker Series

Speaker Series is a PGPX student initiative where senior corporate leaders and eminent citizens are invited to share their experiences with the PGPX students. Twelve speakers were

invited to the campus. See **Appendix C3** for details.

Pre-Orientation Programme/Knowledge Transfer

The PGPX office organized a three-day pre-orientation programme for the PGPX 2020-21 batch from February 28 to March 1, 2020. More than 110 students attended. The programme included knowledge transfer with the 2019-20 batch, roles of various committees, cultural programmes, and gala dinner.

Admissions for 2020-21

In all, 871 applications were received for PGPX 2020-21 (432 in Round 1, and 439 in Round 2). A total of 562 were shortlisted for interviews (294 in Round 1 and 268 in Round 2). Interviews were held in Ahmedabad, Bengaluru, New Delhi, and Mumbai, and a few international candidates were interviewed through video conferencing. Final offers were made to 158 candidates; and 50 were wait-listed. Finally, 140 candidates (including 6 from previous year’s deferrals), of which 39 are women. Have accepted the offers and are to join the programme in April 2020. Seven candidates have deferred their admissions to the next batch starting April 2021.



PGPX Speaker Series

2.4 ePOST GRADUATE PROGRAMME IN MANAGEMENT (ePGP)

ePGP is a two-year eLearning Mode long duration programme leading to the award of MMS. It is designed with an added flexibility of completing the course in three years. Participants can pursue the programme at the place of their choice. For ePGP 2017-19 and 2018-20 batches, the Institute partnered with Hughes Global Education India Limited. For the 2019-21 batch, VCNOW has been appointed technology partner.

Programme Benefits

- ▶ Rigorous blended learning management programme offered by the top B-School of India.
- ▶ IIMA is responsible for the academic policies, course design, delivery, admissions, and student evaluation. The technology service partner is responsible for the technology platform, infrastructure, and programme management support.
- ▶ Participants selected through a rigorous process that includes a stipulated CAT/GRE/GMAT scores and personal interview.
- ▶ Quality interactions with experienced professionals and peer group learning.
- ▶ Five campus modules of one week each to be conducted on campus.

Pedagogy

The teaching approach is highly interactive and is a blend of lectures, case studies, online

lectures, projects, peer to peer learning, self-learning, and simulations. Mentoring by Institute faculty and some access to learning resources at the Institute will also be made available. The technology service partner will ensure uninterrupted technical support in conducting online classes, attendance, quizzes, etc.

Batch Status

Batch 2017-19

The first ePGP batch had 49 participants from 13 cities across the country. On September 2019, the batch of ePGP (2017-19) officially completed all the course requirements for graduation. On December 11, 2019, ePGP EC declared 49 students of Batch 2017-19, having completed all the academic requirements of the programme, as passed.

Batch 2018-20

Fifty-eight candidates completed with their Semesters II and III successfully. Mid semester examinations were held in December 2019 in Ahmedabad, Bangalore, Chennai, New Delhi, and Kolkata. ePGP has offered 17 and 16 functional and multidisciplinary elective courses for Semesters III and IV respectively (2018-20 batch).

Details are given in **Appendix D1**.



ePGP 2019-21 Batch



Group photo of ePGP 2019-21 Batch

Batch 2019-21

There were two waves of admission conducted in June and August 2019. Finally, 69 students were enrolled. On October 13, 2019, the batch began their curriculum and the campus module for Semester I was offered from October 13 to 20, 2019.

The batch profile details are given in **Appendix D2**.

Admission for Batch 2020-22

The admission process for Batch 2020-22 started in January.

2.5 ePOST GRADUATE DIPLOMA IN ADVANCED BUSINESS ANALYTICS (ePGD-ABA)

With the deluge of data, data-driven decision making has become an integral part of an organization's core activities, and more generally of society at large. To keep up with this new development the Institute launched the ePost Graduate Programme in Advanced Business Analytics (ePGD-ABA), a 16-month post-graduate diploma in 2020.

The programme is targeted at working professionals who are already into the domain of data analytics in their organizations. The objective is to enhance their skills and knowledge of different statistical and machine learning tools and techniques, and to prepare them for taking up complex data-driven decision making task.

Other Activities

- ▶ It was confirmed that ePGP participants will be awarded the Master of Management Studies (eLearning Mode) degree and that a special convocation will be held.
- ▶ ePGP participated in EQUIS PRT meeting from January 21 to 23, 2020. Student representatives of ePGP Batch 2017-19 and 2018-20 represented the ePGP.

Curriculum

The ePGD-ABA curriculum is designed to give participants a conceptual understanding of the tools and techniques, their implementation and hands-on experience of solving business problems across industry verticals and functional domains using data. The curriculum comprises pre-term foundation courses, tools, and techniques for descriptive and exploratory data analysis, model-based data analysis, predictive analytics, analytics communication, data confidentiality, and domain-specific analytics in different functional areas. The programme is delivered through a mix of online and on-campus sessions.

Admission

A person having a bachelor's degree with strong analytical skills and having a minimum of two years' work experience preferably in the analytics domain with a valid CAT/GATE/GMAT/GRE score is eligible to apply. If applicants do not have a valid standardized test score listed above, they can take ePGD-ABA qualifying-aptitude test specifically meant for this programme.

For the first ePGD-ABA 2020-21 batch, 177 applied, out of whom 101 were shortlisted for personal interviews. Admission offers were made to 65 candidates and 4 candidates were waitlisted. Finally, 37 students have accepted the admission offers. Interviews were held in Ahmedabad, Bengaluru, Delhi, Kolkata, Mumbai, and over Skype.

ePGD-ABA 2020-21

The programme commenced by sharing video recordings of the preterm foundation courses with the participants in mid-March. The class profile is: 29 men and 8 women, average age: 31 years and 5 months, average work experience: 7 years and 2 months.

The industry mix includes Aerospace and Aviation, Agriculture, Banking, Financial Services and Insurance, Consulting, Energy and Utilities, IT and ITeS, IT Products, Legal Services, Manufacturing/Engineering, Pharma/Bio-Tech/Healthcare, Shipping/Transportation Logistics, and Telecom.

2.6 PHD PROGRAMME IN MANAGEMENT

The PhD Programme seeks candidates with outstanding academic credentials, and the intellectual curiosity and discipline needed for scholarly pursuits. It provides a diverse set of opportunities for interdisciplinary learning and research.

The objective of the Programme is to equip students with skills to identify and carry out research on complex issues in the field of management. The programme is strongly committed to preparing thought leaders, both for the academic and corporate world. PhD students are placed in world class organizations in teaching, research, and consulting positions.

A total of 393 doctoral students have graduated so far. At present, there are 62 students in thesis phase and 47 students in course work. The strength of the PhD students as on March 31, 2020 is 109.

Names of the graduating students of 2019-20 are given in **Appendix E1**.

Admission and Orientation

The Institute received 946 applications for admission to the 2019 batch. After an intensive selection process which included written tests and interviews by the Areas (such as Marketing, Economics, etc.) and the PhD



Inauguration Ph.D. Programme 2019 by Prof. Abhiman Das, Chairperson, Ph.D. Programme



Ph.D. Students taking the pledge in Classroom

Executive Committee, 19 students joined the programme. An orientation programme for the new batch was held during May 30-31, 2019.

Curriculum

The Ph. D. Programme has three stages: Course Work, Comprehensive Examination, and Thesis. During the first two years of course work 59 PhD/Area core and 47 PhD/Area elective courses are offered to the first and second year students. Students are required to complete 30.5 credits (one credit is equivalent to 20 classroom sessions, each of 75 minutes) during the two years of course work.

Awards

The names of the recipients of the Professor

Tirath Gupta Memorial Award for Best Thesis, the Industrial finance Corporation of India (IFCI) Award for Thesis Proposal, and the Chaudhary-Padmanabhan Pant Award for Best Scholastic Performance in the first year are given in **Appendix E2**.

Conference / Doctoral Colloquium / Paper Publications

Details related to conference / doctoral colloquium attended and paper publications by PhD students are given in **Appendix E3**.

For student strength in PGP, PGP-FABM, PGPX, and PhD Programme in the last 10 years, please see **Appendix F**.

2.7 PLACEMENT

PGP

The final placement process for the MBA Class of 2020 was successfully completed in time. Firms from multiple domains participated across the three clusters in final placements, with all the students being placed across more than 20 cohorts.

Placement Process

The placement process was conducted in two stages. In the Laterals process, firms interviewed students with prior work experience and offered mid-level managerial positions. Forty-four

firms from diverse sectors such as technology, banking, consulting, general management and



analytics hired the students. In the second stage, firms were grouped into cohorts based on the profile offered, and groups of cohorts were invited to campus across different clusters. As in previous years, students were provided the flexibility of making “dream” applications to firms of their choice in a subsequent cluster even with an offer in hand. This gave students the flexibility and choice to build careers in sectors of their preference. Students also had the opportunity to start their own venture under the mentorship of CIIE.CO, the entrepreneurial hub built by IIMA.

Sectoral Overview

Recruiters in the management consulting domain included Accenture Strategy, Boston Consulting Group, A.T. Kearney, Bain & Co., KPMG, McKinsey & Co., Monitor Deloitte, Oliver Wyman, and Strategy. Recruiters in the investment banking and markets space included Citi, Credit Suisse, Goldman Sachs, HSBC, and JP Morgan. Consumer goods, consumer services and consumer electronics cohorts saw participation by recruiters like AB InBev, Airtel, Asian Paints, CavinKare, Dabur, ITC, Lenovo, L’Oréal, Nestle, Procter and Gamble, Samsung, Tata Sky, and Wipro. The general management cohort saw participation from Aditya Birla Group, C.K. Birla, Reliance Industries Limited and Tata Administrative Services. Retail B2B and B2C cohort consisted of firms like Apparel Group and eShakti. Banking, Financial Services, and Insurance recruiters included firms like American Express, Bajaj

Finserv and Liberty Insurance. Firms which participated in the Laterals process included Amazon, BrowserStack, Capgemini, FinIQ, Flipkart, Microsoft, Ola, Paytm, Praxis Global, Property Pistols, and RPG. There were 36 new recruiters including Blackstone Group, Colgate, DaytoDay Health, Diageo, FIITJEE, HCL Technologies, and Strategy (Middle East).

Top Recruiters

One hundred and fifty-three firms participated with 182 different roles in the placement process in 2020. In the Final placements, firms which made the most offers on campus included McKinsey, Boston Consulting Group and Tata Consultancy Services. McKinsey made the most offers (including Pre-Placement Offers) at the end of the final placement process with 27 offers, followed by Boston Consulting Group with 23 offers. In the Niche Consulting cohort, Mastercard extended 11 offers. Among the investment banks, Avendus was the largest recruiter, making 10 offers, closely followed by JP Morgan with 8 offers. This year, the Private Equity, Venture Capital and Asset Management cohort witnessed an 80 per cent increase. In the consumer goods and consumer services domain, AB InBev extended the most offers (8), followed by Airtel with 7 offers. With 6 offers, CK Birla was the largest recruiter in the General Management cohort. In the IT Consulting cohort, Tata Consultancy Services was the largest recruiter with 12 offers. In the Laterals process, FinIQ made the highest number of offers (including pre-placement offers) (11).



Amazon (10 offers), Microsoft (7 offers), and RPG Group (7 offers) were other top recruiters in the Laterals process.

Building New Relationships

To strengthen the reach of the PGP programme, new firms representing diverse sectors were invited for placement.

Aggregate Placement Statistics for the PGP 2018-20 batch

A total of over 534 job offers were made to 394 students of the 2018-2020 PGP batch.

Pre-Placement Offers

Based on the performance of the students in the summer internships, and after students deciding to make dream applications, 114 PPOs were accepted.

Lateral Placements

Sixty-eight students accepted offers through the lateral placement process.

Entrepreneurship

Two PGP students opted out of placements to start their own enterprises with the support of CIIE. In response to the enthusiasm of such entrepreneurs, the Placement Committee is giving them two years of placement holidays.

PGP - Summer Placements (2019-21 batch)

A total of 386 students participated in the summer placements of the 2019-2021 PGP batch.

PGP-FABM Final Placement

Final placement for PGP-FABM was successfully conducted during February 9 to 13, 2020. The batch of 45 students was presented with job opportunities in 31 firms from food, agribusiness, and allied sectors.

Thirty-one firms took part in the placement process. Firms such as DayToDay Health, FIITJEE and INI Farms extended three offers each. First time-recruiters included

Avesthagen, DayToDay Health, Dehaat, ETG, FIITJEE, Fresh VnF, Kalash Seeds, NISG, and Stryker. Regular recruiters extended multiple offers.

The batch attracted a diverse pool of recruiters, ranging from MNCs to upcoming start-up firms in the agri-business domain like DeHaat and Fresh VnF and in the Healthcare domain like DayToDay Health. Students explored opportunities across multiple roles in Finance, Sales and Marketing, Supply Chain, Operations, Commodity Trading, Project Management, and Consulting.

Further details about the placement process, including details about compensation will be released in an audited report, as per the Indian Placement Reporting Standards (IPRS). The IPRS is an initiative introduced by the Institute to bring about greater transparency in B-school placement reporting across the country. The IPRS report for "Final Placements 2020" will be released within six months from the date of graduation, and the link to the report will be shared with all stakeholders.

Pre-placement Offers

Based on the performance of students in summer internships, five pre-placement offers were extended and all were accepted.

Building New Relationships

To further strengthen the reach of the programme, new firms representing diverse sectors were invited for placement.

PGP-FABM Summer Placement (2019-21 batch)

Summer placement for the batch of 2021 was completed on November 4, 2019.

PGPX Placement

PGPX placement started on November 11, 2019 on a rolling basis and participants were considered for middle to senior level positions. The focus was on ensuring a good fit between the participant and the potential job/role.



A diverse pool of recruiters across multiple sectors took part in placement. This year's recruiters spanned technology companies, conglomerates, consulting firms, healthcare companies, realty and infrastructure firms, banking and financial institutions, manufacturing sector, power and energy companies, government services, startups, and several first-time recruiters.

Firms that came for placement included Bank of America, Shell, MasterCard, Microsoft, Amazon, PWC, Deloitte, EY, NISG, Praxis Global, NPCI, Citi, ICICI Bank, Axis Bank, Accenture, Genpact, Persistent Systems, Atos Syntel, L&T Infotech, Sutherland, Visionet Systems, Hexagon, AB InBev, Aditya Birla Group, NEC Technologies, Airtel, Optum Healthcare, Indegene, Stryker Group, Schindler India, Adani Group, Danaher, Trident Group, Honeywell, Udaan, ElasticRun, Magicpin, FIITJEE, Near, Havmor, Praxis Global, KEC, and Zensar.

PhD Programme Placement

One student from the Production and Quantitative Methods area was placed using the Institute placement process. The candidate was placed in an international professional services firm.

On the summer internship front, four students

received internship offers from the Ecole Polytechnique-IIM Ahmedabad-HEC Paris Collaboration. The process was facilitated by a faculty member at the Institute.

Academic Placements

Out of 13 graduating students, 11 joined various academic institutions. One is pursuing post-doctoral research and one is on maternity leave.

Other initiatives

- ▶ **The Summer Internship Debriefing Sessions** conducted by second year PGP and PGP-FABM students gave the first year students a brief idea of the kinds of domains and roles they are likely to be engaged in during their summer internship.
- ▶ **Placement Process Automation** was carried out by subscribing to a cloud-based software platform in order to enhance the productivity of the student placement committee and overall efficiency of the placement process.
- ▶ **Recruiters Conclave 2020** was organized by the Placement Committee where chairpersons and placement committees of IIM A, B, C and all top B-schools came together to brainstorm solutions for summer internships.

- ▶ **Maitri 2019**, the annual B-School conclave conceptualized by IIM Ahmedabad, was organized by the Indian Institute of Management, Bangalore to identify and deliberate common areas of concern, to develop a mechanism of dealing with errant recruiters, and to exchange best practices and ideas to increase the operational process efficiency.
- ▶ **Introduction of FABM R and X – Two slot placement days** – For catering to firms’ needs, FABM placement was done in two slots.
- ▶ **Career Advisory and Counselling Services** were provided to PGPX students for making better career choices and selecting the right job for their profile, skillset, and aspirations.

Details are given in **Appendix G**.

2.8 CONVOCATION

Convocation is a cherished occasion in every student’s life. It brings together graduating students and family members who have encouraged and supported them in their journeys. Keeping in mind the COVID-19 pandemic and the directives from the government agencies on social distancing, the Institute decided to call off the convocation ceremonies.

Fifteen PhD Programme students were awarded the degree of Doctor of Philosophy (PhD); 415 PGP students were awarded the degree of Master of Business Administration; 45 PGP-FABM students were awarded the degree of Master of Business Administration

(Food and Agri-Business Management); and 140 PGPX students were awarded the degree of Master of Business Administration.

The following students received the Indian Institute of Management Ahmedabad Medal for Scholastic Performance at the annual conferral of degree on March 21, 2020:

PGP

- ▶ Aaditya Agarwal
- ▶ Jobalia Jinesh Rajendra
- ▶ Kartikey Gupta

PGPX

- ▶ Ananth Krishnan



2.9 ARMED FORCES PROGRAMME

The Armed Forces Programme (AFP) is a full-time residential programme of 24 weeks. It is designed to expose the officers of the armed forces to contemporary global management practices through case-study, classroom studies, business presentations, and industry visits. The pedagogy and rigorous course curriculum brings to the fore analytical and managerial skills which are a prerequisite for success in a corporate career.

The 15th batch of AFP was conducted from October 7, 2019 to March 19, 2020. There were 58 participants including 6 women officers.

Twenty-eight courses were offered in three terms for the 2019-20 batch. A field visit to Amul Dairy and chocolate plant was organized for the participants.

Participants conducted various activities such as blood donation camp, Army Day, Know Your Army event, and live Military band, etc.

The AFP Placement Committee conducts placement activities and the Institute provides the infrastructure facilities. The committee successfully placed officers of the 2019-20 batch in their desired functional areas.



2.10 FACULTY DEVELOPMENT PROGRAMME IN MANAGEMENT

The Faculty Development Programme (FDP) is designed for faculty members of management education and training institutes.



The 41st FDP was conducted from May 15 to August 31, 2019. It was organized in two modules: Module 1: The Pedagogy and Research Module (May 15 to June 29, 2019) and Module 2: The General Management Module (July 3 to August 31, 2019).

Twenty-two candidates were admitted to attend the full programme that included both the modules, 18 were admitted to attend only module 1, and 14 were admitted to attend only module 2. There were 25 women participants. Fellowships totalling ₹43,375 were made available to 15 full FDP self-sponsored participants from the interest income of the Surendra Pal Fellowship instituted by the Apeejay Trust and Sir Dorabji Tata Trust. Centre for Regional Management Studies research grant was extended to four participants who wished to work on Gujarat-based research studies.

FDP in recent years has been strengthened by enhancing the course content in pedagogy and



research methodology, as well as by including several guest sessions. Participants are allowed to choose from one of three sub-modules on special topics, which introduce contemporary practices and research areas. The submodules are: Marketing, Organization Behaviour and Human Resource Management, and General Management (which includes a mix of courses

from different areas). Participants also undertook a field visit to Amul Dairy and Safe Express.

The FDP Alumni network now has 919 members including 105 management teachers from neighbouring countries.



2.11 EXECUTIVE EDUCATION PROGRAMMES

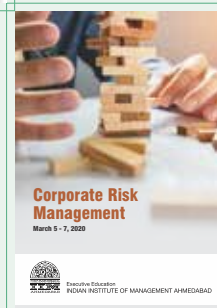
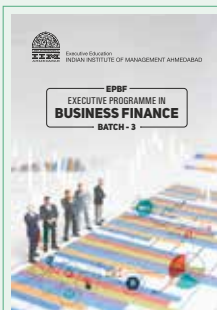
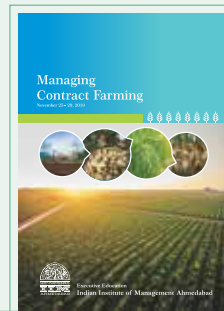


In 2019-20, the Institute offered 179 programmes comprising 63 Open Enrolment Programmes, 6 Blended Learning Programmes, and 110 Customized Programmes. Amongst the programmes offered in the Open Enrolment category five were new programmes: Managing Global Procurements and Exports Contracts, Managing Strategic Alliances, Management and Finance for Young Chartered Accountants, Managing Business in International Markets, and Advanced Customer Analytics. Customized long-duration programmes were offered for organizations like Larsen & Toubro, NTPC School of Business, and JSW Group. New clients for customized programmes included companies from the Tata Group, and the National Statistical Systems Training Academy (NSSTA). The Blended Learning Programmes included the launch of a new programme in Strategic Management.

During the year, a total of 6,842 executives, working professionals, and entrepreneurs participated in these programmes.

In the Blended Learning Programmes, which included 100 per cent live sessions delivered through virtual classrooms, there were 669 participants. The year saw the commencement of the fifth batch of the Accelerated General Management Programme and the fourth batch of the Senior Management Programme.

Details are given in **Appendix H**.



3

RESEARCH AND PUBLICATIONS

Type of Project/ Activity	Status		
	Projects Ongoing	Projects Initiated	Projects Completed
Large Research Projects	1	1	-
Small Research Project	39	9	6
Seed Money Project	34	22	14
Internship Projects Completed	37		
Seminars Organized by R and P	42		
Working Papers Registered	14		

The details of the above projects/activities are given below:

Projects Initiated

Large Research Projects

- ▶ Synergizing Research and Field- Practices in Gujarat: Influence of School Climate on Students' Psychoeducational Outcomes (Professors Kathan Shukla and Vijaya Sherry Chand)

Small Research Projects

- ▶ Role of Advertising Revenues in Indian Media (Professor Reetika Khara)
- ▶ Development of Utility Function for Vehicle Insurance: Comparison of Logarithmic Goal Programming Method and Conjoint Analysis Method (Professor Goutam Dutta)
- ▶ Planning Indian Cities: An Oral History (Professor Chinmay Tumble)
- ▶ Leadership, People Strategy, and Individual Differences in Scaling Start-ups (Professor Aditya Moses)

- ▶ Cognitive Interviewing in Workplace Bullying Research (Professors Premilla D'Cruz and Ernesto Noronha)
- ▶ Assessing Indian Economic Laws: A Study of Competition, Insolvency and Trade and Investment Laws, and its Interactions (Professor M.P. Ram Mohan)
- ▶ Do Team-Based Input Incentives Boost Skill Development? Evidence from India (Professor Tarun Jain)
- ▶ Full Disclosure: Educating Customers about Health Hazard Associated with Products and its Effect on Firm Performance (Professor Sourav Borah)
- ▶ Investigating the Best Practices in Learning and Development (Professor Amit Nandkeolyar)

Seed Money Projects

- ▶ Identification of Factors for Successful Pitch (Professor Vaibhavi Kulkarni)
- ▶ The Impact of Mindsets on Opportunistic Financial Reporting (Professor Naman Desai)
- ▶ A Study of Sexual Harassment Faced by Female Domestic Workers (Professor Akshaya Vijayalakshmi)
- ▶ Change in Hierarchy of Justice Dimensions: Case of Types of Service and Repeat Failures (Professor Sourav Borah)
- ▶ Police Encounters and the Politics of Fear: Suspicion Dramas and the Stigmatization of Justice Claims (Professor Rajnish Rai)
- ▶ Threading the Needle: Conceptualizing Measuring, and Validating Cooperation Capability as an Ability to Manage Co-Operation Paradox and Tension (Professor Rajnish Rai)
- ▶ Geoffrion Proper Points with Preset Bounds in Multiobjective Optimization (Professor Ankur Sinha)

- ▶ Do Key Managerial Competencies Really Matter? An Updated Study of MBA Core Curricula (Professor Naveen Amblee)
- ▶ A Branch and Cut-based Exact Solution Method for Fixed Charge Multicommodity-Directed Network Design (Professor Sachin Jayaswal)
- ▶ Gendered Analysis of Time Allocation, Work Effort and Nutritional Outcomes: Evidence Across Seasons from Rural India (Professor Vidya Vemireddy)
- ▶ Meta Analysis of M&A Deal and Effects on Acquirer Performance (Professor Mohammad Fuad)
- ▶ Managerial Determinants and Consequences in Mergers and Acquisitions (Professor Mohammad Fuad)
- ▶ Models for Vehicle Routing Problems with Simultaneous Pickups and Deliveries (Professor Prahalad Venkateshan)
- ▶ Crowdsourcing Fake News Identification: The Role of Incentives (Professor Adrija Majumdar)
- ▶ Adaptation, Validation, and Reliability Assessment of the Clance Impostor Phenomenon Scale in Bengali (Be-CIPS) (Professor Devasmita Chakraverty)
- ▶ An Analysis of Racial Variations in Mental and Physical Health and its Effect on Disease Progression of HIV+ MSM Patients: Findings from the Multicenter AIDS Cohort Study (MACS) (Professor Dhiman Bhadra)
- ▶ Succession in Family Firms (Professor Chitra Singla)
- ▶ Product Line Design Problem: Alternate Solution Methods (Professor Sachin Jayaswal)
- ▶ Measuring Green Apparel Buying Behavior: Role of Dispositional Traits and Environmental Concern (Professor Rajat Sharma)
- ▶ On the Choice of Hyperparameter for Regularized Regression (Professor Karthik Sriram)
- ▶ Novel Measures of Risk Aversion among Farmers using Time Use Data Across Seasons: Evidence from Rural India (Professor Vidya Vemireddy)

- ▶ Understanding Agenda-setting and Participation of Different Stakeholders in Smart Cities 2.0 (Professor Navdeep Mathur)

Projects Completed

Small Research Projects

- ▶ Modelling Human Decision Making through Machine Learning Methods (Professor Manish Aggarwal)
- ▶ Investigate the Sustenance of Multi Level Marketing (MLM) Models in the Context of the Indian Markets (Professor Arindam Banerjee)
- ▶ Cross-dock Door Assignment Problem: Column Generation-based Formulation and Solution (Professor Sachin Jayaswal)
- ▶ People Management in India's Tourism and Hospitality: Current State and Future Challenges (Professors Miguel Sarrion and Promila Aggarwal)
- ▶ Effect of Celebrity Co-creation on Consumer Attitudes (Professor Subhadip Roy)
- ▶ Handling Hub Interdiction under Demand Uncertainty through Robustness (Professor Ankur Sinha)

Seed Money Projects

- ▶ The Impact of Cold Sensation on Message Effectiveness (Professor Akshaya Vijayalakshmi)
- ▶ An Exploratory Analysis of the Relative Importance Fraud Risk Factors Related to Pressures and Opportunities: Evidence from Big 4 and Non-big 4 Auditors' across Different Countries (Professor Naman Desai)
- ▶ Impact of Regulation on Market Perceptions: Evidence based on Related Party Transactions (Professor Naman Desai)
- ▶ Analysis of Public Transportation Mode Choice for Commute Trips in the National Capital Region (Professors Sandip Chakrabarti and Aruna Divya)

- ▶ Doing Well while Doing Good: A Study on Christian Mission Hospitals in India (Professor Aditya Christopher)
- ▶ Murkiness about Interest in Arbitration Awards (Prof Anurag Agarwal)
- ▶ Preference-based Learning of a Decision-Maker's Decision Model (Professor Manish Aggarwal)
- ▶ Regulatory Warnings and Firm Retaliation (Professor Vishwanath Pingali)
- ▶ Determinants of Inbound and Outbound M&A in India (Professor Chitra Singla)
- ▶ A Decadal Study (2005-15) of Parliamentary Discussions on Nuclear Energy in India (Professor M P Ram Mohan)
- ▶ Review of India's Baseline Scenarios of Food and Land Use Changes: A SDG 2030 Agenda (Professor Ranjan Kumar Ghosh)
- ▶ Public Procurement: Negotiation and Renegotiation (Professor Anurag Agarwal)
- ▶ A Study of Sexual Harassment faced Female Domestic Workers (Professor Akshaya Vijayalakshmi)
- ▶ Exploring Engagement and Service Climates in Federal Bank Retail Branches (Professor Miguel Sarrion)

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

3.1 Vikalpa: The Journal for Decision Makers

Vikalpa: The Journal for Decision Makers is a quarterly, peer-reviewed open-access academic journal. Currently in its 45th year of publication, *Vikalpa* is published in an arrangement that the Institute has with Sage Publishers.

The Editorial Advisory Board of *Vikalpa* includes prominent scholars from leading universities around the world. The Associate Editors are drawn from top management schools in Asia, Europe, and North America.

During the year, *Vikalpa* published a Special Issue on Financial Inclusion (Vol 44.4, October-December, 2019). The issue addressed key aspects of financial inclusion leading to the larger question of how to evolve the policy architecture on financial literacy. In September 2019, *Vikalpa* partnered with the Bharat Inclusion Initiative to organize a roundtable on the technological innovations that make financial services accessible to the poor and the excluded. Insights from the roundtable, that included 25 invitees, are being curated with inputs from experts for wider dissemination

in the scheduled second part of the Special Issue on Financial Inclusion. Special issues on Financial Distress, Bankruptcy and Corporate Finance; Migration and Business; and Healthcare Management are scheduled for 2020-21.

Vikalpa has planned a few manuscript development workshops during the forthcoming year. The first workshop focusing on manuscripts for the Migration and Business Special Issue is scheduled for early July 2020.

During the last year, *Vikalpa* received 231 manuscripts. At present, 29 manuscripts are in different stages of review. The average acceptance rate of *Vikalpa* over a period of three years is about 8 per cent.

Vikalpa is in the third quartile of the journal ranking of Scimago. The H-Index, SNIP and CiteScore of the *Vikalpa* are 22, 0.71 and 1.2, respectively. *Vikalpa* is indexed with Scopus, ProQuest, Indian Citation Index, J-Gate, and EBSCO.



4

CASE CENTRE

The Centre is actively involved in promoting case writing and teaching. It provides editorial as well as funding support to case writers, along with managing the distribution of these cases to a variety of audiences. During the year the Centre registered 79 items, which included 39 Cases, 36 Teaching Notes, 3 Technical Notes, and one Supplement. The details of cases/technical notes/exercises/AV cases/supplements/teaching notes registered in the last five years are as follows:

Type	2015-16	2016-17	2017-18	2018-19	2019-20
Case	86	34	46	53	39
Audio Visual Case	2	0	3	0	0
Technical Note	17	6	7	4	3
Exercise	3	1	0	1	0
Epilogue/ Supplement	1	0	0	1	1
Game	1	0	0	0	0
Teaching Note	93	36	48	52	36
Total	203	77	104	111	79

Details of the cases registered during the year are provided in **Appendix L1**.

The Centre also administers the sales of IIMA cases to other management institutes, educators, corporate trainers, and individuals.

A summary of the cases used within IIMA, by educational institutes, and by others during 2019-20 are given in **Appendix L2**.

To widen the case distribution networks worldwide, the Centre has established partnerships with various distribution partners. The list of distribution partners is shown in **Appendix L3**.

The Centre, in collaboration with Harvard Business Publishing, organized Teaching with Cases Seminar on December 6-7, 2019. It also hosted Case Collection Managers Day India 2019 in collaboration with the Case Centre, UK, on November 9, 2019.

During this year, the Centre initiated distributing royalty to case authors.

The Centre honors the efforts of case writers by conferring the “Philip Thomas Memorial Case Award” to one best case each year. This year, Professor Arvind Sahay received the award for his case “Shriram Transport Finance Company Ltd: Adoption of Fintech”.



Indian Institute of Management Ahmedabad
Teaching with Cases Part I Seminar
Offered by HBP and IIMA Case Centre
December 6-7, 2019



5

VIKRAM SARABHAI LIBRARY

The Vikram Sarabhai Library is committed to providing the widest possible access to information and this commitment is reflected in the range of services provided by it. Its website <http://library.iima.ac.in> is linked to various online databases that are available from any networked computing device within the library and the institute. VSL has also launched an Android app for accessing its resources. The library spares no efforts to fulfill its mission by selecting, acquiring, organizing, retrieving, maintaining and providing access to a collection of materials (both print and non-print) and electronic resources that address the needs of the members.

The Vikram Sarabhai Library premises were restored and upgraded with funding from TCS Foundation. The library resumed functioning in the restored premises on November 26, 2019.

Resources

Particulars	No. of items added during the year 2019-20	Items as on 31.03.2020
Books	2,813	2,01,823
Bound Volumes of Periodicals	243	47,433
Working Papers	24	2,453
Thesis	13	377
Project Reports	-	2196
CDs / DVDs	15	2,566
Current Subscription to Journals	13	29,627
News Papers	-	25

E-Resources

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



Company and Industry

ACE Knowledge and Research, ACE Equity (Offline), ACE Mutual Fund (Offline), Bloomberg, CAPITALINE, CAPITALINE (Offline), CMIE – PACE, CMIE - Prowess dx, CMIE – ProwessIQ, CMIE - First Source, Compustat (North America University Package), Compustat Executive Compensation (Execucomp), Coronavirus Research Database, Corporate Social Responsibility, CRISIL Research, CRSP Mutual Funds, CRSP Stock/Security, Dion INSIGHT, EMIS Intelligence (Professional), Euromonitor Passport, FIG (SNL) - MI platform, Frost & Sullivan Growth Partnership Services, Indian Boards, Infraline - Coal Sector, Infraline - Oil & Gas Sector, Infraline - Power Sector, Institutional Shareholder Services (ISS), MarketLine Advantage, NASSCOM, SeekEdgar, Statista, Thomson Reuters Eikon, Thomson Reuters Institutional (13f) Holdings, Thomson Reuters LPC, Tracxn.com, UCLA-LoPucki Bankruptcy Research Database, Venture Intelligence : M&A Deal Database, Venture Intelligence : Private Equity Deal Database, Venture Intelligence: Real Estate Deal Database, WARC (World Advertising Research Center), and WRDS.

Economics and Statistics

CEIC database, CMIE – CapEx, CMIE - CapEx dx, CMIE – Commodities, CMIE - Economic Outlook, CMIE - Industry Outlook, CMIE - States of India, CMIE - Consumer Pyramids dx, CMIE

- Trade dx, comScore Web Behavior database (2018), Datastream, District Metrics, DSI Data Service and Information, EPWRF Economic and Market Review and Research, EPWRF India Time Series, Indiastat.com, iPoll Datasets (Roper Center Opinion Surveys and Data), MICA Indian Marketing Intelligence, OECD and IEA Statistics, and OECD.Stat.

Datasets

ASI- Unit level data (1974-2016), CDP Global Dataset, Census of India-CD's (1991, 2001 and 2011), CounterPoint Mobile Handset Data (India and Bangladesh) (India from January 2017 to May 2018 and Bangladesh from January 2016 to March 2018), Daily Rainfall Data - Ahmedabad Station (1975-2006 and 2012), Daily surface data (India) for 10 stations (2004-2011), DGCIS monthly time series data (January 2002 to August 2017), District GDP of India(2001-2002 to 2015-2016), District Wise Monthly Rainfall Data (1901-2010), IEA dataset (CO2 Emissions from Fuel Combustion 1994, 2000, 2005 to 2007, 2009 to 2014), IMS Anti TB-Data, India Administrative Districts maps with PCA attribute data (Census 1991, 2001, 2011), IQVIA Medical Audit database 2003-2017 (15 Years data at Monthly level), Meteorological Data (Ahmedabad and Gandhinagar 2014-2016), Monthly Surface Data (1961-2014), NSE - CM and FAO (1999 – March 2020), and NSS Data (Round No 51-71 from 1994-2014)



Legal

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

Research Support Tools/Databases

Avoiding Plagiarism, EBSCO American Doctoral Dissertations, 1933 – 1955, EBSCO Research Starters – Business, Grammarly, Emerald eCases, ISID Database: Institute for Studies in Industrial Development, ProQuest Dissertations and Theses Full Text: The Humanities and Social Sciences Collection, Oxford Bibliographies, Sage Research Methods Online, and Scopus.

News Papers and Magazines

Bloomberg.Com, Economic and Political Weekly, ETPrime, FT.com, India Business Insight (IBID), Magzter, New York Times. Com, Pressreader.com, The Economist (1997 onwards), Wall street Journal, EBSCO Newswires, and EBSCO Regional Business News.

Archival Collection

Business Standard Newspaper Archive (1997 onwards), CLOCKSS, FT Archive (1888-2016),

Making of the Modern World, ProQuest Times of India Archive (from 1838-2008), The Economist - Historical Archive 1843-2015, and South Asia Archive.

E-Books

Business Expert Press e-Books, ebookcentral (ebrary: Academic Complete), EBSCO e-Books, Emerald e-Books, IMF e-Library, OECD iLibrary (Books, Papers and Statistics), OUP e-Books, Oxford Handbooks (Economics and Finance - Online), Sage e-Books, Taylor and Francis e-Books, World Bank eLibrary, and World eBook Library.

E-Journals

ABI/INFORM Complete (Dateline, Global, Trade and Industry), Academic Search Premier, ACM Digital Library, Annual Reviews, Business Source Ultimate, Cambridge University Press, Emerald Insight, Expert Insights Article, IEEE Xplore (ASPP+POP), IGI Global, Indian Journals. com, INFORMS PubsOnline, JSTOR, Nature: International Weekly Journal of Science, Oxford University Press, Project MUSE, ProQuest EconLit, ProQuest PsycARTICLES, Risk.Net, SAGE Journals, Science Direct (Elsevier), Springer Link, Taylor and Francis Online, and Wiley Online Library.



Others

Finshots, Films on Demand, Indian Economy and Business Analysis, World Bank Data, Encyclopedia of Britannica, The KEN, Power Lingo Fx25, SprinklR Research Tool.

Specialized Search Tools

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

Service

Circulation	Online Public Access Catalogue
Reading Facility	Current Awareness Service
Mail Alert Service	Research Assistance
Reference and Information	E-Book Reader Lending Service
Scanning	Book Drop Box Facility
Database Search Service	3D Printer Facility
Document Delivery	Topical Book Display
Inter Library Loan	Online Chat Facility
Photocopy	JAWS Talking Software and SARA CE Book Scanner for Visually impaired
Indexing and Bibliography	KIBO Software for Visually Impaired
Abstracting	Library VR Application
Orientation Programme	KIOSK for Self Issue/ Return/ Renew of Books
Information Literacy Programme	

Institutional Repository

The IIMA Institutional Repository has been created to collect, preserve and distribute the scholarly output of the Institute. It is an important tool to facilitate scholarly communication and preserve institutional knowledge.

Currently the repository contains more than 21,000 items consisting of faculty publications, theses and dissertations, student projects, working papers, IIM news, etc.

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 offering NICMAN (National Information Centre for Management) membership in order to facilitate management-related research.



6

INTERDISCIPLINARY CENTRES AND GROUPS

6.1 CENTRE FOR INNOVATION INCUBATION AND ENTREPRENEURSHIP (CIIE)

CIIE was re-organized as CIIE.CO with more efficient dedicated units to accomplish the centre's focused goals with a shared strategic core backed by a strong leadership team and a pan India presence. The rebranding justifies the expanse of work being undertaken. The 'CO symbol' stands for 'The Innovation Continuum'. The continuum comprises four major business units; Catalyst, Nest, Insight, and Capital. Catalyst aims to become the largest source of pre series A and series A funded startups in India and aims to provide catalytic capital and acceleration to the best disruptors in India. Nest envisions to build tomorrow's startup capitals by providing infrastructure, incubation, mentoring, and support to best local ventures. Insight aims to be the entrepreneur's toolbox, helping analyze the trends, translating data into actionable research, creating intelligent business frameworks. Capital envisions building companies of consequence by providing early stage financing to disruptive ventures.

IIMavericks Fellowship 2020

The IIMavericks Fellowship has been a mainstay of CIIE.CO's engagement with Institute students and alumni. Till date CIIE.CO has supported more than 100 students in their entrepreneurship journey. At present CIIE.CO is supporting following IIMavericks:

- ▶ Finception (<https://finception.in/>) - Bhanu Gurram, Pawan Kumar, Shrehith Karkera PGP 18
- ▶ Brown Soil (<https://brownsoil.in/>) - Vikas Gulia PGPX 19

- ▶ Densiti (<https://www.circlesway.com/>) - Anchal Taatya and Abhiram Nukalapati PGP 19
- ▶ AcadeBee Systems (<https://acadbee.com/>) - Arvind Kumar PGP17

CIIE.CO is also supporting PGPX alumnus Pratik Bagaria and ePGP student Udit Sangwan under the Nidhi Entrepreneurs-in-Residence (EIR) programme.

Student Events organized and supported by CIIE.CO

IIMA Bootcamp

A four-day residential boot camp was conducted at the Institute from June 19, to 22, 2019 for the cohort of 8 IIMavericks Fellow and EIR startups. The boot camp consisted of sessions conducted by professors as well as speaker sessions by industry leaders and experts.

Sponsorship Events

CIIE.CO supported The Red Brick Summit 2019 with a sponsorship of INR 5 lakhs raised through CSR donations from Siemens. The sponsorship was used towards the following events and programmes:

- ▶ Masterplan (Pan India student B-plan competition)
- ▶ Innovation Playground - a one-of-its-kind innovation symposium bringing together grassroot innovators.
- ▶ How to Start A Startup (HTSAS) 4.0 - CIIE.CO partnered with Entrecell to continue the flagship speaker series.

Inauguration of the LIFTOFF

CIIE.CO extended support to the student and alumni community by dedicating an exclusive room in the renovated CIIE.CO office to it.

Entre Fair - Startup Internships for IIMA students

CIIE.CO supported the EntreFair, an opportunity to intern at startups, in October 2019. Seven startups participated in the fair that was organized prior to the official internship placements process in November. The startups made three offers for summer placement and four concurrent projects. Students from IIT Gandhinagar and NID also participated.

Research at CIIE

Learning Resources and Cases

Course Modules

- ▶ 'Preparing for Scale up' under the Bharat Inclusion Initiative
- ▶ 'Go-to-Market' under the Bharat Inclusion Initiative
- ▶ 'People and Organizations' under the Bharat Inclusion Initiative
- ▶ 'Scaling up IoT Startups' under the Cisco IoT Innovation Accelerator
- ▶ 'Building Scalable Social Enterprises' (co-designed with faculty) under the SAP Regional Innovation Initiative

Cases

- ▶ Rohan at Blue Ocean Tech – Registered
- ▶ Kaleidofin – Submitted for registration
- ▶ Eko - Submitted for registration
- ▶ MHFC – Ongoing editing
- ▶ MyT – Ongoing editing
- ▶ ReMaterials – Ongoing editing
- ▶ Greenway Grameen - In writing
- ▶ Note on Forus Health – Used in a bootcamp

Research Studies

Topic	Co-Authors	Status
Women entrepreneurs and sexism	Vaibhavi Kulkarni, Niharika Rustagi and Supriya Sharma	Accepted to be presented in EURAM 2020; preparing for publication
Incubation in India: A Multilevel Analysis	Neharika Vohra and Supriya Sharma	Chapter awaiting publication
		Registered as a working paper
Building Trust in Digital Financial Services	Snehil Basoya and Supriya Sharma	Secondary Research
Experiencing Live Action of Business: Reflections on a Course in Entrepreneurship	Neharika Vohra and Supriya Sharma	Paper presented at ICEFB conference
Understanding Trade Frictions in MSME Credit	Chirantan Chatterjee and Anindya Chakrabarti	MoU signed
Impact of Public Policy with XFI Data between Shopkeepers and Suppliers		
Impact of Different Market Access Models on Inclusion of Farmers	Hemendra Mathur, Shehzala (FPM), Nandini Singh and Snehil Basoya	Ongoing mid-line data collection
Landscaping the Crafts Ecosystem in India	Shailaja Shukla, Snehil Basoya, Pallavi Tak, and Chintan Bakshi	Report writing; preliminary insights shared during Investors' Roundtable
Identifying New Use Cases of Emerging Technology in Insurtech	Prachi Chavdra, Snehil Basoya, and Supriya Sharma	Analysis of over 230 startups concluded

Bharat Inclusion Research Fellowships

Study	Fellows	Status
Usage and cross-usage of digital financial services across agri-value chains	Anisha Singh and Suraj Nair, IFMR LEAD	Concluded
Exploring a new paradigm for contracts	Saranya Gopinath, Independent Legal Expert	Concluded
Financial lives of the poor	Monami Dasgupta, Dvara Research	Ongoing analysis and report writing
Perception and impact of open banking products on financial inclusion consumer segment of India	Ch Abhinav Gupta, NPCI Mayur Singhal, Price Water House Coopers	Concluded
Asking the right question: Reducing financial skill asymmetry between distributors and retail investors	Renuka Sane, NIPFP Vimal Balasubramaniam, University of Warwick Aditi Dimri, University of Warwick	Concluded

Conferences and Symposia

- ▶ Organized a roundtable in collaboration with *Vikalpa*, with support from Professor M.S. Sriram and Professor Joshy Jacob. To be published as a symposium in *Vikalpa*.
- ▶ Presented a paper “Experiencing Live Action of Business: Reflections on an unusual course in Entrepreneurship” (with Professor Neharika Vohra) at the ICEFB, hosted by IIT Bombay and University of North Texas.
- ▶ Conducted a panel symposium on ‘Fintechs for MSMEs’ at the 10th EMF Conference hosted by Vanderbilt Law School, IGIDR, and SPJIMR.
- ▶ Paper titled “Tensions in social enterprises” (with Professor Amit Karna) was presented in EURAM 2019.

- ▶ Paper titled “Women entrepreneurs and sexism: Performing gender and navigating boundaries” (with Professor Vaibhavi Kulkarni) was accepted to be presented in EURAM 2020.

Publications

- ▶ ‘Incubation in India: A Multilevel Analysis’ registered as working paper and to be published in the “Handbook on Technology Incubation and Acceleration, and Entrepreneurship Ecosystems: A Global Perspective”
- ▶ Published a report on ‘Catalyzing CivicTech in India’ in collaboration with the Omidyar Network and Village Capital.
- ▶ Over 70 articles and blogs published on various digital platforms.

CIIE.CO released an IIMA Podcast episode on People Strategy in Startups with Professor Aditya Moses.

Books

- ▶ Concluded the work on a book on the journey and impact of The Power of Ideas. The publication has been delayed because of Covid-19.
- ▶ Developing a workbook for startup pitching with Professor Vaibhavi Kulkarni.
- ▶ Preparing to publish a quasi fiction book on startups
- ▶ Supported development of the book on HTSAS series authored by two alumni

Courses and Research supported

- ▶ Assisted and supported ‘New Technologies Applications, Design and Business Models’ by Professor Rakesh Basant.
- ▶ Supported ‘Agribusiness Entrepreneurship’ by Professor Ranjan Ghosh.
- ▶ Supported conceptualization and initial fund-raising discussions for the planned ‘Center for Analysis of Rural Transformation’.
- ▶ Facilitated the partnership between BP India and Professor Anish Sugathan for

the study “Impact and Next Steps for Renewable Energy Interventions in India”.

- ▶ Facilitated signing of an MoU between Professor Chirantan Chatterjee, Professor Anindya Chakrabarti with Xtracap for a study involving the MSME credit access data being generated by the startup.

- ▶ Supported development of the initial proposal document for setting up a ‘Council for Responsible Digital Transformation’ being supported by the Bank of America.

6.2 COMMITTEE FOR MANAGING GENDER ISSUES (CMGI)

In addition to the ongoing work of handling harassment cases, the Committee for Managing Gender Issues is involved in many other activities on campus.

Sessions conducted

Name of the Event	Date	Participants
Gender Sensitization Sessions	June 18, 2019	PGP students (five sections)
Gender Sensitization Sessions	May 30, 2019	PhD participants
Gender Sensitization Sessions	May 17, 2019	FDP participants
Discussion on Gender Sensitization	April 16, 2019	PGPX female participants
Gender Sensitization Sessions	April 11, 2019	PGPX participants

Dissemination of Information and Awareness

- ▶ Designing and placing of posters to spread awareness on sexual harassment/ gender discrimination
- ▶ Posters and reminder e-mails to create awareness
- ▶ Publication of policy and member details through emails, CMGI online page, IIMA social media pages
- ▶ The Committee is working with a legal associate to revise the CMGI policy guidelines.
- ▶ Meetings with female employees (faculty, staff, RAs, and AAs) have been conducted to discuss about suggestions and concerns on making campus safe and harassment free.
- ▶ Discussion with female students on bathroom safety and audit.
- ▶ Meetings with housekeeping staff on bathroom safety and care and responsibility they should be taking.

6.3 GENDER CENTRE

The Gender Centre was founded in October 2018 to create and promote scholarship related to women and issues of gender equality.

The centre hosts monthly meetings to facilitate discussions on gender related research conducted by members. The centre has started a talk series where member and students can present short presentations of their research work. The centre also plans to invite prominent personalities from India who work towards gender equity.

Members are working on issues related to women’s empowerment, female labour force participation, female informal workers, gender bias, gender-based violence, and attitudes related to gender.

The centre’s web page contains more detailed information on members’ work related to gender.

6.4 INDIA GOLD POLICY CENTRE (IGPC)

Established with a grant from the World Gold Council in 2014, the India Gold Policy Centre (IGPC) is an independent think tank involved in research driven policy advisory on gold and gold markets. It is built on a strong foundation of experienced researchers and experts from the gold industry under the aegis of the Institute.

The Centre operates through industry-wide engagement to blend theory and practice. That has helped the Centre widen the scope of work by conducting research at each level of the value chain and be in a position to advise the trade and government.

Looking back at five years since inception, the Centre is excited to see some of the major developments on the policy side which are all focussed to protect the end consumer and shifting the gold and jewellery industry to formal channel. Last year, the Centre launched a nationwide household survey on gold consumption, a first of its kind. This will further enhance the quality of research output. The engagement with international institutions like

the OECD was a mode to impress upon the need for ensuring industry's growth in a responsible and sustainable path.

The Centre engages with the wider population by writing opinion pieces published in various media.

IGPC also conducted its flagship annual conference on Gold and Gold Markets in New Delhi with active participation from industry, policy makers, and international scholars. The conference also invited research papers to discuss research in this area.

Activities and Participations

- ▶ India International Gold Convention (IIGC), Amritsar
- ▶ Assocham Gold Summit, New Delhi
- ▶ India Gold and Jewellery Summit (IGJS), Delhi
- ▶ Russian Bullion Forum, Moscow
- ▶ Webinar with the industry on re-imagining gold prices



6.5 CENTRE FOR MANAGEMENT IN AGRICULTURE (CMA)

The Centre for Management in Agriculture is an inter-disciplinary research Centre at the Institute engaged in applied, policy and problem-solving research in food, agribusiness,

rural and allied sectors. The Centre is also involved in teaching, training and consulting activities in these sectors/areas.

Research Projects

Ongoing

- ▶ Assessing e-NAM and APMC: Welfare Effects and Reasons for Non-Participation
- ▶ Improving Water Use and its Efficiency in India's Agriculture: The Impact of Pradhan Mantri Krishi Sinchayee Yojana (PMKSY): Per Drop More Crop
- ▶ Understanding Performance and Impact of Producer Companies: Case Studies Across States and Promoters in India

Teaching

- ▶ CMA area offered the following courses in various programmes:

PGP-FABM, PGP, PGPX, and ePGP

Compulsory

- ▶ Agribusiness Entrepreneurship
- ▶ Agribusiness Leadership
- ▶ Agricultural and Food Policy
- ▶ Agricultural Finance
- ▶ Introduction to Agriculture
- ▶ Management of Agribusiness Projects
- ▶ Marketing of Agricultural Inputs
- ▶ Rural, Social, and Institutional Environment
- ▶ Strategic Food Marketing

Electives

- ▶ Agricultural Markets and Pricing
- ▶ Agriculture Futures, Options, and Risk Management
- ▶ CINE: Understanding creativity, Innovation, Knowledge, Networks and Entrepreneurship
- ▶ Food Systems Approach to Indian Agribusinesses
- ▶ International Agri-Food Trade
- ▶ Rural Marketing
- ▶ Sales and Distribution Management for Agriculture
- ▶ Shodh Yatra
- ▶ Value Chain Management – Applications in Agribusiness

PhD Programme (Food and Agribusiness)

Compulsory

- ▶ Agricultural Development Policy
- ▶ Agricultural Management – I
- ▶ Agricultural Management – II
- ▶ Agro Value Chain Management and Development

Electives

- ▶ Applied Microeconomics for Food and Agriculture
- ▶ Foundations of New Institutional Economics

Armed Forces Programme

Elective

- ▶ Food and Agribusiness

Executive Education Programmes

- ▶ Agricultural Input Marketing

Agro-Economic Policy Briefs and Agro-Economic Alerts

The Centre published six issues each of the Agro-Economic Policy Briefs and Agro-Economic Alerts.

Conferences/Workshops/Seminars

The third India Outlook Agricultural Forum 2019: was held on September 26-27, 2019 at National Agricultural Science Complex, New Delhi. The forum focused on universal basic income for farmers/decoupled payment and other key challenges and opportunities before the agricultural sector as well as way forward. Professor Sukhpal Singh, made a brief presentation on the topic: Role of Planned Production and Marketing in India in the session on 'Managing the Problem of Plenty in Agriculture'.

A workshop on "Improving Water Use and its Efficiency in India's Agriculture: The Impact of Pradhan Mantri Krishi Sinchayee Yojana (PMKSY) – Per Drop More Crop (PDMC) – Micro Irrigation" was held on September 25, 2019.

6.6 CENTRE FOR MANAGEMENT OF HEALTH SERVICES (CMHS)

IIMA-CMHS Seminar Series

CMHS started offering a seminar series from August 2014. Following seminars were organized during 2019-20:

- ▶ Panel Discussion on “Adherence” on April 3, 2019.
- ▶ Guest session on “Innovations in the Emerging Market: Implications for Healthcare” by Professor Shad Morris on September 2, 2019.
- ▶ Seminar on “Oncologist” on September 13, 2019.
- ▶ Guest session on “Good Governance in Public Healthcare and School Education: insights from Haryana” by Dr. Rakesh Gupta on October 22, 2019.
- ▶ Session on “Organ Donation Awareness” by Ms. Pallavi Kumar on November 22, 2019.
- ▶ Jointly organized with Panacea-The Healthcare Club of IIMA, “Anti-Obesity (Fitness) Conclave”, a discussion on obesity and fitness: acknowledging the seriousness of the issue and fighting against it to lead a healthy and happy life, on November 25, 2019.
- ▶ Session on “Insights of Working with Marginalized Population, especially the Sex Workers of Ahmedabad” by Dr. Chirag Shah, AMC, and representatives of community-based organizations, Sakhijot Sangathan, on December 19, 2019.
- ▶ Panel discussion on “Containing Corona: Designing and Thinking About India’s Response” on March 5, 2020.
- ▶ Jointly organized with Panacea-The Healthcare Club of IIMA, panel discussion on “Discrimination Women Face during Menstruation”, Screening - A period story episode on March 9, 2020.
- ▶ Seminar on “Crowd Sourcing: Financing Mechanisms for Hospitals” by Mr. Rohit Chinchankar on March 14, 2020.



International Conference

The Fifth IIMA International Conference on Advances in Healthcare Management Services (ICAHMS 2020) was organized during February 14-16, 2020. The objective of the conference was to bring together leading academic scientists, researchers, practitioners, healthcare administrators, care providers, and policymakers to share cutting-edge research, new ideas, debate issues, and address the latest developments in the domain of healthcare management. There were 100 participants and 43 papers were presented.



Keynote addresses at ICAHMS 2020

- ▶ Keynote session by Dr. Aravind Srinivasan, Aravind Eye Care.
- ▶ Keynote session by Dr. Jayanti Ravi, Principal Secretary Health and Family Welfare Department, Government of Gujarat
- ▶ Keynote session by Dr. K Madan Gopal, Senior Consultant (Health), NITI Aayog, New Delhi.

Panel Discussions at ICAHMS 2020

- ▶ “Ethical Legal and Social Issues (ELSI) in Healthcare IT”
- ▶ “Crowdsourcing of funds for Medical Expenditure (ELSI in Healthcare IT)”
- ▶ “Violence Against Doctors”

- ▶ “Entrepreneurship and Innovation in Health Technology”
- ▶ “Leadership for Public Health”
- ▶ “Innovations in Public Healthcare”

Executive Education Programmes

- ▶ Clinical Laboratory Management
- ▶ Data Analysis for Healthcare Management
- ▶ Hospital Management
- ▶ 12th National Annual Transplant Coordinators’ Conference and Seminar on Organ Donation and Transplantation-A Policy Perspective was organized on November 30 and December 1, 2019 in collaboration with NATCO and MOHAN Foundation.



6.7 PUBLIC SYSTEMS GROUP (PSG)

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

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

- ▶ Intelligent Transportation Systems
- ▶ Interdisciplinary perspectives on big d
- ▶ Investigation Corporate Social Irresponsibility
- ▶ Managing Energy Business
- ▶ Manipulation, Myth-Making, and Marketing
- ▶ Participatory Theatre for Development
- ▶ Power and Politics in Organizations
- ▶ Public Policy
- ▶ Qualitative Research Methods for Understanding Business and Human Development in a Network Society
- ▶ Rail Transport Planning and Management
- ▶ Shodh Yatra: Learning from the Grassroots
- ▶ Social Entrepreneurship: Innovating Social Change
- ▶ The Philosophical Underpinnings of Public Policy: Morals, Values, and Ethics
- ▶ Transformational Social Movements
- ▶ Urban Economics and Business Environment

Courses

PGP

Compulsory

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

Electives

- ▶ Carbon Finance
- ▶ Experiments for Business and Policy Decision-making
- ▶ Good Governance and People Living in Poverty
- ▶ Infrastructural Development and Financing
- ▶ Innovations in Managing Urban Transport

PGP-FABM

- ▶ Managing Sustainability

PGPX

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

ePGP

Compulsory

- ▶ Corporate Sustainability

Electives

- ▶ Experiments for Business Policy Decision-Making
- ▶ Managing Transportation: Business Models and Policy Instruments

- ▶ Transportation Infrastructure Policy Practice

PhD Programme

Compulsory

- ▶ Methods for Policy Analysis and Research
- ▶ Public Finance
- ▶ Public Management
- ▶ Public Policy

Electives

- ▶ Interpretive Research Methods
- ▶ Quantitative Methods for Causal Inference in Social Policy Research

- ▶ The Indian State, Citizenship, Quests for Solidarity and Justice: An Institutional and Organizational Theory Perspective

FDP

- ▶ Crafting and Publications of Research
- ▶ Public Policy and Development

Executive Education Programmes

- ▶ Programme in General Management for Shipping
- ▶ Sustainable Finance

6.8 RAVI J. MATTHAI CENTRE FOR EDUCATIONAL INNOVATION (RJMCEI)

During the year, the RJMCEI completed the final phase of its research on technology-driven, innovative practices-based online professional development in the public schooling system with a large-scale programme for 140,000 teachers of Gujarat. Other projects initiated included:

- ▶ ‘Synergizing Research and Field-Practices in Gujarat: Influence of School Climate on Students’ Psychoeducational Outcomes’, a study that seeks to examine the efficacy of online professional development in improving the socio-emotional climate in schools and student psychoeducational outcomes
- ▶ ‘Helping School Students Deal with Gender and Adolescence-Related Issues: Developing and Evaluating Interventions in Gujarat
- ▶ ‘Validating the Bengali version of the Clance Impostor Phenomenon Scale’.

Courses

- ▶ Analysing and Evaluating Educational Policy
- ▶ Applied Quantitative Techniques for Educational Research
- ▶ Change and Innovation in Education
- ▶ Economics of Education
- ▶ Education Theory, Policy and Practice

- ▶ Enterprise and Innovations in Education
- ▶ How to Motivate Students for Learning
- ▶ Mixed-Methods Research in Education
- ▶ Qualitative Research Methods in Education
- ▶ Second Generation Challenges in Indian Education

Programme for School Principals

The 20th edition of the one-week programme for school principals, *Strategic Leadership for Schools in a Changing Environment*, was held in October 2019. RJMCEI members were also involved in school leadership development programmes for principals of the governments of Arunachal Pradesh and Delhi.

The doctoral programme admitted one student; and one student graduated. At the end of the year, the programme had nine students. During the year, the Centre’s faculty published papers on the impostor syndrome/phenomenon, parents supporting their children’s early interest in science with a funds-of-knowledge framework, school rationalization in India, positive school climate, school leadership, the barriers to technology integration in the classroom, and online student internships.

Further details on RJMCEI are available at <https://www.iima.ac.in/web/areas-and-centres/areas-and-groups/rjmcei>.

6.9 JSW SCHOOL OF PUBLIC POLICY (JSW SPP)

Research Projects

Seed money research grant was awarded to Professor Aruna Divya Tatavari to pursue a research project titled “Prosocial Behaviour under Scarcity of Time or Money.”

LBSNAA Case Studies

The collaboration with the Lal Bahadur Shastri National Academy of Administration was initiated during 2018-19. The plan was to develop six case studies but only four were allowed. Owing to travel and logistical challenges these case writing projects have been delayed.

JSW-SPP Seminar Series

Five seminars were conducted during the year:

Speaker	Date	Seminar/Talk Title
Prof. Steven I. Wilkinson Nilekani Professor of India and South Asian Studies and Professor of Political Science and International Affairs, Yale University	July 15, 2019	India's Democratic Success
Dr. Ejaz Syed Ghani Economic Advisor at The World Bank	August 14, 2019	Why Entrepreneurs Go Where They Go? Evidence from India
Prof. Maitreesh Ghatak London School of Economics	Aug 20, 2019	An Inclusive Growth Dividend: Re-framing The Role of Income Transfers in India's Anti-poverty Strategy
Mr. Shams Azad Chief Operating Officer of BRAC Microfinance Programme in Bangladesh	November 4, 2019	Policy Dialogue on BRAC Microfinance Programme
Prof. Chandra Bhat Joe J. King Chair Professor in Engineering and Professor of Economics at the University of Texas at Austin	January 30, 2020	Predictive Analytics for Planning and Public Policy in a New Data Landscape



Conferences/Symposia

- ▶ Law and Legal Institutions in Contemporary India (November 23, 2019)
- ▶ The School of Public Policy supported and co-organized a one-day conference on “Law and Legal Institutions in Contemporary India: In Honour of N.R. Madhava Menon” at India Habitat Centre, New Delhi on November 23, 2019. Prominent speakers and participants at the conference included:
 - ▶ Michael Kirby, co-chair of the International Bar Association’s Human Rights Institute
 - ▶ Vikramjit Banerjee, Additional Solicitor General of India
 - ▶ Professor G. Hargopal, noted Civil Rights Activist, who is with the National Law School of India University, Bengaluru
 - ▶ Krishnan Venugopal, Senior Supreme Court Lawyer
 - ▶ Siddharth Varadarajan, Senior Journalist and Founder of www.thewire.in
 - ▶ Professor Shilpi Bhattacharya, Associate Professor at Jindal Global Law School
 - ▶ Professor Nirmal Kanti Chakrabarti, Vice Chancellor of the West Bengal National University of Juridical Sciences, Kolkata
 - ▶ Professor Bhavani Prasad Panda, former Vice Chancellor of the Maharashtra National Law University
 - ▶ Dr. Shibani Ghosh, Fellow, Centre for Policy Research
 - ▶ R.J.R. Kasibhatla, Deputy Legal Adviser, Ministry of Law and Justice
 - ▶ Siddharth Sharma, Supreme Court Lawyer
 - ▶ Professor Ajay Gudavarthy, Jawaharlal Nehru University
 - ▶ Professor M.V. Shiju, Professor, Christ Academy Institute of Law, Bengaluru
 - ▶ Jacob P. Alex, Lawyer, Kerala High Court

JSW-SPP Symposium on Trusteeship and Future of Capitalism (February 4, 2020)

The symposium on “Trusteeship and the Future of Capitalism” was organized by the SPP on the 150th birth anniversary of Mahatma Gandhi

who had proposed the idea of Trusteeship that a certain part of an individual’s wealth is to be held in trust for the larger good of society. This idea of Gandhi has been barely studied and it has the potential to shed light on the larger debate going on today on whether socially virtuous business practices are compatible with shareholder capitalism.

The JSW School of Public Policy held the symposium on February 4, 2020. The Symposium was inaugurated by Nobel Laureate Professor Michael Spence. Prominent speakers and panelists at the conference included:

- ▶ Professor Michael Spence (Nobel Laureate in Economics), William R. Berkley Professor in Economics and Business at the Stern School of Business at New York University,
- ▶ Professor Peter DeSouza, D D Kosambi Chair Professor, Goa University
- ▶ Dr. Rajni Bakshi, Author and freelance journalist, formerly the Gandhi Peace Fellow at Gateway House: Indian Council on Global Relations.
- ▶ Professor Tridip Suvrud, Provost, CEPT University,
- ▶ Ms. Jayshree Lalbhai, Educationist and Trustee, Kasturbhai Lalbhai Museum,
- ▶ Mr. Ronen Sen, veteran Indian diplomat who was India’s ambassador to USA, Russia, Germany, Mexico and the high commissioner to UK and non-executive independent director on the board of Tata Sons,
- ▶ Mr. Pradeep Bhargava, Director of Cummins India Limited,

Executive Education and Training

Working closely with the Executive Education Committee a few sessions were taken in ongoing programmes with primary participation from government officials and public sector entities. These sessions were conducted to familiarize the participants with JSW-SPP activities, general brand building, and awareness. Proposals were sent to the Postal Department of India for a short duration programme.

Further short-term training programmes are likely to materialize with engagement with the NITI-Ayog through the DMEO and the Ministry of Skill Development and Entrepreneurship under the aegis of the MNGF programme.

Exclusive Physical Space of the School

Architectural design work of the JSW School of Public Policy was awarded to the renowned multifaceted architect and educator Professor Rahul Mehrotra (RMA Architects Mumbai/Boston). Professor Mehrotra is a Professor at Harvard Graduate School of Design (HSD) and is known for designing iconic buildings.

The 56,420 square foot School building will have a large forum, one 120-seater classroom, two sixty-seater classrooms, one flat-floored classroom, eight seminar rooms, 18 faculty offices, small library, programme office, etc.

The construction work was awarded to PSP Projects Ltd, one of the most reputed contractors of Gujarat. The work started on April 1, 2019 and the scheduled completion date was June 30, 2020. Owing to various hindrances the date was rescheduled to August 4, 2020. Construction was going full steam when Covid suddenly brought everything to a standstill.

Currently, masonry work is being done. The contractor was given time extension up to October 31, 2020, to complete the work. However, the completion is contingent on the return of the labour force.

A tender for fixed furniture has been floated. Tenders for loose furniture and audio-visual/IT will be floated shortly.

7

DISCIPLINARY AREAS

Nine disciplinary areas - Business Policy, Communication, Economics, Finance and Accounting, Human Resource Management, Information Systems, Marketing, Organizational Behaviour, and Production and

Quantitative Methods - together offer various compulsory and elective courses in PGP, PGP-FABM, PhD Programme, PGPX, ePGP, ePGD-ABA, FDP and Armed Forces Programme, and a variety of Executive Education Programmes.

7.1 BUSINESS POLICY

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

- ▶ International Business Dispute Resolution
- ▶ Leadership: Vision, Meaning, and Reality
- ▶ Multinational Company Strategies and International Expansion Choices
- ▶ Mysteries in Management
- ▶ Reimagining Telecom and Next Generation Businesses
- ▶ Strategy in Emerging Markets

Courses

PGP

Compulsory

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

Electives

- ▶ Business Negligence, Liability and Law
- ▶ Business Taxation
- ▶ Business, Government and Law
- ▶ Competence, Capability and Competitive Strategy
- ▶ Consulting and Professional Service Firms
- ▶ Customer Based Business Strategies
- ▶ Digital Strategy and Digital Transformation
- ▶ Economics and Management of Biopharmaceutical Industry
- ▶ Economics of Strategy
- ▶ Entrepreneurial Thought and Action
- ▶ Frontiers of Business Law

PGP-FABM

Elective

- ▶ Food and Agri-business International Strategies and Organizations

PGPX

Compulsory

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

Electives

- ▶ Entrepreneurship and Design Thinking
- ▶ Leading Professional Service Firms
- ▶ Transformational Leadership and Organizational Impact

New Elective

- ▶ Digital Strategy and Digital Transformation

ePGP**Compulsory**

- ▶ Legal Aspects of Business
- ▶ Strategic Management

Electives

- ▶ Business Negligence, Liability and Law
- ▶ Entrepreneurship and Creativity

PhD Programme**Compulsory**

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

Electives

- ▶ Corporate Governance
- ▶ Economics of Strategy
- ▶ Mergers and Acquisitions
- ▶ Seminar on Entrepreneurship

AFP

- ▶ Business Dispute Resolution
- ▶ Entrepreneurship
- ▶ Leading Professional Service Firms

- ▶ Legal Aspects of Business
- ▶ Strategic Management

FDP

- ▶ Advanced Strategic Management (Elective)
- ▶ Strategy Formulation and Implementation

Executive Education Programmes

- ▶ Contract Management
- ▶ Creating Entrepreneurial Organizations
- ▶ Design Thinking
- ▶ Family Businesses: Organization, Strategies, Internationalization and Succession
- ▶ Innovation, Corporate Strategy and Competitive Performance
- ▶ Leading Professional Service Firms
- ▶ Managing Businesses in International Markets
- ▶ Managing Global Procurements and Exports Contracts
- ▶ Organizational Leadership for 21st Century
- ▶ Strategies for Growth
- ▶ Strategy Implementation
- ▶ Young Entrepreneurs Programme

7.2 COMMUNICATION

The Communication Area offers a number of compulsory/core and electives courses in various programmes of the Institute. The details about these are given below:

Courses**PGP/PGP-FABM****Compulsory**

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

Electives

- ▶ Communicating Corporate Reputation
- ▶ Communication Skills for Team and Leadership Effectiveness
- ▶ Difficult Communication
- ▶ Intercultural Communication
- ▶ Managerial Communication
- ▶ Media and Society: The Economics, Politics, Ethics, and Technologies of Mass Communications
- ▶ Organizational Communication
- ▶ Persuasive Communication

- ▶ Strategic Communication in the Digital Era
- ▶ Strategic Negotiation and Skills

PGPX

Compulsory

- ▶ Management Communication

Elective

- ▶ The Persuasive Manager

ePGP

Compulsory

- ▶ Managerial Communication I
- ▶ Managerial Communication II

Electives

- ▶ Communicating Corporate Reputation
- ▶ Intercultural Communication

AFP

- ▶ Communication for Managers

FDP/PhD Programme

- ▶ Communication for Management Teachers

Project courses

- ▶ Analysis of correlation between Gender Diversity and Various Facets of Entrepreneurship

- ▶ Analysis of Messaging Behaviours in Task Oriented WhatsApp Groups
- ▶ Understanding Employee Volunteerism Models and their Applicability to Diverse Companies
- ▶ Understanding Narratives of Leaders: Speech Analysis

Executive Education Programmes

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

Research and Publications

The area members were actively involved in research, publishing, and administrative activities. Their teaching and research interests are in managerial and corporate communication, reputation management, social media, strategic communication, gender issues, intercultural communication, and society and culture.

7.3 ECONOMICS

Courses

PGP

Compulsory

- ▶ Macroeconomics and Policy
- ▶ Microeconomics

Electives

- ▶ Behavioral and Experimental Economics
- ▶ Economic Development Policy and Growth
- ▶ Economics and Management of Biopharmaceutical Industry
- ▶ Economics of Food Quality
- ▶ Economics of Organization

- ▶ Economics of Strategy
- ▶ Game Theory and Applications
- ▶ Global Finance and Trade
- ▶ Governance and Regulation in the Financial Sector
- ▶ Hitchhiker's Guide to Business and Economies Across Five Centuries
- ▶ Indian Economy and Society Today
- ▶ Interdisciplinary Perspectives on Big Data
- ▶ Managerial Econometrics
- ▶ Monetary Theory and Policy
- ▶ Real Estate Management
- ▶ World Economy: Business, Government, and Policy

PGPX**Compulsory**

- ▶ Firms and Markets
- ▶ Open Economy Macroeconomics

Electives

- ▶ Game Theory and Experiments
- ▶ Indian Economy in Comparative Perspective
- ▶ International Economic and Political Environment

ePGP**Compulsory**

- ▶ Macroeconomics
- ▶ Microeconomics

Electives

- ▶ Big Data: Possibilities and Concerns
- ▶ Game Theory
- ▶ International Finance and Trade
- ▶ The Future of Work and Its Markets

PhD Programme**Compulsory**

- ▶ Econometrics-I
- ▶ Macroeconomics-I
- ▶ Macroeconomics-II

- ▶ Mathematics for Economists
- ▶ Microeconomics-I
- ▶ Microeconomics-II

Electives

- ▶ Advanced Macroeconomics
- ▶ Decentralization and Public Policy
- ▶ Econometrics-II
- ▶ Economics of Strategy (BP-ECO joint area)
- ▶ Foundations of New Institutional Economics (FAB-ECO joint area)
- ▶ Public Finance (PSG-ECO joint area)
- ▶ Time Series Analysis

AFP**Compulsory**

- ▶ Macroeconomics
- ▶ Microeconomics

Electives

- ▶ Game Theory for Strategic Decision Making
- ▶ Infrastructure Management

FDP

- ▶ Economic Environment and Policy
- ▶ Game Theory for Strategic Decision Making

7.4 FINANCE AND ACCOUNTING**Courses****PGP****Compulsory**

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

Electives

- ▶ Alternative Investments
- ▶ Applied Value Investing

- ▶ Behavioural Finance
- ▶ Bitcoin and the Blockchain
- ▶ Black Swans and Gray Rhinos: Managing under Financial Crises*
- ▶ Corporate Governance
- ▶ Financial Statement Analysis
- ▶ Financing of Firms
- ▶ Fixed Income Securities
- ▶ Futures, Options, and Risk Management
- ▶ Mergers, Acquisitions, and Corporate Restructuring
- ▶ Microfinance Management

- ▶ Modern Investment and Portfolio Management
- ▶ Principles of Transfer Pricing
- ▶ Quantitative and Algorithmic Trading
- ▶ Stochastic Calculus in Finance
- ▶ Strategic Perspectives in Banking
- ▶ Unlisted Equities and Patient Capital
- ▶ Valuation of Firms
- ▶ New elective

PGPX

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

ePGP

Compulsory

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

Electives

- ▶ Corporate Governance
- ▶ Financial Statement Analysis
- ▶ International Finance and Trade

PhD Programme

- ▶ Asset Pricing (Core-F)
- ▶ Derivatives Pricing (Elective)
- ▶ Empirical Asset Pricing (Core-F)
- ▶ Empirical Research in Auditing and Corporate Governance (Core-A)
- ▶ Foundations of Finance (Core)
- ▶ Mathematical Finance (Elective)
- ▶ Seminar Course in Accounting and Markets (Elective)
- ▶ Seminar Course in Accounting and Organization (Elective)
- ▶ Seminar Course on Corporate Finance (Core-F)
- ▶ Seminars on Empirical Corporate Finance (Elective)

FDP

- ▶ Contemporary practices or research areas in Finance and/or Accounting
- ▶ Fundamentals of Cost Accounting and Fundamentals of Financial Accounting

Executive Education Programmes

- ▶ Developing Commercial and Financial Skills for Strategic Business Decision
- ▶ Investment Decisions and Behavioural Finance
- ▶ Management and Finance for Experienced Chartered Accountants
- ▶ Management and Finance for Young Chartered Accountants
- ▶ Mergers, Acquisitions and Restructuring
- ▶ Strategic Cost Management

7.5 HUMAN RESOURCE MANAGEMENT

Courses

PGP

Compulsory

- ▶ Human Resource Management-I

- ▶ Human Resource Management-II
- ▶ Strategic Human Resource Management (Flexi core)
- ▶ Talent and Competency Management (Flexi core)

Electives

- ▶ Business and Society
- ▶ Games People Play: Psychology of HRM
- ▶ Human Resource Management in Service Sector
- ▶ Making of a CEO
- ▶ Managing Firms in Service Sector
- ▶ Managing Human Capital in Projects
- ▶ Personal Competencies for International HRM
- ▶ Understanding Bhagavad Gita: Managers' Dilemmas

PGP-FABM

- ▶ Analyzing and Building Competencies

PGPX

Compulsory

- ▶ Strategic Human Resource Management

Electives

- ▶ Business Turnaround and Organizational Transformation
- ▶ Creating High Performance Organizations
- ▶ Games People Play: Psychology of HRM
- ▶ HR Practices in India: A Practitioner's Perspective
- ▶ Managing Firms in Service Sector
- ▶ Negotiation Lab
- ▶ Understand Bhagavad Gita: Managers' Dilemmas

e-PGP

Compulsory

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

Electives

- ▶ Better Work, Better Workplaces and Better World
- ▶ Business and Society
- ▶ Business Turnaround and Organizational

Transformation

- ▶ Managing Firms in Service Sector
- ▶ Managing Human Capitals in Projects
- ▶ Understanding Bhagavad Gita: Managers' Dilemmas

PhD Programme

Compulsory

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

Electives

- ▶ Foundations of Research in Human Resource Management-II
- ▶ Organizational Learning, Knowledge, Innovation, and HRM
- ▶ Qualitative Methods in Human Resource Management
- ▶ Quantitative Techniques in Human Resource Management
- ▶ Theoretical Underpinnings in HRM

AFP

- ▶ Health Services Management
- ▶ Human Resource Management

FDP

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

Executive Education Programmes

- ▶ Advanced Human Resource Management
- ▶ Developing Internal Talent and Leadership
- ▶ HR Analytics
- ▶ HR Auditing-Preparing the Ground for Strategic HRM
- ▶ Managerial Effectiveness

7.6 INFORMATION SYSTEMS

Courses

PGP

Compulsory

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

Electives

- ▶ Big Data Analytics
- ▶ Data Mining and Business Intelligence
- ▶ Data Visualization for Decision Making
- ▶ Management of Software Projects and Enterprise
- ▶ Strategic Management of Information Systems
- ▶ Strategies for Internet Economy

PGPX

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

ePGP

- ▶ Managerial Computing
- ▶ Strategies for the Internet Economy
- ▶ Structure and Economics of Online Networks

- ▶ Tapping into Social Media
- ▶ Transforming Business through Information Technology

PhD Programme

- ▶ Artificial Intelligence
- ▶ Data Mining Algorithms and Applications
- ▶ Data Structures and Programming
- ▶ Database Management Systems
- ▶ Excel Workshop during Induction term
- ▶ Exploratory Data Visualization
- ▶ Framework for Information Systems
- ▶ Networks and Distributed Systems
- ▶ Research Issues in Internet Governance and Policy
- ▶ Seminar in Online Text and Analysis
- ▶ System Analysis and Design

AFP

- ▶ MIS and Managerial Computing

FDP

- ▶ Spreadsheets for Decision-Making

Executive Education Programmes

- ▶ Big Data Analytics
- ▶ Managing IT Projects

7.7 MARKETING

Courses

PGP

Compulsory

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

Electives

- ▶ Business to Business Marketing
- ▶ Consumer Behaviour
- ▶ Customer Based Business Strategies
- ▶ Descriptive Models of Consumer Decision Making
- ▶ Digital Marketing
- ▶ Driving Better Business Decisions Through Superior Customer Insights and Sensemaking

- ▶ Innovation, Live
- ▶ Managing Customer Value Delivery
- ▶ Managing Retail Business
- ▶ Market Research and Information Systems-A
- ▶ Market Research and Information Systems-B
- ▶ Marketing Luxury
- ▶ Marketing Management in the World of High Tech. and Innovation
- ▶ Mobile Marketing Essentials
- ▶ Neuroscience and Consumer Behaviour
- ▶ Pricing
- ▶ Semiotics: Strategies for Media and Brand Communication
- ▶ Strategic Brand Management
- ▶ Strategic Marketing-C
- ▶ Strategic Models in Marketing
- ▶ Understanding the New God: Digitalization, Fintech and Associated Technology, Regulation and Adoption

PGPX

Compulsory

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

Electives

- ▶ Health-tech Products and Delivery Systems
- ▶ Innovation, Live!
- ▶ Pricing
- ▶ Seminar on Marketing Data Analytic Practices
- ▶ Strategic Marketing

ePGP

Compulsory

- ▶ Marketing Management I
- ▶ Marketing Management II

Electives

- ▶ Brand Management
- ▶ Customer Relationship Management
- ▶ Pricing
- ▶ Promotions Strategy

PhD Programme

Compulsory

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

Electives

- ▶ Learning by Doing Experiments
- ▶ Qualitative Methods
- ▶ Selecting and Implementing Marketing Models
- ▶ Seminar on BOP
- ▶ Structural Equation Modelling

AFP

- ▶ Customer Relationship Management
- ▶ Marketing Management I
- ▶ Marketing Management II

FDP

- ▶ Business Strategies for the Bottom of the Pyramid
- ▶ Marketing Analytics and Consumer Response Modelling
- ▶ Marketing Decision Models
- ▶ Marketing Management
- ▶ Neuroscience and Consumer Behaviour

Executive Education Programmes

- ▶ Advanced Customer Analytics
- ▶ B2B Marketing
- ▶ Customer Based Business Strategy
- ▶ Digital and Social Media Marketing
- ▶ Enhancing Sales Force Performance
- ▶ Fintech Business Model Marketing Strategy and Tactics
- ▶ Managing Businesses in International Markets
- ▶ Neuroscience in Marketing
- ▶ Pricing for Profit

7.8 ORGANIZATIONAL BEHAVIOUR

Courses

PGP

Compulsory

- ▶ Individual Dynamics
- ▶ Induction (Five Sessions – Full Day)
- ▶ Interpersonal and Group Processes
- ▶ Organizational Dynamics

Electives

- ▶ Co-Creating Organizational Change
- ▶ Contemporary Indian Workplaces: Decent Work and Diversity
- ▶ Explorations in Role and Identity (A and B)
- ▶ High Performing Teams: A Journey
- ▶ Inner Theatre: An Encounter with Self
- ▶ Investigating Corporate Social Irresponsibility
- ▶ Negotiation Strategy
- ▶ Power and Politics in Organization
- ▶ The Creative Self at Work

PGPX

- ▶ Inspired Leadership through Personnel Mastery
- ▶ Leadership Skills
- ▶ Negotiation Strategy for Managers
- ▶ OB I: Module 1
- ▶ OB I: Module 2
- ▶ Orientation
- ▶ Potential to Performance: The Journey of Self-Awareness

ePGP

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

PhD Programme

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

- ▶ Basics of Micro OB
- ▶ Classics and Perspectives in OB: Module 2
- ▶ Crafting and Publishing of Research
- ▶ Methods of Qualitative Research: Gathering and Analyzing Data
- ▶ Multilevel Modeling in Organizations
- ▶ Organizational Development Change in Educational Institutions
- ▶ Organizational Structure and Processes
- ▶ Organizational Theory and its Social Context
- ▶ Psychology I and II
- ▶ Psychometric Methods
- ▶ Research Methods I
- ▶ Socio-Political Contexts for Research in Management –I
- ▶ Structural Equation Modeling

AFP

- ▶ Introduction to Business Research
- ▶ Organizational Behaviour
- ▶ Qualitative Methods

FDP

- ▶ Qualitative Research Methods
- ▶ Research Methods
- ▶ Specialized Module on OB
- ▶ Understanding OB

Executive Education Programmes

- ▶ Enhancing Leadership Capacities and Potential Among Professional Women
- ▶ Interpersonal Effectiveness and Team Building
- ▶ Leadership Change Management
- ▶ Negotiations
- ▶ People Analytics
- ▶ R and D Management

7.9 PRODUCTION AND QUANTITATIVE METHODS

Courses

PGP

Compulsory

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

Electives

- ▶ Advanced Methods of Data Analysis
- ▶ Advanced Mathematical Modeling for Managerial Decisions
- ▶ Bayesian Method of Data Analysis
- ▶ Business Analytics
- ▶ Coordinating the Crowd
- ▶ Elephants and Cheetahs: Systems, Strategy, and Bottlenecks
- ▶ Managerial Applications of OR
- ▶ Operations Strategy
- ▶ Statistical Methods in Data Analysis
- ▶ Supply Chain Management
- ▶ Supply Chain Thinking: Value Creation and Adaptation
- ▶ The Art and Craft of Decision Making
- ▶ Why Projects Fail? Uncertainty, Complexity, and Risk in Projects
- ▶ Working with Networks

PGP-FABM

- ▶ Food Supply Chain Management

PGPX

Compulsory

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

Electives

- ▶ Business Analytics
- ▶ Coordinating the Crowd
- ▶ Data Science for Business
- ▶ Elephants and Cheetahs: Systems, Strategy and Bottlenecks
- ▶ Supply Chain Management
- ▶ Understanding and Assessing Risk

e-PGP

- ▶ Business Analytics
- ▶ Operations Management I
- ▶ Operations Management II
- ▶ Probability Statistics I
- ▶ Probability Statistics II
- ▶ Quality and Risk Management
- ▶ Quantitative Technique (Decision Making)
- ▶ Revenue Management and Dynamic Pricing

PhD Programme

Compulsory

- ▶ Advanced Probability for Management
- ▶ Linear Algebra
- ▶ Mathematics (PhD-I Compulsory course housed under P and QM Area)
- ▶ Operations Management
- ▶ Operations Research

Electives

- ▶ Applied Regression Analysis
- ▶ Game Theory for Operations Management
- ▶ Mathematical Modelling for Integer Programme and Theory of Valid Inequalities
- ▶ Non- Linear Optimization
- ▶ Queuing Models
- ▶ Real Analysis
- ▶ Statistics-II (PhD-I Elective course housed under P and QM Area)

AFP

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

FDP

- ▶ Analytics for Management Decisions
- ▶ Operations Management
- ▶ Statistical Data Analysis

Executive Education Programmes

- ▶ Logistics Management
- ▶ Manufacturing Strategy
- ▶ Online EEP: Advanced Business Analytics
- ▶ Project Management
- ▶ Restaurant Management
- ▶ Revenue Management and Dynamic Pricing

- ▶ Risk - Modeling and Management
- ▶ Supply Chain Management
- ▶ Uncertainty, Complexity and Risk in Projects
- ▶ Warehouse Design and Management

Research

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

8

ACCREDITATION AND RANKING

Ranking and Surveys

The Institute participated in 17 national/international B-school Surveys for rankings. The Institute continued to maintain top position in all the leading and prestigious national surveys.

FT Executive Education Rankings 2019 (Custom and Open Programmes)

The Institute was ranked 49th in the Financial Times Executive Education Rankings 2019 (Custom Programmes). It moved up by eight places compared to its previous year rank. It was ranked 57th position in the Financial Times Executive Education Rankings 2019 (Open Programmes), up by nine places.

IIMA has been ranked 44th in the Combined Rank in its top 50 list of B-schools.

FT Masters in Management 2019 Ranking

The Institute was ranked 21st position in the Financial Times Masters in Management 2019 ranking from among 100 pre-experience MBA level programmes globally. PGP ranked first on three criteria 'Employed at three months', 'Faculty with doctorates' and 'Company internships' and ranked second on 'Salary today (US\$)' and 'Weighed Salary (US\$)',

In the top 10 programmes listed, the Institute was ranked 3rd position under "Top for Marketing", fourth under "Top for economics" and seventh under "Top for general management".

The Economist Which MBA Ranking 2019

The Institute was ranked 75th position in The Economist Which MBA Ranking 2019. It was in eighth position in the Asia and Australasia 2019 regional rankings of the Economist. The Institute's flagship Programme was listed along with other 100 B-Schools which included 50

B-schools from the United States and 17 from the United Kingdom. The Institute is the only Indian B-school to be ranked by the Economist.

The Institute obtained the first position in 'Open new career opportunities' and 'Percentage of job-seeking graduates with job offer three months after graduation, second position in 'Percentage increase on pre-MBA salary' and fourth position in 'Student assessment of career service'.

QS Global MBA Rankings 2020

PGPX stood first in India, sixth in Asia, and 40th in the QS (Quacquarelli Symonds) Global MBA Rankings 2020 from among the 240 MBA programmes considered in this third edition.

In Asia, the Institute showed a stronger performance with a regional rank in 'Employability' and 'Entrepreneurship and Alumni Outcomes' at fourth position and 'Return on Investment' at fifth position.

QS Masters in Management Rankings 2020

PGP was ranked 27th globally in the QS Masters in Management Rankings 2020 from among the 130 Masters in Management (MIM) programmes considered in this third edition. It was placed in the 'Alumni Outcomes indicator' at 12th rank and in 'Employability' at 14th rank.

FT Global MBA Rankings 2020

PGPX was ranked 61st in the Financial Times (FT) Global MBA Rankings 2020 from among the top-100 list of B-schools. The Institute was placed at number one position in the criterion of 'Faculty with doctorates' and the PGPX programme was placed seventh in 'Career progress rank', while it was ranked eighth in 'Salary today (US\$)' and "Weighted salary (US\$)".

IIMA was ranked seventh in top 10 MBA programmes listed under 'Top for marketing'.

Eduniversal Best Masters Ranking in Agribusiness / Food Industry Management 2019

PGP-FABM was ranked first in the Eduniversal Best Masters Ranking in Agribusiness / Food Industry Management 2019 in the top 50 list of B-schools.

Details are given in **Appendix M**.

MHRD's National Institutional Ranking Framework (NIRF)

The Institute was ranked second in management category in the fourth edition of MHRD's National Institutional Ranking Framework (NIRF).

Ministry of HRD Surveys

The Institute participated in the 10th edition of All India Survey on Higher Education (AISHE) initiated by the Ministry of Human Resource Development. It continues to support Ministry's efforts in developing a reliable system to capture the status of higher education.

International Accreditation

International accreditation is pursued as part of the Institute's international strategy and to strengthen its brand and visibility globally. Accreditation processes are an elaborate and intensive process to ensure that the Institute meets international standards in delivering high quality programmes.

EQUIS Re-Accreditation

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

In November 2019, the Institute submitted the Self-Assessment Report 2019-20 to EQUIS to comply with the EQUIS standard procedure for initiating its next re-accreditation cycle.

The Institute saw the successful completion of EQUIS Peer Review team visit at IIMA from January 21 to 23, 2020. IIMA hosted distinguished members of the EQUIS Peer Review Team that included:

- ▶ Prof. Michael Frenkel, Associate Dean for International Relations and Diversity & Former Dean, WHU - Otto Beisheim School of Management, Germany - Chairman of the PRT
- ▶ Prof. Konstantin Krotov, Head of School, Graduate School of Management, St. Petersburg University, Graduate School of Management, Russia
- ▶ Prof. Jindrich Soukup, Vice-Dean for International Relations, University of Economics, Prague - Faculty of Business Administration, Czech Republic
- ▶ Mr. Allan Mitchell, Global Learning & Development Director, EP Academy, ABB Asea Brown Boveri Ltd, United Kingdom



IIMA Director, Deans and Key Officials with EQUIS Peer Review Team



H.E. Mr. Hans Jacob Frydenlund, Ambassador of Norway with Prof. Errol D'Souza, Director, IIMA

Over the three-day visit, the PRT met with key external and internal stakeholders, including IIMA's executive committee, representatives of its governing body; representatives of its alumni, recruiters, donors, corporate clients, faculty and students; and representatives of committees managing faculty, research, programmes, and finance.

Protocol Office

During the year, the Institute engaged in dialogue with delegates from foreign institutes/ international agencies and key government functionaries.

Some of the distinguished individuals included:

- ▶ Mr. Jagadip Narayan Singh, Chief Secretary, Government of Gujarat on April 3, 2019.
- ▶ Dr. Bertrand de Harting, Counselor of culture, education, and science, French Embassy in India on April 11, 2019.
- ▶ Mr. Amlan Bora, Trade and Investment Commissioner, Netherlands Business



Prof. Kenneth Kamwi Matengu, Vice Chancellor, University of Namibia Interacting with Prof. Shailesh Gandhi, Dean (Programmes), IIMA



H.E. Mr. Hans Jacob Frydenlund, Ambassador of Norway during a briefing by Ms. Ishita Solanki, Chief Manager and Protocol officer at IIMA

Support Office (NBSO), Embassy of the Kingdom of the Netherlands on June 24, 2019.

- ▶ Mr. Peter Cook, British Deputy High Commissioner on June 26, 2019.
- ▶ Mr. Christopher Ellinger, Deputy Consul General along with Mr. James Middleton, Vice Consul, Australia Consulate General, Mumbai on June 28, 2019.
- ▶ H.E. Mr. Munu Mahawar, Ambassador of India to Sultanate of Oman on July 12, 2019.
- ▶ Hon'ble Nand Kumar Sai, President of National Scheduled Tribes, Government of India on August 1, 2019.
- ▶ Dr. Krishnamurthy Subramanian, Chief Economic Advisor, GoI., Dr. M.S. Sahoo, Chairperson, Insolvency and Bankruptcy Board of India and Mr. U.K. Sinha, Former Chairman, Securities and Exchange Board of India on August 8-9, 2019.



Prof. Kenneth Kamwi Matengu, Vice Chancellor, University of Namibia with Ms. Ishita Solanki, Chief Manager (A&R), Protocol Officer at IIMA



Ms. Catherine Bessant, Chief Operations & Technology Officer, Bank of America and Mr. Kiran Karnik, Chairperson, Oxfam India, and Help Age India with Prof. Errol D'Souza, Director, IIMA

Ms. Catherine Bessant, Chief Operations & Technology Officer, Bank of America and Mr. Kiran Karnik, Chairperson, Oxfam India, and Help Age India at IIMA

- ▶ H.E. Mr. Hans Jacob Frydenlund, Ambassador of Norway on September 30, 2019.
- ▶ Professor Kenneth Kamwi Matengu, Vice Chancellor, University of Namibia on October 4, 2019.
- ▶ Shri Pranab Mukherjee, Former President of India on November 29, 2019.

During the year the Institute hosted national/international personalities as keynote speakers at special events. They included:

- ▶ Dr. Y V Reddy, former Governor, RBI, and Professor of Management Practice at IIMA on April 3, 2019.

- ▶ Dr. Viral Acharya, Deputy Governor, RBI, on July 17, 2019.
- ▶ Ms. Catherine Bessant, Chief Operations and Technology Officer, Bank of America and Mr. Kiran Karnik, Chairperson, Oxfam India, and Help Age India on December 6, 2019.
- ▶ Professor Eric Hanushek, Paul and Jean Hanna Senior Fellow at the Hoover Institution of Stanford University, on January 9, 2020.
- ▶ Dr. Dirk Van den Berghe, Regional CEO, Walmart, on January 30, 2020.

9

ALUMNI ACTIVITIES

There have been constant efforts by the Alumni office to establish greater connect with alumni through various forums. The activities carried out during the last 12 months are listed below.

The WIMWIAN Magazine

The Institute relaunched the *IIMA Alumni Magazine* as '*The WIMWIAN*'. Both print and online versions have been revamped in terms of content.

The e-version of the magazine includes Chapter/Batch activities, other important videos, podcasts, YouTube links, and photo gallery with commissioned stories/features. Relevant search engine optimization has been incorporated for the online version. The focus was to improve the visibility and the Google ranking of the e-version of the magazine with the primary keyword as "*IIMA Alumni Magazine*".

Re-registration of the magazine with the Registrar of Newspapers for India became necessary with the change in the title.

Three issues of the magazine (print edition) were published in June, October, and February. The web version additionally carried podcasts, videos, and other digital content.

Dispatch of the printed copies could not be done due to the novel coronavirus outbreak.

IIMA Alumni Portal

The Institute has collaborated with AlmaConnect to upgrade the alumni website to the new IIMA Alumni Portal so as to integrate the Students and Faculty Clubs to further the interaction and exchange of ideas.

About 1000 alumni records were updated.

Reunion Updation drives

During December-2019 Reunions of alumni from 1979, 2004, and 2009 batches were contacted to update around 155 records.

Alumni Reunions

Class	Batch	Reunion	Date		No. of Alumni
			From	To	
Class of 1979	1977-1979	40 Year	13.12.2019	15.12.2019	29
Class of 2009	2007-2009	10 Year	20.12.2019	22.12.2019	70
Class of 2004	2002-2004	15 Year	27.12.2019	29.12.2019	56

Alumni Academic Connect

Several elective courses/guest lectures were offered by the alumni. The alumni are regularly being informed about the importance of sharing their knowledge and experience with students. Guest lectures were delivered by the following:

Alumni	Batch	Guest Lecture
Mr. Sunil Varghese	PGP 1987	Speaker Session

Chapter Activities

Bhubaneswar Chapter

A meeting of the chapter was held on June 3, 2019, at Hotel Mayfair Resort. Dr. Kailash Gupta, PGP 1971, met some of the alumni. On July 7, 2019, a tree planting session was organized by the chapter at XIMB grounds. Since XIMB had lost a lot of trees during the recent Fani cyclone, it was more than happy to accommodate our request.

Mumbai Chapter

The chapter organized the sixth annual family get-together at Hotel Orchid. The mild Mumbai winter offered a right ambience for a wonderful evening under the open sky. While the magician



and the ventriloquist entertained the kids, the spouses were busy with the tattoo artist. The games organizer ensured that everyone was pulled in to join for the musical chair and other entertainment.

In association with RBL Bank the chapter organized an interactive session on December 4 with Professor Kartik Hosanagar (John C. Hower Professor of Technology and Digital Business, The Wharton School) under 'Conversations@RBL Bank'.

Singapore Chapter

The 24th Annual General Meeting of the IIMAAA Singapore for 2019 was scheduled for 13 February 2020. With the Government of Singapore changing the 'Disease Outbreak Response System Condition' (DORSCON) status to Orange, due to the evolving COVID-19 virus situation and the accompanying advisory/restrictions placed on large gatherings of people in public places, the Executive Committee decided to turn the physical meeting to virtual one, hosted on Zoom (a teleconferencing facility). The online meeting helped to meet the compliance requirements for the IIMAAAS while ensuring safety for its members.

2nd Chapter Presidents and Secretaries meeting was held on February 29, 2020. Representatives from Mumbai, Ahmedabad, Vadodara, Bangalore and Jaipur chapters participated in the meeting.

Special Interest Group

Several initiatives were undertaken by the special interest groups which are listed in **Appendix N1**.

Scholarships and Awards

The pre-convocation event of awarding scholarships was scheduled for March 20, 2020 but due to Covid-19 outbreak it could not be held.

Details are given in **Appendix N2**.

Synchrony

Synchrony's aim is to welcome incoming students and make them part of the vibrant alumni community. Additionally, it is an event to celebrate Institute's distinguished alumni.

Synchrony 2019 was held in May in Ahmedabad, Delhi NCR, Mumbai, Pune, Chennai, Hyderabad, Bengaluru, and Singapore to give the current and incoming batches an opportunity to learn from their seniors. A lot of alumni, cutting across batches and even generations spent an evening reminiscing and giving words of wisdom to the interns and freshers.

Young Alumni Achiever's Award

The Young Alumni Achiever's Award is an initiative undertaken by the Alumni Cell to recognize young leaders who have made an

inspiring impact in various fields. This award not only enhances alumni-student relations but also helps students to become more aware of the alumni achievements. The award is given in three categories viz. corporate leader, entrepreneurship, and social service/public service/academics/literature/performing arts/politics/sports.

It was the fifth year for the Young Alumni Achiever's Award. The Awards Committee scrutinized each and every entry received to choose winner in various categories. The committee this time decided to give joint awards in two of the four categories. The award ceremony was held on June 16, 2019, at RJM Auditorium.

Recipients of the awards:

	Designation and Organization	Category
Vaishali Rastogi (Walimbe)	Senior Partner and Managing Director, Head of South East Asia, The Boston Consulting Group	Corporate Leader
Sumit Jalan	MD and Co-Head of Investment Banking and Capital Markets, Credit Suisse India	Corporate Leader
Viraj Sawhney	Managing Director, Warburg Pincus	Corporate Leader
Srikanth Velamakanni	Co-founder, Group Chief Executive and Executive Vice-Chairman, Fractal Analytics Inc.	Entrepreneurship
Pranay Agrawal	Co-Founder, CEO and Director, Fractal Analytics Inc.	Entrepreneurship
Dr. Suchitra Sebastian	University Reader in Physics	Academics

Alumni Event

The second Institute Lecture in collaboration with Hindustan Unilever Limited was delivered on August 26, 2019 by Professor Shailendra Jain, James D. Currie Professor of Marketing, Foster School of Business, University of Washington on the topic "A Consumer Side Examination of Brand Transgressions".

External Partnerships

SMILE (Student-Mediated Initiative for Learning to Excel)

At the end of Quarter 2, SMILE centre had almost 120 students ranging from grades sixth to twelfth. There was an increase in students across different grades, but the strength varied due to peak festive season. In Quarter 3, SMILE centre had almost 110 students. In Quarter 4 revision classes were held to prepare the students for exams.

Major activities undertaken at SMILE centre are listed in **Appendix N3**.

A-League Activities

Several A-league activities were conducted. See **Appendix N4**.

Dubai Centre

The Dean, Alumni and External Relations, is working with Head-Strategic Growth and Development to prepare a growth plan and reach out to alumni in the region. The office is reaching out to select alumni who may be in a position to provide suitable leads in government and corporates to explore leadership training related opportunities.

Engagement Centres

To facilitate alumni activities, executive education, and institute events the Institute has partnered with CoWrks to use their co-working spaces at 13 locations in five cities across the country.

Facilities in Mumbai, Bengaluru, and New Delhi have been utilized for multiple events including meetings on Healthcare Special Interest Group (SIG), Technology SIG, Data Analytics SIG, and Women Alumni SIG.

Discussions are also underway to use their space for the first Executive Education Programme offered in partnership with Cowrks.

Collaborations with Foreign Institutions

The Institute's partnership with Surrey Business School was formalized on March 11, 2019, allowing for collaborations in research, seminars, bidding for research grants, and exchanges/mutual visits of faculty, doctoral and master's students.

Talks are on with Michigan State University for possible collaborations with respect to executive education programmes.

Discussions were held with representatives of the NEOMA Business School to explore partnerships in the area of entrepreneurship.

Discussions are also currently being held with Newcastle University and Liverpool University to explore FPM student mobility.

Representatives of University of Delaware, Delaware State University, Brest Business School, University of Melbourne, University of Sydney Business School, Vienna University, Claremont Graduate University, and Newcastle University visited the Institute during this year. Discussions were held with the above schools and NUCB Business School to explore collaborations in the area of MBA student exchange, international immersion programme, faculty research, and PhD student exchange, research, and internship.

Discussions with Vienna University are under way to offer a dual degree programme.

Brest Business School selected two students to visit BBS as part of PhD research collaboration.

Hiroshima University sought nominations for Taoyaka onsite training in Goa for "Beach Tourism: Creating Stakeholder Value and Ensuring Environmental Sustainability".

Big Data Lab - Data Sharing Agreements

An important component of the Big Data Lab infrastructure is access to big data sets. We continue to engage with Dvara Research and Big Basket.

The Institute is in the process of procuring research-friendly version of the administrative data of Kshetriya Grameen Financial Services (KGFS) from Dvara. Dvara is also catalyzing relevant research on the financial choices and decision-making of low-income households and will make it accessible through two open-source resources for researchers across the world – the Financial Well-being Evidence Gap Map (FWB-EGM) and the Dvara Open Online Repository (DOOR) for Household Finance Research.

Discussions with Big Basket are in progress to understand their requirements with respect to data security, privacy, and usage. Big Basket will share details of the technical information they need about Institute's hosting environment (hardware, software, database, storage specs, security mechanism for hosting data and secure FTP for data transfer).

Development Office

Development Office facilitates funding from the Alumni as well as corporates. Contributions are received either as individual contribution or batch contribution. Some of the corporate funding is from organizations where Alumni are in leadership roles.

Contribution/donation of ₹23.28 crore was received for supporting various developmental initiatives. This includes ₹ 8 lakh received as part of past commitments.

We would like to highlight the unique contribution of alumni representing the Singapore Chapter Alumni Association (Singapore Dollar One Million campaign) to support restoration and upgrade of Faculty Wings 2 and 6. This is the first-ever alumni chapter funding. Actual funds collected are in excess of the SGD One Million target funding. The Institute missed the opportunity to host the PGP 1970 "Golden Jubilee Batch" during Convocation in March 2020 owing to the Covid pandemic. The PGP 1970 batch still created history by being the first Golden Jubilee batch to make a very significant donation/contribution to the alma mater.

Funding received this year will support a number of new initiatives on campus. These include High- Performance Computing Lab with the funding support of PGP 2003 batch and American Express (India) Pvt. Ltd.; Faculty Wing-11 and Seminar Room-3 restoration and upgrade (first Seminar Room to be funded) by Vijay Bhargava on behalf of PGP 1967 batch; D B Corp (Dainik Bhaskar Group) high-value Merit-cum-Means Scholarships; Indian Pharmaceutical Alliance research support for the Public Policy Paper Award and Indegene Pvt. Ltd. CSR funding for supporting research and case studies in the healthcare sector.

Contribution by IIMA Board members and alumni couples is always a special token of confidence in the Institute. This year Roopa and Vivek Kudva have provided funding to support the restoration and upgradation of Faculty Wing-7.

Category-wise major contributions by the Singapore Chapter; individual Alums; corporate/organizations; and Alumni batches are listed in **Appendix N5**.

Individual contributions of ₹5 lakh and above are listed in **Appendix N6**.

Launch of IIMA Endowment Fund

Since its inception in 1961, IIMA has produced over 34,000 alumni who work across India and in different parts of the world. The alumni have contributed significantly across corporates, fields of entrepreneurship, academia, public policy, and service. With one in seven CEOs with a management degree from IIMA, the Institute has the highest number of alumni in CEO/CXO-level roles in India's top 500 companies. IIM Ahmedabad alumni have also founded some of the finest business enterprises in the country. Taking a leaf from the endowment funds of top universities in the world, some of the prominent alumni have come together to create the 'IIMA Endowment Fund' and enable the Institute to make a larger impact in the field of management education and practice, entrepreneurial leadership and public policy.



Under the guidance of the IIMA Board of Governors, the endowment fund will be managed by an independent Endowment Committee consisting of initial alumni contributors, along with the Director and Dean – Alumni and External Relations, in their ex-officio capacity. The fund is being set up with a commitment of Rs.100 crore from the initial alumni contributions, with a target to generate about Rs.1000 crore within five years. With this initiative, the management and the alumni wish to sow a seed for what will one day be a large endowment proportionate to the stature of IIM Ahmedabad. The endowment corpus will be very impactful as we expect it to emerge as an important source to support key strategic initiatives and innovative projects for the Institute. Such a critical funding support has been missing for most Indian educational institutions and we are happy to create a benchmark. The transparent structure of the fund will help IIMA engage more actively with its alumni and they will be able to meaningfully participate in shaping the future of their alma mater. This will also help the Institute deliver greater value through contemporary, high-quality teaching and research.

The fund was intended to be launched on the day of Convocation, March 21, 2020. Since the Convocation has been cancelled in view of Covid 19, it has been decided to launch the fund sometime in June 2020.

10

ARCHIVES

The IIMA Archives came into being formally with the announcement of the first IIMA Archives Committee on November 17, 2017, with Professor Chinmay Tumble as its Chairperson. Its objectives are preservation of institutional memory and periodic dissemination of historical information about the Institute to the IIMA community and to the general public. It has built up a large collection of physical and digitized documents related to the foundation and the evolution of the Institute. The IIMA Oral History project is a key initiative that captures the experiences of several people associated with the Institute during its formative years. The Archives also holds a collection of documents and directories related to the business and economic history of India.

The IIMA Archives website was launched on August 31, 2019 (<https://archives.iima.ac.in/>), allowing electronic access to a rich collection of publications on IIMA, material related to IIMA

programmes, early documents, oral histories, and objects such as vintage photographs. The Archives is becoming popular with researchers and students interested in the Institute's past or business history in general. By the end of the year, 24 oral histories narrated by former faculty members, staff, and students had been completed; and a collection of 4497 physical documents (including books, reports, brochures, newsletters, etc.), 3824 cases written by IIMA faculty, 21,410 photographs, and other material like videos and physical artefact, had been built up.

The Archives started a monthly sharing of 'Snippets from the Archives' in February 2020, covering items of interest such as the first premises occupied by the Institute. Work on an exhibit space has begun. A major exercise to digitize and collate administrative documents is under way. More oral histories are in the pipeline.

11

COMMUNICATION ACTIVITIES

Media Amplification

As part of media relations activities, the Institute engaged and disseminated information about institutional events and achievements to regional, national and international broadcast channels.

- ▶ Forty-one press releases and 14 press conferences were organized at the Institute. The Institute was featured in 126 different media channels.
- ▶ The Institute engaged with Dainik Bhaskar, Businessline, Financial Express, Indian Express and DNA for faculty articles. Seventy-eight faculty articles were published in 2019-20.

Digital Marketing / Social Media

In 2019-20, the official Facebook page of the Institute had 5,87,907 followers, Twitter page had 192,856 followers, LinkedIn account had 166,879 followers, and the Instagram account

had 36,767 followers. The Institute's YouTube channel had 15,500 subscribers and garnered over 6,65,022 views.

Over 234 videos of faculty views, alumni interactions, guest interactions, research seminars, etc. were recorded and edited.

Faculty Podcasts

In 2019-20, 20 faculty members spoke on the official podcast channel on Apple Podcasts Preview and SoundCloud. Total listeners of this Podcast channel on SoundCloud numbered 36,783. The channel has been rated 5 out of 5 on Apple Podcasts Preview.

Campus Visits

The Institute had 14,355 visitors during 2019-20 including foreign nationals, government officials, senior executives from corporate and education sectors, armed forces, professionals, and architecture students.



Campus Visits

12

COMPUTER CENTRE

IT projects and support services at the Institute are managed through Computer Centre (CC). The Centre, governed by the Computer Services Committee, formulates IT policies from time-to-time. The Centre is managed by a team of 30 qualified IT professionals, managers and technical staff.

The Centre continues to develop the IT Infrastructure with focus on high availability, scalability, mobility, security, performance, automation, lower TCO (total cost of ownership) and ease of management. The goal is to maintain a digitally smart campus where applications/information can be run/accessed securely 24x7 from anywhere and from any device at an acceptable speed and where all campus resources can be used optimally with the use of latest tools and technologies. The Institute has a state-of-the-art tier-2 Data Centre facility from APC Schneider where the computing, networking and telecom infrastructure is hosted along with associated administrative and academic applications ranging from ERP (SAP) to LMS (Moodle).

All buildings, including the hostels, faculty blocks, academic blocks, computer centre and library are connected through a Gigabit Ethernet-Switched network. The Centre has recently upgraded its network backbone to 10Gbps/40Gbps by laying a single mode fibre. The local area network (LAN) has been built using 3-layer architecture – Access layer, Distribution layer and Core Layer. The entire network is monitored and managed through a single window using the network management software.

Available total internet bandwidth is 500 Mbps through two different ISPs. In addition, there is a 1 GBPS link from NKN (National Knowledge Network).

Implementation of ERP – SAP S4 HANA

The Institute has identified SAP S/4 HANA as its ERP (Enterprise Resource Planning) application platform and decided to go for the on-premise option.

In the first phase of implementation, the core modules of SAP were implemented and went live from January 2020. Student Life Cycle Management (SLCM) will be part of the second phase. SAP implementation will help the Institute to automate its processes and move towards a paperless office along with resource optimization and productivity improvements.

Setting up the High Performance Computing (HPC) Lab

Given the importance of data collection, visualization and modelling, the Institute decided to develop a new laboratory equipped with state-of-the-art high performance computers along with large data-storage facilities. The lab is expected to facilitate the academic body.

The Institute is in the process of creating its own databases which will help inform policy-makers as well as academic researchers. The HPC lab, in conjunction with the Misra Centre for Financial Markets and Economy is involved in multiple projects.



The HPC lab provides an attractive feature for the introduction of the new analytics programme (ePost Graduate Diploma in Advanced Business Analytics (ePGD-ABA)) this year. The Institute has also initiated a yearly international conference on Network Sciences in Economics and Finance.

Upgradation of Telephony Infrastructure

The Computer Centre is upgrading its analog telephony infrastructure to state-of-the-art digital IP (Internet Protocol) telephony in Unified Communications. Vodafone will provide the Session Initiation Protocol (SIP) trunk services. The new technology will integrate all communication channels like chat, voice, video, web, etc., in one place. This means instead of choosing different tools, users can use just one medium for different communication needs through a single user interface saving considerable time and resources.

Other initiatives

Many departments, which do promotional and marketing activities, use bulk mail solutions deployed by the Computer Centre. The Institute has chosen a hybrid model whereby some applications are hosted on the Cloud, while others are hosted by internal data centre.

All classrooms are networked and equipped with a projector, a PC and a DVD player. Some of the classrooms are equipped with video conferencing facility as well. A fully equipped

computer classroom is available at the Computer Centre where on-line computer-based training can be imparted. Video conferencing facility has also been provided in the placement offices so that companies can screen students remotely.

The Institute also imparts education through Distance Learning and E-Learning modes. It has set up high-definition video-conferencing systems through partners for lecture recording, archiving and web streaming.

The Centre has developed many academic and administrative applications in-house mostly on the LAMP platform. It has a centralized helpdesk for technical support. The Institute has outsourced some of the non-critical services, while managing critical support functions directly through its internal team. The Centre has SLA driven support contracts with respective OEMs and service providers in all cases.

Learning Management Systems

Moodle is available as a learning management system (LMS). It is a software application for the administration, documentation, tracking, reporting and delivery of electronic educational technology (also called e-learning) courses or training programmes. Moodle is used to share study material by faculties, online submission of assignments, online quizzes/exams, discussion forums (course specific) and assessments integrated with anti-plagiarism software.

13**GRANT-IN-AID**

During 2019-20, 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.

14

INFRASTRUCTURE DEVELOPMENT

The progress of various key infrastructural projects is as follows:

	Square Foot	Start date	Expected completion date	Revised* completion date (pre-nCovid19)	Work completed up to March 31, 2020
Sports Complex	57,858	April 1, 2019	March 31, 2020	May 26, 2020	60%
JSW School of Public Policy	56,420	April 1, 2019	June 30, 2020	August 4, 2020	45%
Student Dormitories (36, 37, 38, 40, & 43)		April 1, 2019	March 31, 2021	May 12, 2021	18%
Student Dormitories 39 and 42	3,47,359	April 1, 2019	March 31, 2021	May 30, 2021	12%
Student Dormitories 41		April 1, 2019	March 31, 2021	June 15, 2021	8%
New Academic Block	2,36,924	April 1, 2019	March 31, 2021	May 22, 2021	40%
Total	6,98,561				

*Lockdown may impact these dates.

The work for the following buildings could not start as construction permission from the Ahmedabad Municipal Corporation was not received:

	Square Foot	Expected Start date	Expected completion date
Faculty Housing (56 Units)	2,21,494	October 1, 2020	September 30, 2022
Staff Housing 1 (60 units)	93,556	October 1, 2020	September 30, 2022
Staff Housing 2 (40 units)	65,262	October 1, 2020	September 30, 2022
Total	3,80,312		

Some delay in work took place due to issues related to disposal of excavated soil, cyclone Vayu, delay in sourcing of approved material, certain drawing / design related issues, etc. Looking into the complexity of the project, the speed was good and quality was satisfactory.

Tenders for interior works will be floated shortly.

Restoration of Faculty Block in Main Campus

Tendering for civil and allied works was completed in February 2020. Work was scheduled to commence after convocation 2020, but due to COVID-19, the work could not commence.

Temporary Faculty Offices

Construction was completed in March 2020 with a built up area of 40,460 sq.ft. This is a ground floor only building and can accommodate 36 faculty offices with committee rooms, faculty lounge, etc.

Renovation of Faculty Club

Tendering for civil and allied works was completed in February 2020. But due to COVID-19 work could not commence as per schedule.

Construction of Pharmacy Store near Underpass

Tendering for civil and allied works was completed in February 2020. But due to COVID-19 work could not commence as per schedule.

OFFICIAL LANGUAGE IMPLEMENTATION

There is a full-fledged Hindi Section in the Institute for implementing the official language policies issued by the Department of Official Language, Ministry of Home Affairs and Ministry of Human Resource Development. During the year, concerted efforts were made for implementing the provisions of the Official Language Act, rules made there under, and orders/ instructions issued by the Department of Official Language from time to time.

Hindi Fortnight

The Institute celebrated 'Hindi Fortnight' from September 16 to 30, 2019, for the promotion of the official language. It was inaugurated with the celebration of Hindi Divas on September 16, 2019. During this period various Hindi competitions (Essay, Poetry, Words knowledge, Hindi General Knowledge, Hindi Antakshari and Handwriting) were organized. More than 300 Hindi speaking, and non-Hindi speaking staff members and students participated. On the concluding day, cash prizes and certificates were distributed to all winners by Professor Rakesh Basant, Dean A&ER. On this occasion, Commander Manoj Bhatt (Retd.), Chief Administrative Officer also encouraged all the members of the Institute to enhance the use of Hindi in their day to day work. An exhibition of Hindi books was organized at Vikram Sarabhai Library on September 24, 2019. Copies of messages received from the Hon'ble Minister of Human Resource Development and Hon'ble

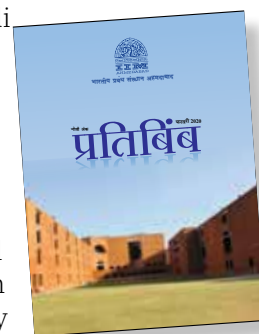
Home Minister were displayed on all notice boards.

Official Language Implementation

To review and monitor the progress of official language implementation in the Institute, four official language implementation committee meetings were held under the chairmanship of Director. Four Hindi workshops were organized during the year, in which 146 staff members participated. Matrabhasha Divas was celebrated on February 24, 2020, as per the guidelines of the Ministry of the Human Resource Development. In this event IIMA community members performed a cultural programme in various languages to promote the social and cultural values of our multilingual society.

"Pratibimb" Hindi Magazine

The ninth edition of the Hindi magazine *Pratibimb* was published in February 2020 and forwarded to all IIMs, IITs, Central Universities, Ministries concerned, Board of Governors and all 140 members of Town Official Language Implementation Committee (TOLIC). Soft copy of this magazine has been uploaded in the Institute's website.



16

PERSONNEL

During 2019-20, ten faculty members joined the Institute. Two faculty members retired after attaining the age of superannuation, one faculty member resigned, and one faculty member's term got over. Forty staff members joined the Institute. Twenty-one staff members retired after attaining the age of superannuation, eight staff members resigned, and five staff members' terms got over.

Leave of absence was granted/continued for the five faculty members and one faculty member rejoined on expiry of his leave of absence.

Appendix O7 provides data on manpower strength.

Faculty with highest remuneration

The following are the five faculty members who earned the highest remuneration during the year 2019-20:

- ▶ Professor Sunil Maheshwari
- ▶ Professor Sanjay Verma
- ▶ Professor Arvind Sahay
- ▶ Professor Sunil Sharma
- ▶ Professor Amit Karna

Their contribution to various activities of the Institute is given in **Appendix O8**.

Officers and Staff Development Activity

During the year, 69 employees were sponsored for training programmes conducted by the Ahmedabad Management Association and other training institutes.

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

Staff Awards/Honours

During the year following awards were given away to faculty and staff members:

Appreciation Awards on completing two decades of service

- ▶ Professor Arindam Banerjee
- ▶ Professor Sanjay Verma
- ▶ Professor Neharika Vohra
- ▶ Ms. Rini Vinod
- ▶ Ms. Maya Swaminadhan
- ▶ Ms. Reji R. Pillai
- ▶ Mr. Bhagwanbhai Z. Parmar
- ▶ Mr. Ravendra D. Vaghela
- ▶ Mr. Sudheeran K.S.
- ▶ Mr. Maulik R. Thakkar
- ▶ Ms. Kairavi R. Swarup
- ▶ Mr. Biju Sahadevan

Long Service Awards on Retirement

- ▶ Mr. Hirabhai Punabhai Solanki
- ▶ Mr. M.P. Baby
- ▶ Mr. Badhabhai R. Rathod
- ▶ Dr. Upendrakumar P. Pandya
- ▶ Mr. Ajay N. Suthar
- ▶ Ms. Sailaja H. Nair
- ▶ Mr. P. Bose
- ▶ Mr. Ditaji S. Modiya
- ▶ Mr. Akhilesh Natwarlal Gor
- ▶ Mr. Bhikhabhai G Vaghela
- ▶ Mr. Jitendra R. Shah
- ▶ Mr. Hargovind J. Rabari
- ▶ Mr. Manubhai K. Vaghela
- ▶ Mr. Hirabhai M. Vaghela
- ▶ Mr. Poonamchand S. Makwana
- ▶ Ms. Pushpa Hariharan
- ▶ Mr. Devabhai R. Bhatti
- ▶ Mr. Laxmandev B. Gohil
- ▶ Mr. Dhanjibhai K. Patel
- ▶ Mr. Urmil J. Anjaria
- ▶ Mr. Jayantibhai S. Prajapati
- ▶ Mr. Ganpat S. Solanki

Details of Personnel are given in **Appendix O**.

Right to Information Act, 2005

Under the Right to Information Act, 2005, 308 RTI applications and 23 first appeals were received during the year and were responded to. Month-wise break-up is as below:

Month	RTIs	First Appeals
April 2019	66	2
May 2019	29	3
June 2019	22	0
July 2019	14	1
August 2019	14	3
September 2019	21	4
October 2019	10	0
November 2019	21	2
December 2019	15	2
January 2020	46	0
February 2020	21	2
March 2020	29	4
Total	308	23

Former Employees Get-Together

The Institute organized a get-together of former employees on December 11, 2019. They interacted with the Director and other senior officials of the Institute.

SafeTea: A Discussion over Tea with the CMGI

The Committee for Managing Gender Issues (CMGI) organized a meeting with women

employees of the Institute on February 19, 2020. The objective was to get inputs from women employees to make the campus a better place for women.

IIMA Climate Survey

With the help of Willis Towers Watson, the Institute conducted a climate survey of faculty and officers. The objective was to capture the perceptions on key organizational challenges, gauge the happiness quotient of the employees, and identify areas of improvement for the Institute.

Implementation of SAP, ERP

The Institute has implemented SAP in various departments with Yash Technologies as the SAP partner.

HR activities have also undergone transformation with the implementation of SAP. Payroll/pension processing is being done through SAP. Employee Self Service (ESS) portal is used by the employees to apply for leave, view personal information, claim reimbursement, view clock-in/out time, etc. Employees having reportees under them, have been given access to the Manager Self Service (MSS) portal. Through MSS, the managers can manage requests of their reportees. Management of performance evaluation process through SAP will be taken up subsequently.



Former Employees Get-Together

SPORTS AND RECREATION ACTIVITIES COMMITTEE (SARA)

Sports activities on the campus are organized by the SARA Committee. Employees can become a member of SARA by paying a nominal subscription.

The following sports facilities are available on campus:

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

Yoga classes for the community are conducted in the Yoga Room, adjacent to the Fitness Centre.

SARA also provides tennis coaching to community members and students.

Annual Sports Day

The SARA Committee organized Annual Sports Day on March 1, 2020, for all community members. Games like running race, musical chairs, tug of war, lemon-on-spoon race, three-legged race, piggybacking, sack race, slow cycle race, and fastest eaters first etc., were organized.

International Yoga Day

The SARA Committee celebrated International Yoga Day on June 21, 2019. Community members participated in this event.



18

STUDENT ACTIVITIES

Mentorship Cell

The Mentorship Cell facilitated the smooth on-boarding of the batch of 2021. It was a mammoth task to allocate mentor groups to 440+ incoming students, and to create a conducive environment for them.

Before the students came to campus, the Cell organized nationwide Faccha-Tuccha meets, so that the students could meet their seniors informally and become comfortable. Once the students were on campus, the Cell provided them with welcome kits, which had personalized messages from their mentors. In the placement season, it hosted a workshop, conducted by Mr. Roy Eddington-Charles, which helped students in summer internship interview preparation.

Faculty Student Interaction (FSI) Cell

FSI started the year with the regular induction process. It launched the Dorm Mentorship Programme to reinvigorate the highly regarded Faculty-Student bonding at the Institute. Interactions ranged from casual dorm meets to festival celebrations to cooking sessions to live barbeque/grilled sessions. FSI organized the much-awaited Faculty Student Cricket tournament, which turned out to be a nail-biting thriller. The year ended with the annual community sports day, where more than 150 fraternity members actively competed in more than 10 events.

SMILE

SMILE is a student-mediated initiative aimed at helping kids from underprivileged backgrounds do well in education and assisting in their overall development. The primary aim of the club is to provide equal opportunity to kids coming from a marginalized background in the localities of Vastrapur, Ahmedabad. With

the support of the Wagh Bakri Foundation and Ahmedabad Municipal Corporation, the club organized weekly teaching sessions, community-upliftment drives, and extracurricular events aimed at the holistic development of 140+ kids. It also conducted other programmes such as teach-for-change, week-long camps during the Diwali season, mentorship programmes, hygiene sessions, and career guidance programmes.

TEDx IIM Ahmedabad (RED DOT)

Red Dot, the TEDx SIG, aims to provide a platform for perspectives on a variety of topics ranging from, but not limited to, technology, social causes, innovations, and policymaking. This year we conducted: TEDxIIMAhmedabad which is a community-driven event focused on bringing out incredible ideas and perspectives in different fields and the WIMWIAN's talk which aims to bring ideas, thoughts, and philosophies from around the IIMA student community, along with a few competitions in collaboration with other clubs.

PANACEA - The Healthcare Club of IIM A

Panacea - the Healthcare Club, envisions an accessible health structure for the Institute, which is inclusive, sustainable, and helps the community live a holistic and healthy life. The club focuses on creating awareness about healthcare and healthcare management at the Institute, and creating suitable opportunities for health action.

The club conducted several blood donation camps, health check-up drives, career awareness panel discussions and, physical and mental health sessions for the betterment of the community. Guests such as Ms. Mandira Bedi, Mr. Nikhil Taneja from YUVAA, Mr. Manish Gupta from Indegene, and others interacted with students through the year.

First aid kits were installed in each dorm, dorm-wise installment of mosquito nets was done, prophylactic tablets against malaria distributed, and vaccinations against flu carried out.

Beta: The Finance and Investments Club

Beta focuses on generating awareness in the student community about careers in finance and networking extensively within the financial services industry through a host of initiatives. Beta also engages the students across other prominent B-schools with the intent of forming a network of like-minded professionals. This year saw learning through live simulation of the market through a workshop conducted by the MD of Nomura. It aimed to help students understand the trading process in a live market session as carried out in top firms.

Chaos: The Cultural Festival of IIMA

Chaos is the one-stop destination for celebration. It is the manifestation of the celebratory spirit of IIMA students. Chaos, with participation from over 500+ colleges across India, tries to simulate the WIMWian ideals of co-creation through co-existence. The event saw the likes of Salim Sulaiman, Sachin Jigar, Shalmali Kholgade, DJ Shaan, DJ Nina Surete and DJ NYK. Students worked together to

make sure that the fest gave the participants memories to cherish for a lifetime. With a budget of more than ₹ 1.25 crore, Chaos 2020 had more than 40 events and competitions, 14 workshops, 10 speaker sessions and 4 pronites (concerts) during the four days of the fest.

IIMA Cultural and Theatrical Society (IIMACTS)

The club kick-started the year with a rib-tickling satire titled 'Bechara Maara Gaya', followed by 'The Wave', 'Tajmahal ka Tender' and IIMACTS's first-ever experiential play 'Gustakh Manto'.

The faculty-student play, 'Diversity ka Bhoot aur Bhavishya' brought out various diversity-related issues on campus while tickling the audience. The year ended with the IIMACTS' staging four back-to-back plays encircling a whole range of emotions in a matter of just 100 minutes.

Cultural and Social Affairs Committee (CultComm)

The year started with the onboarding of PGP1s through informal induction week followed by a welcome party. The club organized Pongal and Sankranthi dinners. It also conducted the batch t-shirt designing competition and gave out batch t-shirts. Many of the major events were however disrupted because of the Covid pandemic scare.



Decibel, the Music Club of IIM Ahmedabad

The past year was one full of highlights for Decibel, the Music Club of IIM Ahmedabad. It all began on a rainy day with Aaghaz, where the PGP2 batch performed to a crowd so large it filled up TANSTAFEL and even took up large portions of the road and unfurled umbrellas. This event prompted an increased number of first years expressing their interest in joining the club. The ones that made it into the club, proved their mettle in High Hopes, the event to introduce the new batch of Decibel members to the campus. This was followed by Serenade, Decibel's gig at TRBS which marked the official branding of the club as Decibel, and a workshop series on singing and various instruments conducted by the club members for the community. Some participants even showed so much enthusiasm that they continued learning from their respective instructors post the completion of the workshop.

The New Year began with Decibel conducting its very first music festival, Jhankaar - a fiesta spread over two days and including a Western Night, an Indian Night, and an Antaakshari. The academic year came to an end with The Last Gig, the farewell to close the club's session where graduating students bid adieu. The year also saw performances on Independence Day, Republic Day, the karaoke competition Korus, the online quiz competition Musicology, a Children's Day performance for Prayaas, and a special collaboration with faculty members during Christmas celebrations at the Director's residence.

MAD: The Movies and Design Club

The 2019-20 academic year kicked off with the release of an introduction video on its YouTube channel that outlined various accolades earned by the club through submission of works to global film festivals, as well as the diversity of client projects undertaken by the club. This was followed by multiple major short film releases by both senior members of the team as well as new entrants. These short films, namely, *Spiritus Taciturnas*, *Psychosis*, and *Just Another Day* were released on the MAD YouTube

channel, with over 15,000 views. Towards the end of the year, the short film *Boondh*, was finally completed and released on the YouTube channel.

MAD has also started dedicated social media posts focused solely on graphic design, by beginning a series of posts on Instagram centered on this theme. Further, it has also engaged the campus community through film appreciation sessions, the MADmania quizzes, and the screening of *AZAD - An Unforgettable Figure* in association with Film Stay Productions as a tribute to the late Dr. A.P.J. Abdul Kalam.

ProdMan Club

The ProdMan Club works towards generating awareness among students about product management as a career opportunity. The club extended its collaboration with the PGPX batch with a series of knowledge transfer sessions and a placement preparation manual. For the first time, the team also onboarded Amazon Web Service as a sponsor for PM Live during TRBS. The club invited Mr. David Zakkam, VP Swiggy, and Mr. Nishant Pandey, EVP InfoEdge, for talks about product management as career. A team of product managers from Microsoft organized a workshop for the students.

Finesse

Finesse, the Fine Arts Club, encourages the students and community to experience the joy of art, the pleasure of creating something new, and the beauty of colours in the campus. For inculcating the culture of art, the club organized a charcoal art workshop, followed by ceramic and clay art workshops. The club celebrated Independence Day with Prayaas kids by conducting art competitions for them. Several other events and competitions included DIY Video making competition, Fluid art workshop, and Pencil sketching workshop.

Mess Committee

The Mess Committee was restructured during the year, dissolving the Vendor Selection Committee and including representatives from faculty, administration and PhD students, in

order to reduce the time needed for new vendor selection. The committee evaluated more than 25 bids from different vendors in the year, and commissioned three new vendors, along with negotiating 10 different bi-yearly or yearly vendor contracts.

The Committee conducted monthly and surprise audits across food joints, to ensure maintenance of quality, and collaborated with Feeding India for donating leftover food. It prepared the vendors for the Eat Right Campus award instituted by FSSAI, ensuring that the Institute bagged the award.

It also organized Harvard Dinner, New Year dinner, and the Handover Ceremony dinner.

SYNERGY: The HR Management SIG

Synergy organized various events on the campus over the past year– the first being ‘HRbinger’, ‘HRmony’- HR case competition in collaboration with TRBS where several teams participated. A meme-making competition titled ‘Breaking Stereotypes’ was organized which invited participants to showcase their wit and creativity to bust the stereotypes associated with HR.

Eloquence: The Public Speaking Club

The club organized multiple events and initiatives throughout, notably some well-received speaker sessions, ranging from corporate trainers providing actionable insights to students on internship interviews to sessions on spirituality and art of mind management by leaders like Swami Mukundananda. Eloquence played an integral role in the summer internship process by collaborating with career clubs to hold mock GDs and actively coordinated ClusterX interviews. The club was immensely active during TRBS, conducting the first ever Model United Nations which received over 1000 registrations and over 85 delegates, along with events like Just-A-Minute and Turncoat.

GMLC: The General Management and Leadership Club

The club was recently promoted from a SIG, focusing on generating awareness among the student community about careers in general management and networking across industry through various initiatives.

It started with the first flagship competition ‘Perfect Manager’ for incoming students assessing every participant for different leadership qualities required in a CEO. The two biggest competitions were ‘Gathbandhan’ and ‘Showdown’ that saw a huge number of registrations within and outside the IIMA community. The idea was to bring a hands-on experience of the kinds of problems and challenges in the life of a leader of any organization.

The club releases a newsletter ‘The Roundtable’, containing news articles, placement experiences and recent updates in industry. For placement preparation, the club prepares ‘Know your Company’ documents that go a long way in helping students save their time during peak hours of the internship. Group discussions for firm-specific selection are conducted before placements on a regular basis.

Food and Agribusiness Club (FAB)

The FAB Club took the initiative to run a voluntary mentorship programme where the senior batch mentored the junior batch in all aspects of placement preparation. Activities included aid in CV preparation and concept building with regular GD and interview practice sessions.

The club collaborated with TRBS to conduct the Agrenovera case study competition. The event saw 2,972 participants. The club took the lead to publish two newsletters with the latest industry news and shared KYCs for relevant industry leaders. The club also welcomed Mr. Akhil Sharma, Head Central Supply, Dunzo, to share his knowledge on the supply chain innovation at Dunzo.

IIMAlly

IIMAlly is a LGBTQ+ resource group aimed at bringing visibility and support to the lgbtqia+ community within the campus. The year began with the mono act play Ek Madhav Bagh performed by actress Mona Ambegaonkar. The community actively participated in various IIMAlly activities such as the quiz competition, street play, and photography competition (FRAMEWORKS), among others. The group also organized a film-making workshop “Be the Voice” in collaboration with American Corner.

IIMAlly hosted the ‘Best of Kashish’ in collaboration with the Kashish Mumbai International Queer Film Festival. The film festival screens LGBTQIA+ films from India and around the world.

Students’ Alumni and External Relations Committee (SAERC)

IIMA Inspire Speaker Series took a historical turn with speakers such as Mr. Arvind Subramanian and Mr. Javagal Srinath engaging in discussions with students and professors. The SAERC blog was launched in order to increase the outreach of events. The committee successfully facilitated Synchrony in 11 cities with a cumulative footfall of 1450+ people. The committee kicked-off several new initiatives like the career-panel discussion and Shadow an Alum. SAERC also tapped into synergies with other clubs to reduce duplication of effort and improve the quality of activities.

IDEOS: The Social Innovation SIG

IDEOS is the youngest club and differentiates itself from other clubs by catering primarily to Grassroot Innovations. IDEOS reaches out to grassroot innovators and helps them solve managerial problems pertaining to sales, marketing, legal aspects, and more. IDEOS gave 13 innovations the opportunity to pitch to impact investors in its flagship event: Innovation Playground. It worked with four more innovations throughout the rest of the year.

IDEOS is also committed to spreading this novel concept. It worked with several NGOs and organized Agaaaz, an event aimed for first-year students from various B-schools. This event had real-life problems given by NGOs and students tried looking for innovative ways to solve these problems.

Equal Opportunities Students’ Committee (EOSC)

The Equal Opportunities Students Committee resolves issues that specially abled students face with respect to academics and non-academic activities. The committee’s outreach cell organized an event titled “Vision in the Dark” to sensitize the IIMA community about various issues that an EO student faces without or with very low vision.

Forum for Industry Interaction (FII)

The Forum for Industry Interaction (FII) is an ISO 9001:2008 certified student consulting body that provides students with a platform to apply their theoretical knowledge to real world business problems while still in B-school. FII strives to provide innovative and pragmatic solutions to domestic and international companies, start-ups and non-profit organizations in diverse sectors.

FII successfully executed 25+ industrial projects during the year and industry had nothing but glowing recommendations for the work done by the project teams. On average, FII received a rating of 8.7/10. In one of the projects with a Gujarat-based dairy firm, where students worked on a marketing strategy, the client appreciated the team for going out of the way to conduct their research and help the firm grow. In another project for sales and marketing strategy of organic food, the client commended the team for its structured approach and high enthusiasm.

Computer Center Committee (CCC)

The Computer Center Committee, in a quest of providing better IT infrastructure to the students, chartered many new initiatives. Apart from continuing to offer bulk deals for laptops, the team offered bulk deals on Office

365 as well. The team designed a prototype for the website template for all the clubs along with a mess menu portal. The team also launched an initiative of student forums where people can interact anonymously with each other. The team has initiated a project of building a student app which will act as a single point of information for all campus activities.

The Red Brick Summit (2020)

The third edition of The Red Brick Summit (TRBS) was held from September 29 to October 2, 2019.

The organizing team planned 50+ events over four days with support from State Bank of India, Motilal Oswal, Air India, Siemens, Zebronic, AWS, and OYO, and secured 61k+ registrations from 1200+ colleges. There were new events under public policy and general management in the third edition. TRBS organized “Think Equity, Think QGLP” Asia’s largest stock pitch event, in collaboration with Motilal Oswal with total prize money of ₹13 lakh. Some of the marquee speakers were: Sachin Bansal (CEO BACQ and Co-founder, ex-CEO, Flipkart), Navin Gurnaney (CEO, Tata Starbucks), Dr. Has Mukh Adhia (Non-ex-Chairman, Bank of Baroda), Gaurav Ajmera (COO, OYO – India and South Asia), and Shree Gaur Gopal Das. There were 17 keynote speaker sessions with a total footfall of 20000+.

TRBS also introduced Innovation Playground 2019, a one-of-its-kind exhibition hosting 20+ grassroots innovations over four days.

Perspectives, The Photography Club

Team Perspectives takes great pride in being a significant part of capturing the journey of its community members in their various on-campus ventures. Starting from induction week for Fachhas, be it TRBS or Chaos, or during events by Decibel, Red Dot, and IIMACTS, one could spot a Perspectives team member clicking photographs and creating memories for all those who were involved and others. The team also coordinated with other student groups on campus like Prakriti, Heritage Club, and Stargazers to add value to the community.

An inter-IIM photography contest called ‘Shutter Speed’ was launched in collaboration with IIMB, IIMC, and IIML.

Media Cell

Media Cell started with the onboarding of the incoming batch through an official Facebook group. The incoming batch was also shown a flavour of what was to come through a welcome booklet and a welcome video. Media Cell has been involved in promoting discussion and raising issues that impact the student community with different administrative bodies as well as communicating the points raised in these discussions to the community. The cell also facilitated the organization of events where the student community got to engage with external media organizations - from the annual newspaper subscription drive to individual and group interviews with major publishing houses.

Public Policy Club

The club has invited prominent speakers with diverse backgrounds to satiate the diverse interests of the IIMA community. The club invited renowned writer P. Sainath, Mr. Sudhanshu Mani (the brain behind Train 18), Ms. Nandita Haskar (activist against armed resistance and state violence in Nagaland), Paranjay Guha (Journalist and Director of Blood & Iron), and Amit Hans (founder of Educorp).

The club also facilitated discussion on pressing issues such as CAA and Article 370 by organizing Adda and brief interactions with the faculty. The club also started the first of its kind student debate “Vidyarthi Adda” to bring out contrasting opinions on pressing public issues in a progressive manner. To provide the taste of policy formulation to students, the club has organized a case competition ‘Consilium’ in collaboration with the Centre for Civil Society.

Entre Cell

The year started with Young CEO, a simple, step-by-step simulated game, running in parallel with Start-up 101 (a series of workshops) which helped about 50 teams

develop entrepreneurial mind-set seeding from a basic idea going all the way till business modelling, b-plan simulation, and pitching.

“How To Start A Start-up” series witnessed interactions with renowned entrepreneurs and VCs from different sectors. Management Clinic ran successfully into its second year, where students worked with start-ups and SMEs to help them diagnose and structure the method of addressing challenges they face. The Entre Fair helped interested students engage with new-age startups and pick up short-term projects and winter internships with them.

Prakriti: The Nature and Sustainability Club of IIMA

Prakriti's motto is to make every individual on the campus a green volunteer. It provides the opportunity to stay close to nature and contribute towards sustainability through events, competitions, lectures, etc.

The club organized activities like paper collection drive, sapling plantation drive, visit to Polo and Gir forest and organic farm, provisioning of dual waste bins, water meters in dorms and water saver taps in mess.

Consult Club

The club kicked the year introducing consulting to the entire batch and decoding the life of a consultant, followed by a session on tailoring CVs for consulting roles. The club also co-organized talks by leading professionals in consulting such as Mr. Satish Shankar, Managing Partner, Bain APAC, and Mr. Alpesh Shah, Managing Director, BCG India.

The club organized Strategos, a multi-stage on-campus competition, which saw first year students test their problem-solving and articulation skills. This was followed by the launch of a series of extensive case-prep workshops as well as a mentorship initiative.

The club developed a new logo for its activities as a precursor to going more public with its own LinkedIn page which had 1,500+ followers by the end of the year. The club took a call to be

public with all activities so that the knowledge produced can be shared for the benefit of all.

A comprehensive casebook with 70+ cases spanning diverse problem types and industries was curated. The club also witnessed the first-ever instance of international participation in Armageddon, the flagship case study competition of the club.

To foster a relationship with leading Indian B-schools, the club conducted case prep workshops at MICA and IRMA, which were extremely well received with national media coverage. Three editions of “The Consult Cookbook”, the club's digital newsletters were published and shared on multiple digital channels.

Optima: The Operations Club

The club introduced the Black Belt Six Sigma workshop in collaboration with Varsigma in addition to the Green Belt Six Sigma Workshop with KPMG.

The club hosted speaker sessions to make students move away from the stereotypical perception of operations by bringing in speakers from OYO and Amplus Solar to the campus.

The club initiated a case study competition, SynOpsi, specifically for PGP1s, which saw participation in large numbers. It continued our tradition of holding OpsMania, a monthly quiz series, and organized the marquee national case study competition, OpsStruct, during The Red Brick Summit.

Niche: Marketing Club

The club organized major events such as Kotler's conundrum, TRBS flagship marketing event, which witnessed large participation nationwide. This enabled students from colleges all over India to put forward their creativity and perspectives. Breaking the Brand and Logo quizzes were some other interesting activities that were conducted to engage students.

The club strove to equip the batch with essential and important information for the placement process in the form of mock GDs and interviews. This also entailed detailed sessions by the marketing faculty and mentorship sessions by PGP2s who shared insights from their experiences in the marketing domain.

RTERC: Right to Education Resource Center

The year started with the preparation for the core event namely, the Winter School. The event took place from December 13 to 16, 2019, in collaboration with multiple professors, researchers and PhD students of the Institute. Socio-economic and cultural analysis of the systems and policies that surrounded the core theme of inclusion were studied.

Women Leadership Society

The Women Leadership Society's mission is to sensitize students about women in leadership. The society aspired to do so by initiating and facilitating activities for interaction between students and women leaders.

The club was involved in raising awareness about the issues faced by women in various aspects of life. The activities conducted for these included sharing stories of some of the pathbreaking women on the social media handles. The club published a newsletter which used comics, art, and literature on themes of gender roles, women's careers, and equality.

The club organized the "He for She and She for He" campaign to promote equality and solidarity on the campus.

Stargazers

Stargazers is a hub for discussions on space science, technology, and exploration as well as a portal for the community to unravel the beauty of the night sky. The club conducted a stargazing session on lunar eclipse, which drew more than a hundred participants. The club organized an astrophotography workshop, which involved a detailed and practical description of how to start with astrophotography. For space enthusiasts, the team organized a space

strategy game followed by quizzes. The club arranged an astrophotography tour to the Thar Desert, Jaisalmer.

Literary Symposium Desk

As one of the oldest clubs on campus, LSD captures the diversity of literary inclinations in three cells: Debating Cell, Literary Cell, and the Quizzing Cell. The cells are the hub for all the debating, quizzing, and writing activities on campus – from treasure hunts to book swaps and from faculty-student debates to quizzing league.

Starting with the much abhorred FRA (Fachchas Require Attention) Quiz, the club pushed through with innovative quiz concepts, including an event to mark the end of the decade. With its mission to enable discourse on campus clearer than ever, "Ram Bhai Approves" was pushed as the chai-pe-charcha version of the Institute. Bringing the community closer was attempted with "Humans of IIMA" on Instagram.

SASH

Sash coordinated two events. A speaker session with Josh Talks on "Empowerment through Legal Rights" and a competition to decide a slogan for SASH. SASH also organized an informal session with Professor Pritha Dev to discuss gender equality on campus.

Abacus

The year saw new initiatives to enhance the interest in mathematics/puzzles and analytics both within and outside the community. About 15 events were conducted this year. Participation in Abacus events more than doubled over the previous year. The club shone in The Red Brick Summit, with its National level events Blitzkrieg and Nautilus witnessing three-fold increase in participation from students across the country.

Abacus conducted analytics workshops and additional remedial sessions for the incoming batch to facilitate student interest in analytics. Abacus also introduced its flagship speaker

series with speaker sessions conducted by industry veterans including 'Bridge and Poker Gamified Strategy', by Mr. Sunil Varghese, an IIMA alumnus.

FABM Committee

The mission of the committee is to increase the visibility of the FABM programme in the student community and corporate world.

The club organized Asia's largest Food and Agribusiness Conclave, "Krishi Manthan", on December 28-29, 2019. The conclave conducted four workshops in Agri-Tech, Social Innovation, Sustainable Agribusiness & Agri Supply chain space hosted by eminent Industry leaders.

The club also organized four national level competitions: In-Quiz-Tive, the quiz competition, Strat-Jack, the case study competition, and 'Brain-a-thon, the strategy competition' and Pitchers 2.0, the business idea competition.

Equipoise

Equipoise organized various competitions - including the flagship event "Tradecraft", a carbon credit trading competition as part of TRBS. It also organized a treasure hunt in collaboration with LSD. Equipoise coordinated with the Sports Committee to organize the IIMA Premier League Auction which saw the auctioning of players across the sports of badminton, frisbee, football, and cricket, and an auction for frisbee and cricket.

The club organized a talk by Mr. P Sainath. The other trademark event was "Economic Adda" to discuss the latest economic events in the country. In addition, the club interviewed

faculty members and brought out their interviews as part of its "Know Your Faculty" initiative.

Virasat - The Heritage Club

Gentano Lui says, "Maintaining one's culture, values, and traditions is beyond price." The club organized various heritage walks across Ahmedabad for students to give them a practical experience of our legacy. In the cultural exchange programme, exchange students were taken to Adalaj stepwell and heritage walk. The club also organized campus walks for external students in collaboration with TRBS during the fest.

In collaboration with SPIC MACAY, the club organized a Pandavi performance by Padmashri Award winner Shrimati Teejan Bhai. The club conducted quiz and terribly tiny tales competition for the community on heritage. To the lovers of heritage and history, the club organized a one-day heritage trip to Rani ki vav, Sun temple, and Bindu Sarovar.

Footloose: The Dance Club

Footloose is proud to organize/participate in more than 40+ events throughout the year. The flagship event of Footloose - Big Bang - was a huge success. Footloose didn't miss any opportunity to make cultural events on campus a bit more fun.

Footloose was also able to organize 26 workshops focused on different dance forms/styles. Some workshops were specifically organized for Prayaas and SMILE clubs. The workshops were open to the entire IIMA community. Many dance videos were shot and uploaded to the club's social media handles to maintain and grow the online presence.

SUSTAINABILITY AND GREEN INITIATIVES

Tree Plantation Activity

Nearly 300 new tree saplings were planted across the campus at various locations and to fill up the gaps left by fallen trees.

Ninety well-grown trees from the new projects site in the main campus were transplanted to other areas using scientific translocation methods, thereby avoiding tree cuttings for infrastructure expansion.

Rain Water Harvesting and Water Recharge System

The Institute has a well-designed rainwater harvesting (ground water recharge) system. One part of this and the largest ground water recharge system of 50 lakh litres was created by the master architect Louis Kahn way back in the 1970s.

Subsequently, eight more recharge systems have been designed, installed, and enmeshed into the original system. The Institute undertakes maintenance of all these water recharging systems as pre-monsoon activity every year.

Further, 15 more percolation wells are planned (5 in main and 10 in the new campus). These will be completed in a span of two years along with the infrastructure project work of approximately 1.0 million sq.ft. built-up area being taken up in both the campuses.

Sewage Treatment Plants

A 200 KLD capacity Sewage Treatment Plant (STP) is being constructed in the basement of upcoming Student Dorm-41 in the New Campus.



A survey has been carried out in the main campus to work out the suitability of installation of STPs in the peripheral areas. Packaged prefabricated STPs of different capacities are being considered for installation at different drainage outlets without disturbing the existing network of drainage pipelines. Grey water from kitchens and bathrooms, after primary filtration, will be used for irrigating the huge park and garden area of the campus.

Organic Waste Composting

Huge quantities of dry leaves were collected from across the campus and heaped in open secluded areas for natural composting (thus avoiding sending them to the municipal garbage landfills as waste). These heaps of leaves have been composted into fine organic manure.

One set of organic waste composter processing system is in operation in main campus and one more of such system is being procured for processing the dry waste being generated in the new campus.

Vermi-composting pits are being used extensively which provide good composted manure from dry and kitchen waste.

Solar Power Project

A 365 kWp capacity rooftop solar power plant is being installed over the roof tops of majority of the new campus buildings.

Others

- ▶ Sprinkler and drip irrigation method have been employed for judicious usage of water for lawns.

- ▶ Energy saving appliances like LED lamps, and motion activated lights have been installed across the campus. Wherever possible, conventional ACs have been replaced with either VRF systems or latest high rating ACs. All guest houses and MSHs have been provided with energy saving washing machines and refrigerators.
- ▶ 40 units of rooftop solar water heating panels are operational across the campus (in all student hostels, IMDC guest houses and MSHs). Since bright sunshine is available during 9-10 months of the year, these heaters are being used to the maximum capacity.

Sustainability-related Events

Student led Prakriti Club, the nature and sustainability club, runs various campaigns to drive the message of sustainability and green initiatives. Some of the notable campaigns include:

- ▶ Dorm energy wars – To reduce electricity consumption and to inculcate the habit of judicious usage of electricity, the club assigns rankings to the dormitories in terms of per capita consumption of electricity units.
- ▶ Regular e-waste collection drives through stalls.
- ▶ Sapling plantation and adoption drive.
- ▶ Promotion of cycling events.
- ▶ Naturography contest – Bi-weekly photography contest in:
- ▶ Beauty of campus
- ▶ Raising concerns
- ▶ Observation of Swachhta Pakhwada (Swachhta Week).
- ▶ Tree plantation drive in collaboration with organizations such as FM 98.3-Radio Mirchi, SBI, CBI, etc. on the campus.
- ▶ Sustainability related student-led field trips to nearby locations:
- ▶ Field visit to Vadavi village near Ahmedabad to learn about rainwater conservation.
- ▶ One-day heritage trip to Patan and surrounding areas.



WELFARE ACTIVITIES

Employees Annual Health Check-Up

A general health check-up of the employees and their spouses who are more than 35 years old was organized by the Welfare Committee during May – August 2019 at CIMS Hospital, Ahmedabad. A total of 386 employees and their spouses benefited from this activity.

Summer Class for IIMA Community Children

The Welfare Committee organized summer classes for the IIMA community children between May 8 and June 10, 2019, where activities such as art workshop, craft workshop, and dance workshop were conducted. The committee also encouraged the community children to join summer classes held at AMA and VASCSC and reimbursed ₹600 per child participating in these classes. Eighteen IIMA children participated in these classes.

Professor B.H. Jajoo Welfare Committee Medical Scheme

Professor B.H. Jajoo had donated an amount of ₹25,00,000 to set up a fund for the medical needs of retired employees of the Institute. A sub-committee constituted by Professor Jajoo verifies the requirement of medical needs and distributes the amount to retired employees. This year ₹2,87,800 was reimbursed among the retired staff members of Group C and D.

Professor B.H. Jajoo Welfare Committee Medical Scheme also sponsored annual general health check-up of retired group C and D employees who were under CPF. Fifteen ex-employees benefited from this initiative with expenses of ₹27,060.

Higher Education Loan for IIMA Community Children

The Welfare Committee caters to the needs of higher education of staff members' children. It

is an Interest-free loan scheme for permanent employees of Groups B, C, and D. This loan is available only for regular degree/diploma courses of AICTE/UGC recognized college/university/institute within India.

The loan is disbursed twice in a year to cover semester-wise fees paid by the employees.

In 2019-20 in the first phase, five employees benefited from this scheme with ₹2,94,500 disbursed to them. In the second phase, two employees took loans amounting to ₹1,30,555.

Educational Initiative: Conducting Tuition Classes

The Welfare Committee in association with an NGO, SAMVAAD, organized free tuition on the campus for children studying in classes 1 to 8 of Group C and D employees. Around 20 children have benefitted from the initiative.

Sri Ramakrishna – Sarada Medical Fund

The Welfare Committee has created a corpus of ₹5,00,000 in the name of Shri. Ramakrishna Sarada Medical Fund with contributions from Professor Shekar Choudhury, and Ms. Saroja from the PGP 1990 batch. Interest earned from the fund will cover the medical expenses of retired group C and D employees and their spouses. This year ₹22,150 was released from this fund.

Employees Birthday Celebrations

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

Gujarati New Year celebrations

The Welfare Committee organizes a get-together of the IIMA community to celebrate Gujarati New Year. This year also, Gujarati New Year was celebrated on November 08, 2019 by lighting lamps, flower decoration, fireworks,

and distributing sweet packets to all those present at the get-together. The entire Louis Kahn Plaza was lit by candles.

Institute Day Celebrations

To commemorate the Institute's foundation, the "Institute Day" was celebrated on December 11, 2019. During the celebrations, awards were presented by the Director to meritorious and talented children and staff members. Ninety-two awards were distributed this year under various categories.

A cultural programme was also organized by the children of IIMA community, staff, and students. Employees retired during the year, who have completed 15 years or more of continuous service in the Institute were recognized. Employees who have completed 20 years or more of continuous service in the Institute were felicitated.

International Women's Day Celebrations

The Welfare Committee celebrated the

International Women's Day on March 6, 2020 (March 8, 2020 being Sunday). The Welfare Committee arranged fun filled activities for all the permanent women employees of the Institute. Chocolate boxes were distributed and a special lunch was hosted for all women engaged with the Institute. Ms. Daksha Niranjana Shah, PGP 1967 alumna, was invited to address the employees.

Gold Membership: Darpana Academy

The Institute has taken gold membership for the Amphitheatre at Darpana Academy. As part of the membership, the Institute gets 200 tickets for various shows during the year which were distributed by the Welfare Committee to faculty and staff members. Natarani presents close to 80 events, including dance performances, concerts, plays, cultural programmes, and films. The open gallery space allows Natarani to host thematic events encompassing live performances, craft demonstrations and sale, sculpture and painting exhibitions and specialty food at the café.



International Women's Day

Welfare Committee organizes a get-together of the IIMA community to celebrate Gujarati New Year





A photograph of a paved walkway lined with potted plants and trees. The scene is bright and sunny, with shadows cast across the path. The word "APPENDICES" is overlaid in white, bold, sans-serif capital letters in the center-right of the image.

APPENDICES

A

POST-GRADUATE PROGRAMME IN MANAGEMENT

A1

STUDENTS IN PGP

	PGP I	PGP II
Joined the Programme	389	398
(-) Discontinued	-	-
(-) Permitted/Asked to rejoin in 2020	2	-
(+) Repeaters	-	-
(+) Permitted to rejoin in 2019	-	-
No. in the First/Second Year	387	398
(-) Asked to withdraw	-	-
(-) Asked to Repeat	-	-
(-) Suspension for one or more terms due to academic indiscipline	-	-
(-) Not Graduated due to non-completion of academic requirements (Double degree and General)	-	9
(-) Not Graduated due to non-completion of academic requirements	-	1
(+) Graduating from earlier year	-	5
(+) Students Graduated under Double Degree Programme		22
Total promoted/graduated	387	415

A2

IIMA STUDENTS ON EXCHANGE PROGRAMME

Name of Exchange Institution	2019-20 Outgoing
EUROPE	
Copenhagen Business School, Denmark	5
EDHEC, Cedex, France	9
Emlyon Business School, France	8
ESC Rennes School of Business, France	3
ESCP-EAP, Cedex, France	10
ESSEC, Cedex, France	10
HEC Lausanne, Switzerland	1
HEC School of Management, Paris, France	4
HHL-Leipzig Graduate School of Management, Leipzig, Germany	2
Instituto de Empresa, Madrid, Spain (IE Buss School)	1
Jonkoping International Business School, Jonkoping, Sweden	4
Louvain School of Management, Belgium	4
Munster School of Business and Economics, Germany (MSBE)	5
Norwegian School of Economics, Norway (PGP +ABM)	7

CONTD. APPENDIX

Name of Exchange Institution	2019-20 Outgoing
Pforzheim University of Applied Sciences, Pforzheim, Germany	5
Solvay Business School, Brussels, Belgium (University of Libre De)	4
Stockholm School of Economics, Stockholm, Sweden	3
Toulouse Business School (Old Name - ESC-Toulouse) Cedex, France	6
University of Bocconi, Milano, Italy	7
University of Cologne, Koln, Germany	8
University of Mannheim, Mannheim, Germany	2
University of St. Gallen, St. Gallen, Switzerland	2
Vienna University of Economics and Business Administration, Vienna, Austria	4
Warsaw School of Economics, Poland	3
NORTH AMERICA	
The Kenan Flagler Business School, UNC Chapel Hill, North Carolina	1
University of Texas, Austin, Texas (McCombs School of Business)	1
SOUTH AMERICA	
University of British Columbia (for PGPABM)	2
ASIA	
NUS Business School (National University of Singapore), Singapore	1
TOTAL	122
DOUBLE DEGREE PROGRAMME	
University of Bocconi, Milano, Italy	7
HEC School of Management, Paris, France	2
TOTAL	9

A3

FOREIGN STUDENTS ON EXCHANGE PROGRAMME

Name of Exchange Institution	2019-20 Incoming
EUROPE	
Copenhagen Business School, Frederiksberg, Denmark	5
EDHEC, Cedex, France	9
Emlyon Business School, France	6
ESC Rennes School of Business, France	3
ESCP-EAP, Cedex, France	9
ESSEC, Cedex, France	5
HHL-Leipzig Graduate School of Management, Leipzig, Germany	1
Louvain School of Management, Belgium	1
Munster School of Business and Economics, Germany (MSBE)	5

A

CONTD. APPENDIX

Name of Exchange Institution	2019-20 Incoming
Solvay Business School, Brussels, Belgium (University of Libre De)	2
Stockholm School of Economics, Stockholm, Sweden	2
Toulouse Business School (Old Name - ESC-Toulouse) Cedex, France	3
University of Bocconi, Milano, Italy	6
University of Cologne, Koln, Germany	1
University of St. Gallen, St. Gallen, Switzerland	2
Vienna University of Economics and Business Administration, Vienna, Austria	3
Warsaw School of Economics, Poland	2
EM Normandie Business School, France	1
NORTH AMERICA	
The Fuqua School of Business, Duke University, North Carolina	1
NEW ZEALAND	1
University of Otago, New Zealand	
ASIA	
Asian Institute of Technology, Thailand	1
Graduate School of Management, St. Petersburg University, Russia	1
TOTAL	70
DOUBLE DEGREE PROGRAMME	
University of Bocconi, Milano, Italy	7
TOTAL	7

A4

SCHOLARSHIPS

Industry Scholarships: Batch 2018-20 (First Year)

Name	Scholarship
Aaditya Agarwal	Radha and Sanjeev Chadha
Kartikey Gupta	Jet Age Finance Pvt. Ltd.
Jobalia Jinesh Rajendra	S.M. Shah
Sahil Aggarwal	Infosys
Khushbu Gupta	ICICI
Meet Tarun Kumar Agrawal	SBI Mutual Fund
Sahil Gupta	IIMA Silver Jubilee/PGP 87 Batch/Faculty Memorial and AUDCO
IIMA Scholarships	
Swapnil Jain	IIMA

CONTD. APPENDIX

Name	Scholarship
Purav Samir Shah	IIMA
Saurabh Pinjani	IIMA
Arpit Gupta	IIMA
Aditya Vikram Daga	IIMA
Shrey Singhal	IIMA
Pramod Beri	IIMA
Rishabh Maloo	IIMA
Romil Kulkarni	IIMA
Akshay Mehndiratta	IIMA
Abhishek Mundhra	IIMA
Radhika Munshi	IIMA
Madhur Gupta	IIMA

Industry Scholarships: Batch 2018-20 (Second Year)

Name	Scholarship
Aaditya Agarwal	Mrs. Sharda Bhandari and Mr. P.K. Rath
Jobalia Jinesh Rajendra	Ajay Banga Industry Scholarship
Saurabh Pinjani	Ritu Banga Industry Scholarship
Khushbu Gupta	Alok Mishra Scholarship
Tishya Kapoor	Colonel Manohar Lal Sarin and Mrs. Sushila Sarin
Karan Ratnam	Jet Age Securities Pvt. Ltd.
Prakhar Tosniwal	S.M. Shah
Sahil Gupta	IFCI Limited
Sankalp Agarwal	IFCI Limited
Krunali Shah	Monsanto
Kartikey Gupta	Surrendra Paul
Abhishek Mundhra	Dun and Bradstreet + IIMA
IIMA Scholarships	
Anuvrat Chaturvedi	IIMA
Aman Killa	IIMA
Shrey Singhal	IIMA
Kartikeya Surendra Singh	IIMA
Naveen Chakravarthy Batchala	IIMA
Rishabh Jain	IIMA
Anik Ganguly	IIMA
Meet Tarun Kumar Agrawal	IIMA

A

CONTD. APPENDIX

A5

APPLICATIONS RECEIVED FOR PGP

Category	Batch 2020-2022				Batch 2019-2021			
	Male	Female	Trans-gender	Total	Male	Female	Trans-gender	Total
General	88558	51294	4	139856	94093	52397	2	146492
EWS	2824	794	0	3618	-	-	-	-
NC-OBC	21932	9285	0	31217	21310	8663	1	29974
SC	9034	4116	0	13150	9385	4044	0	13429
ST	2344	1115	0	3459	2347	1156	0	3503
PwD	660	139	0	799	632	150	1	783
GMAT (Overseas Indian)	7	2	0	9	9	6	0	15
GMAT (SNQ)	4	2	0	6	4	5	0	9
Total	125363	66747	4	192114	127780	66421	4	194205
%	65.26	34.74	0.00	100.00	65.80	34.20	0.00	100.00

A6

APPLICATIONS RECEIVED FOR PGP 2020-2022 BATCH

Stages	Gender/ Total	General Category			Reserved Category					Total
		CAT	GMAT		EWS	NC-OBC	SC	ST	PwD	
			Overseas Indian	SNQ						
No. of Applicants to IIMA	Male	88558	7	4	2824	21932	9034	2344	660	125363
	Female	51294	2	2	794	9285	4116	1115	139	66747
	Trans.	4	0	0	0	0	0	0	0	4
	Total	139856	9	6	3618	31217	13150	3459	799	192114
No. of Candidates Called for Interview	Male	425	4	2	27	234	110	72	29	903
	Female	121	2	1	3	61	45	15	7	255
	Total	546	6	3	30	295	155	87	36	1158
No. of Candidates Attended the Interview	Male	419	4	2	27	225	95	61	26	859
	Female	121	2	1	3	60	43	14	6	250
	Total	540	6	3	30	285	138	75	32	1109

SNQ: Super Numerary Quota

EWS: Economically Weaker Section

POST GRADUATE PROGRAMME IN FOOD AND AGRI-BUSINESS MANAGEMENT

B1

APPLICATIONS RECEIVED

Category	Batch 2019-21				Batch 2020-22			
	Male	Female	Trans	Total	Male	Female	Trans	Total
General	65869	34454	1	100324	58356	31422	3	89781
NC-OBC	15836	6126	1	21963	15692	6189	0	21881
SC	6744	2648	0	9392	6033	2628	0	8661
ST	1575	723	0	2298	1474	646	0	2120
PwD	431	93	0	524	420	80	0	500
EWS	0	0	0	0	2216	566	0	2782
Total	90455	44044	2	134501	84191	41531	3	125725
Percentage	67.25	32.75	0.00	100	66.96	33.04	0	100

B2

ADMISSIONS: 2020-22

Particulars	Gender	General Category	Reserved Category					Total
	Gender	GEN	NCOBC	SC	ST	PwD	EWS	
No. of CAT Takers	Male	94857	23934	9887	2616	723	2900	134917
	Female	56832	11012	4812	1350	163	835	75004
	Trans	5	0	0	0	0	0	5
	Total	151694	34946	14699	3966	886	3735	209926
No. of Applicants to PGP-FABM	Male	58356	15692	6033	1474	420	2216	84191
	Female	31422	6189	2628	646	80	566	41531
	Trans	3	0	0	0	0	0	3
	Total	89781	21881	8661	2120	500	2782	125725
No. of Candidates Called for Interview	Male	146	82	42	25	11	12	318
	Female	67	38	16	8	2	0	131
	Trans	0	0	0	0	0	0	0
	Total	213	120	58	33	13	12	449
No. of Candidates who attended interview	Male	125	69	34	13	6	11	258
	Female	58	35	11	8	2	0	114
	Total	183	104	45	21	8	11	372

CONTD. APPENDIX

B

B3

STUDENTS IN PGP-FABM 2019-20

	PGP-FABM I (2019-20)	PGP-FABM II (2019-20)
Joined the Programme	46	45
(-) Discontinued	--	--
(-) Permitted/asked to re-join in 2017	--	--
(+) Repeaters	--	--
Permitted to re-join in 2017	--	--
No. of the First/Second Year	46	45
(-) Asked to Withdraw	01	Nil
(-) Asked to repeat	Nil	Nil
Not Graduated due to non-completion of academic Requirements (Double Degree and General)	Nil	Nil
Not Graduated due to Academic indiscipline	Nil	Nil
Graduating from earlier year	Nil	Nil
Students Graduated under Double Degree Programme	Nil	Nil
Total promoted/graduated	45	45

B4

AWARDS AND I-SCHOLARSHIPS

Award/I-Scholarship	Donor	Recipient of the Award/I-Schol
Best All Rounder PGP-FABM Woman Student	Mrs. Mathur, in memory of Late Mr. R. C. Mathur (PMA 1972)	Ms. Shagun Gupta
The batch all-rounder award	Ms. Geeta Garg (PGP-ABM 2015)	Ms. Shagun Gupta
Industrial Scholarship (I-Schol)	Mr. Parmesh Shah (PGP-SPA 1982)	Ms. Saloni Goyal

POST-GRADUATE PROGRAMME IN MANAGEMENT FOR EXECUTIVES

C1

PROFILE OF STUDENTS

Parameter	Average
GMAT	690
GRE	317
Work experience	8 Years 6 months
International work experience	1 Year 3 months
Age as on March 31, 2020	31 Years 7 months

International Exposure

- 13 (9.29%) are residing outside India.
- 50 (35.71%) have international exposure in terms of work and studies.

Academic Background

- 13 (9.28%) have obtained their degree(s) from outside their home country
- 23 (27.85%) have a higher qualification (professional, masters)
- 119 (85.00%) are engineers
- 25 (17.85%) have graduated from IIT/NITs
- The industry mix includes Academic and Education, Agriculture, Banking, Financial services and Insurance, Consulting, Defence and Security, Energy and Utilities, FMCG / Consumer Durables, Government Enterprises and Public Sector Undertaking, Healthcare, Infrastructure and Construction, IT & ITeS, IT Products, Manufacturing / Engineering, NGO and Social Services, Pharma / Bio-Tech / Healthcare / Hospitals, Retail / Ecommerce, Shipping / Transportation / Logistics, and Telecom
- 39 (27.85%) are women students

Industry Break-up		Functional Break-up	
Academic and Education	3	Administration	1
Agriculture	1	Client Account Management	2
Banking, Financial services and Insurance	16	Consulting	19
Consulting	8	Engineering and Maintenance	19
Defence and Security	4	ERP Professional	3
Energy and Utilities	12	Finance and Accounting	10
FMCG / Consumer Durables	1	General Management	10
Government Enterprises and Public Sector Undertaking	9	IT based Operations	3
Healthcare	1	IT based Project Management	11
Infrastructure and Construction	4	IT based Research and Development	7
IT and ITeS	12	Knowledge Worker (BPO/KPO)	1
IT Products	20	Marketing	4
Manufacturing / Engineering	28	Non-IT based Operations	1
NGO and Social Services	1	Non-IT based Project Management	6

CONTD. APPENDIX

C

Industry Break-up		Functional Break-up	
Pharma / Bio-Tech / Healthcare / Hospitals	7	Non-IT based Research and Development	5
Retail / Ecommerce	6	Operations	11
Shipping / Transportation / Logistics	4	Procurement	5
Telecom	3	Product Management	1
		Quality Assurance/Quality Control	4
		Sales and Marketing	5
		System Designing	3
		Others	9
Total	140	Total	140

C2

NEW ELECTIVE COURSES

- Games People Play: Psychology of HRM
- Managing Firms in Service Sector
- Creating High Performance Organizations
- Digital Strategy and Digital Transformation
- Health-tech Products and Delivery Systems
- Negotiation Strategy for Managers
- Innovation, Live!

C3

SPEAKER SERIES

Name of the Speaker	Designation	Company
Mr. Manoj Pandey	Advisor, Competition Commission of India	Competition Commission of India
Mr. Amit Mookim	MD South Asia	IQVIA
Mr. Krishnana Chatterjee	Chief Customer Officer and Head of Marketing	SAP
Mr. Satya Ranjan	Senior VP, Co-head of India Technology Services	Fidelity Investments
Mr. Nitin Prasad	Chairman	Shell Companies India
Mr. Manish Gupta	CEO	Indegene
Dr. Akhil Prasad	Country Counsel India and Company Secretary	Boeing India
Mr. Abhishek Lodha	MD and CEO	Lodha Group
Mr. Praveen Kumar	Co-CEO Global Service Center	Barclays
Ms. Praveena Rai	COO	National Payments Corporation of India
Dr. Shailesh Rao	Founder, and Executive Director	Climate Healers
Mr. Akhil Basha	Director, Commercial Services	Eli Lilly

ePOST GRADUATE PROGRAMME IN MANAGEMENT

D1

EPGP FIRST YEAR COMPULSORY COURSES

Semester 1

Introduction to Learning Method at IIMA
Understanding of Behaviour I
Managerial Computing
Financial Reporting and Analysis
Financial Markets
Probability and Statistics I
Operations Management I
Marketing Management I
Human Resource Management I
Managerial Communication I
Microeconomics
Legal Aspects of Business
Strategic Management
Corporate Sustainability

Semester 2

Organizational Behaviour II
Transforming Businesses through Information Technology
Corporate Finance
Costing and Control Systems
Probability and Statistics II
Quantitative Techniques (Decision Making)
Operations Management II
Marketing Management II
Human Resource Management II
Managerial Communication II
Macroeconomics
Strategic Management
Corporate Sustainability
Individual Project

Indicative List of Electives Offered in Second Year

Semester 3

Business Negligence, Liability and Law
Entrepreneurship and Creativity
Rural Marketing
Communicating Corporate Reputation
Game Theory
International Finance and Trade
Corporate Governance
Financial Statement Analysis
Business Turnaround and Organizational Transformation
Managing Human Capital in Projects
Strategies for the Internet Economy
Brand Management
Business Analytics
Managing Transportation: Business Models and Policy Instruments
Educational Innovation and Enterprise
Tapping into Social Media
Revenue Management and Dynamic Pricing

Semester 4

Intercultural Communication Competence
Big Data: Possibilities and Concerns
Business, Government and Macro Policy
Indian Economy and Society in Comparative Perspective
The Future of Work and Its Markets
Valuation of Firms - Numbers and Narratives
Understanding Bhagavad Gita: Managers' Dilemmas
Managing Firms in Service Sector
Networked Economy: Structural Principles and Applications
Customer Relationship Management
Pricing

D**CONTD. APPENDIX**

Not for Sale: Psychology of Promotions
 Advanced Mathematical Modeling for Managerial Decisions
 Quality and Risk Management
 Experiments for Business and Policy Decision-Making

Transportation Infrastructure Policy Practice
 Course on Ethics
 Capstone: Business Simulation Game
 Group Project

D2**BATCHWISE PROFILE**

Applied	2017		2018		2019	
	No.	%	No.	%	No	%
	227	100	193	100	243	100
Called for Interview	142	62.56	118	61.14	153	62.96
Attended	117	51.54	109	56.48	134	55.14
Offered Admission	66	29.07	78	40.41	109	44.86
Accepted	53	23.35	65	33.68	86	35.39
Applied/ Offered Admission Ratio	10:2.9		10:04		10:4.5	
Acceptance/Offered ratio	8:10		8.3:10		7.9:10	
Joined	49	21.59	62	32.12	69	30.40
B.E. B.Tech.	39	79.59	44	70.97	48	69.57
B.Sc.	2	4.08	7	11.29	1	1.45
B.Com, B.A	3	6.12	6	9.68	13	18.84
BBA / BCA	0		5	8.06	3	4.35
B.Pharm / B.Arch	3	6.12	0	0.00	2	2.90
MBBS	2	4.08	0	0.00	2	2.90
Total	49	100	62	100	69	100.00

PhD PROGRAMME IN MANAGEMENT

E1

GRADUATING STUDENTS

Name	Area	Thesis Title	Thesis Advisory Committee Members
Arpit Shah	Public Systems Group	Urban Land Use and the Heat Island Effect	Prof. Amit Garg (Chair) Prof. P.R. Shukla Prof. Ravindra Dholakia Prof. Vimal Mishra
Arulanantha Prabu P.M.	Production and Quantitative Methods	Decision Models for E-hailing Taxi Platforms	Prof. Debjit Roy (Co-chair) Prof. Prahalad Venkateshan (Co-chair) Prof. Asoo Vakharia
Balagopal Gopalakrishnan	Finance and Accounting	Essays on Financial Intermediation	Prof. Joshy Jacob (Chair) Prof. Ajay Pandey Prof. Sanket Mohapatra
Dipti Gupta	Public Systems Group	Aligning Decarbonization of Energy Systems and Sustainable Development in India: Synergies and Tradeoffs	Prof. Amit Garg (Chair) Prof. Abhiman Das Prof. P.R. Shukla Dr. Frederic Gherzi
Gaurav Kumar Singh	Production and Quantitative Methods	Essays on Inflation Expectations	Prof. Tathagata Bandyopahdyay (Chair) Prof. Errol D'Souza Prof. Abhiman Das Prof. Apratim Guha
Govind Lal Kumawat	Production and Quantitative Methods	Stochastic Modeling and Analysis of Automated Intra-logistics Systems	Prof. Debjit Roy (Chair) Prof. Arnab Kumar Laha Prof. Rene De Koster
Harit Joshi	Production and Quantitative Methods	Coordination in Sharing Economy: A Study of Ride Hailing Platforms	Prof. Saral Mukherjee (Chair) Prof. Diptesh Ghosh Prof. Anindya Chakrabarti Prof. Jayendran Venkateswaran
Harsh Mittal	Public Systems Group	Spatial Topology of Urban Policy Assemblage: A Post-Structuralist Analysis of making of India's Smart Cities	Prof. Navdeep Mathur (Chair) Prof. Solomon J Benjamin Prof. Katharina T. Paul Prof. Ankur Sarin
Mitul Surana	Economics	Essays on Electoral Democracy and Development	Prof. Errol D'Souza (Chair) Prof. Ankur Sarin Prof. Pritha Dev

CONTD. APPENDIX

Name	Area	Thesis Title	Thesis Advisory Committee Members
Nycil George	Business Policy	Firm Aspirations, Resource Orchestration and Performance: A Study of Indian Firms	Prof. Amit Karna (Chair) Prof. Sunil Sharma Prof. Vishal Gupta
Pavneet Singh	Economics	Governance and Economic Growth in the Indian States	Prof. Errol D'Souza (Chair) Prof. Ravindra Dholakia Prof. Tathagata Bandyopadhyay
Prateek Shah	Innovation in Management and Education	Media, Cognition and Assemblage Perspectives on ICT in Education: A Three-Part Study in an Early-Adopter Indian School	Prof. Vijaya Sherry Chand (Chair) Prof. Rajeev Sharma Prof. Sanjay Chandrasekharan
Priya Narayanan	Marketing	Impact of Order of Presentation and Prominent Presentation of Brand and Attribute on Consumers' Willingness to Pay	Prof. Arvind Sahay (Chair) Prof. Neharika Vohra Prof. Aruna Divya T.
Sudarshan Kumar	Finance and Accounting	Three Essays on Interest Rate Modeling	Prof. Vineet Virmani (Chair) Prof. Arnab K Laha Prof. Jayanth R. Varma
Sumit Kumar Yadav	Production and Quantitative Methods	Multitype Branching process: Extensions, Inferences and Applications	Prof. Arnab Kumar Laha (Chair) Prof. Karthik Sriram Prof. Sachin Jayaswal

E2

BEST THESIS AWARDS

Name	Thesis Title	(₹)
Prof. Tirath Gupta Memorial Award for Best Thesis		
Priya Narayanan (Marketing Area)	Impact of Order of Presentation and Prominent Presentation of Brand and Attribute on Consumers' Willingness to Pay	50,000
Arpit Shah (Public Systems Group)	Urban Land Use and the Heat Island Effect	50,000
Industrial Finance Corporation of India (IFCI) Award for Thesis Proposal		
Vishal Bansal (Production and Quantitative Methods Area)	Stochastic Models for Retail Order Fulfillment	50,000
Garima Khemani (Organizational Behaviour Area)	Hedonic and Eudaimonic Well-being in the Context of Workplace Bullying: Understanding the Experiences of Platform Workers	50,000
Chaudhary-Padmanabhan-Pant Award for Scholastic Performance in the First Year		
Shanthan Kandula (Information Systems Area)		30,000

CONTD. APPENDIX

E3

**CONFERENCES/DOCTORAL COLLOQUIUM/CONSORTIUM PARTICIPATION BY STUDENTS/
PAPER PUBLICATIONS**

Conferences	
International Conferences	24
Domestic Conferences	14
Total conferences	38
Total Students Participated	41
Doctoral Colloquium/Consortium	
International Doctoral Colloquium	4
Domestic Doctoral Colloquium	4
Total Doctoral Colloquium	8
Total Students Participated	5
Paper Publications	
Total Papers Published	14 (A-3, B - 8, C - 3)
Total Number of Students Involved	7

F

POST GRADUATE AND FELLOW PROGRAMMES: STUDENT STRENGTH

	Post Graduate Programme in Management	Post Graduate Programme in Food and Agri- Business Management	Post Graduate Programme in Management for Executives	PhD Programme in Management	Total
2010-11	688	77	86	69	920
2011-12	747	78	101	73	999
2012-13	753	78	85	84	1000
2013-14	756	87	85	80	1008
2014-15	773	82	85	75	1015
2015-16	790	92	85	80	1047
2016-17	790	92	90	85	1057
2017-18	788	91	115	95	1089
2018-19	792	91	137	110	1130
2019-20	785	91	140	109	1125

PLACEMENT

NEW RECRUITERS

Landmark Group	ZEE	Motilal Oswal	Deskara	Atlassian
Teneo	Apparel Group	Angel Brokers	HCL	Mobisy
ORMAE	Blackstone	Edfora	LEC Australia	RTDS
Praxis Global Alliance	IND Wealth	TCS	Property Pistols	Dabur
Arvind Internet	Irage Capital	FIITJEE	IDFC Bank	
IPAC	Water Field Advisors	Daytoday Health	Wealthy Therapeutics	
Diageo	Lightspeed Ventures	HRM Solutions	Sukshi	
Colgate	Premji Invest	Merilytics	Whatfix	

BATCH PROFILE

Educational Background		Work Experience	
Function	% of students	Duration	% of students
Engineering	70	Fresher	35
Arts	4	0 – 1 year	16
Commerce and Busi. Admin	22	1 – 2 years	30
Others	4	2 – 3 years	14
		3+ years	5

OFFER ACCEPTANCE

Cluster	Acceptance	Cluster	Acceptance
Cluster 1	111	PPO	114
Cluster 2	59	Laterals	68
Cluster 3	42	Total	394

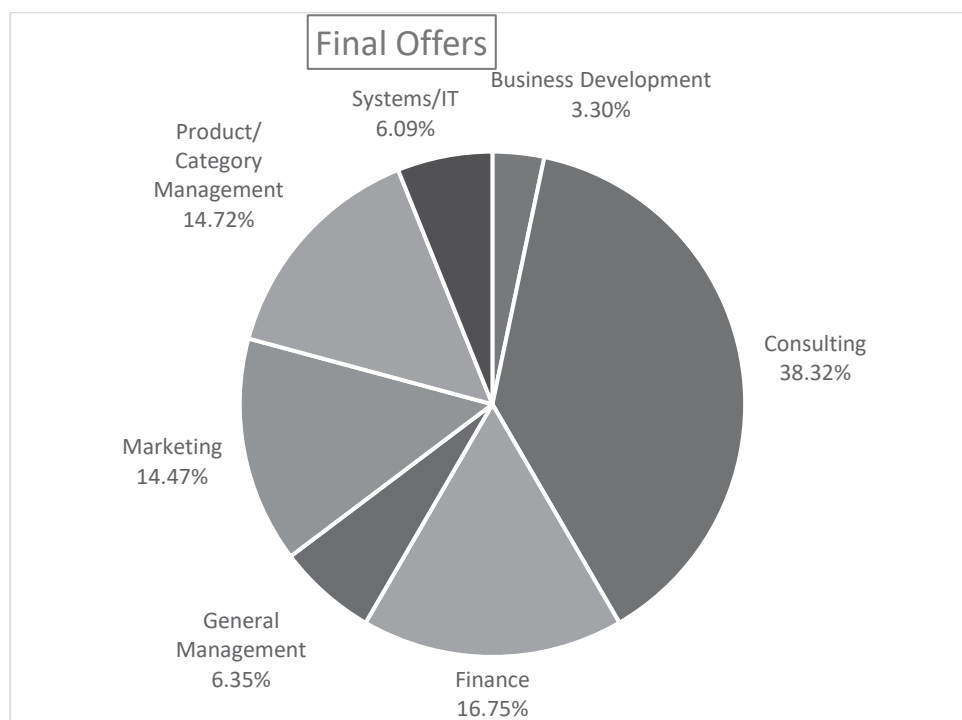
SECTOR/FUNCTION-WISE PLACEMENT

Sector	Final offers	Percentage	Sector	Final offers	Percentage
Business Development	13	3.30	Marketing	57	14.47
Consulting	151	38.32	Product/ Category Management	58	14.72
Finance	66	16.75	Systems/IT	24	6.09
General Management	25	6.35	Total	394	100

G

CONTD. APPENDIX

PICTORIAL REPRESENTATION OF OFFERS ACROSS SECTORS



SECTOR/FUNCTION-WISE PLACEMENT TRENDS

Sector	2018		2019		2020	
	No.	% of Total	No.	% of Total	No.	% of Total
Sales/Marketing	51	13.14	61	15.72	57	14.47
Finance	52	13.41	45	11.60	66	16.75
IT/Product Management/Category Management	47	12.11	75	19.33	82	20.81
Operations	8	2.06	5	1.29	0	0.00
Consulting	119	30.67	142	36.60	151	38.32
Conglomerates/Business Development	14	3.60	25	6.44	13	3.30
General Management	52	13.41	34	8.76	25	6.35
Others	45	11.60	1	0.26	0	0.00
Total	388	100	388	100	394	100

CONTD. APPENDIX

G

FUNCTION-WISE TOP RECRUITERS

Sector	Recruiter	Numbers Recruited	Percentage to total acceptance (394)
Consulting	McKinsey and Company	26	6.60
	The Boston Consulting Group	23	5.84
	PWC	14	3.55
	Bain and Company	14	3.55
	A.T. Kearney	10	2.54
BFSI	Avendus	8	2.03
	JP Morgan	8	2.03
	Goldman Sachs	5	1.27
General Management	CK Birla Group	6	1.52
	TAS	5	1.27
Marketing	Proctor and Gamble	5	1.27
	CavinKare	5	1.27
Product/ Category Management	Amazon	10	2.54
	Microsoft	7	1.78
Business Development	FinIQ	9	2.28
Systems/ IT	Tata Consultancy Services	12	3.05

ENTREPRENEURSHIP

Name of student	Name of the Start Ups or Title of the Business Plan	Website of the Start Ups (if any)	Relevant Sector of the Start Ups
Tanmoy Bhunia	Kollie Techlabs Pvt. Ltd.	http://www.kollie.ai/	HR-Tech (AI-based)
Tarun Kumar			

SECTOR WISE DISTRIBUTION OF SUMMER PLACEMENT

Sector	No. of Placement	Sector	No. of Placement
Banking, Financial Services and Insurance (BFSI)	77	Manufacturing	3
Conglomerates	30	Media/Communications	5
Consulting	131	Online Services	31
Consumer goods (FMCG)	55	Pharmaceutical/Healthcare	7
Engineering/Technology	29	Telecom	4
Environment and Energy	4	Others (Aviation)	1
Information Technology (IT)	9	Total	386

CONTD. APPENDIX



CLASSIFICATION OF PLACEMENT POOL

Total PGP-FABM Batch Size	45
Total number of students eligible for placements	45
Number of students not seeking placement through the institute	1
Number of students who went through placements	44
Number of students with offers	44*

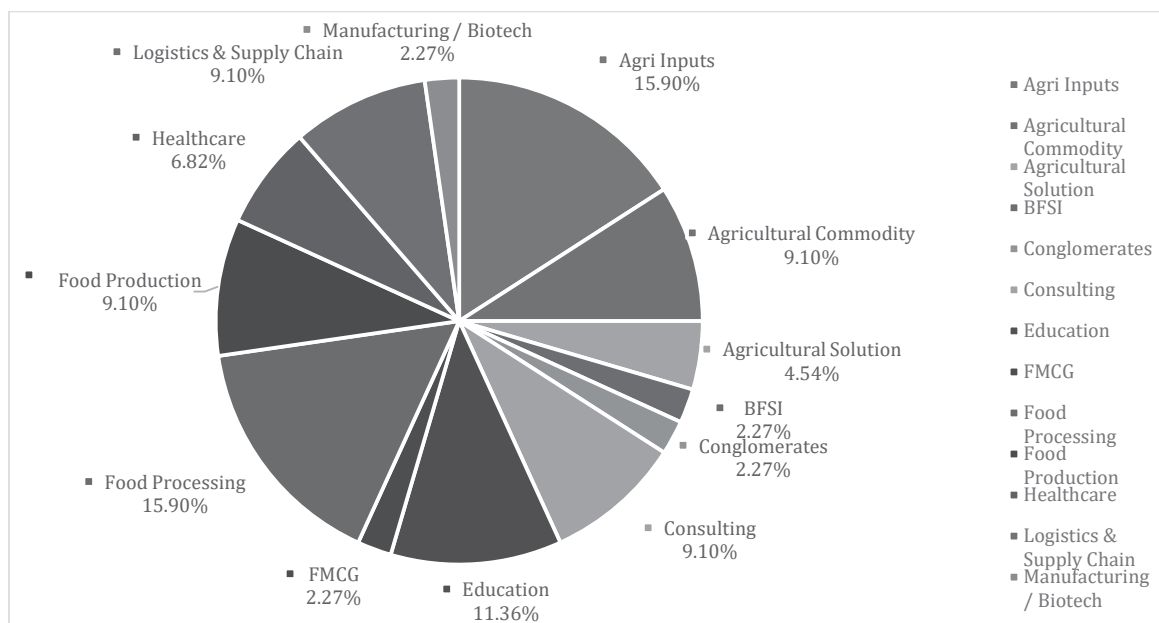
* One student has not yet accepted the offer

OFFERS ACROSS SECTORS

Sector	No. of Students	Percentage %
Agri Inputs	7	15.90%
Agricultural Commodity	4	9.10%
Agricultural Solution	2	4.54%
BFSI	1	2.27%
Conglomerates	1	2.27%
Consulting	4	9.10%
Education	5	11.36%

Sector	No. of Students	Percentage %
FMCG	1	2.27%
Food Processing	7	15.90%
Food Production	4	9.10%
Healthcare	3	6.82%
Logistics and Supply Chain	4	9.10%
Manufacturing / Biotech	1	2.27%
Total	44	100%

PICTORIAL REPRESENTATION OF OFFERS



CONTD. APPENDIX

G

NEW RECRUITERS

Avesthagen	ETG	Kalash Seeds
Day to Day Health	Fiit-jee	NISG
Dehaat	Fresh VnF	Stryker

FABM PLACEMENT POOL

Categories	Number
1. Total batch strength	46
1a. Total students eligible for sitting in Summer Placements	46
1b. Total students not eligible for sitting in Summer Placements	0
2. Students seeking internship through the Institute	46
3. Students not seeking internship through the Institute placement process	0
3a. Students seeking internship through Entre Fair	0
3b. Students choosing to try out Entrepreneurship options	0
3c. Students seeking off-campus internship through other sources	0

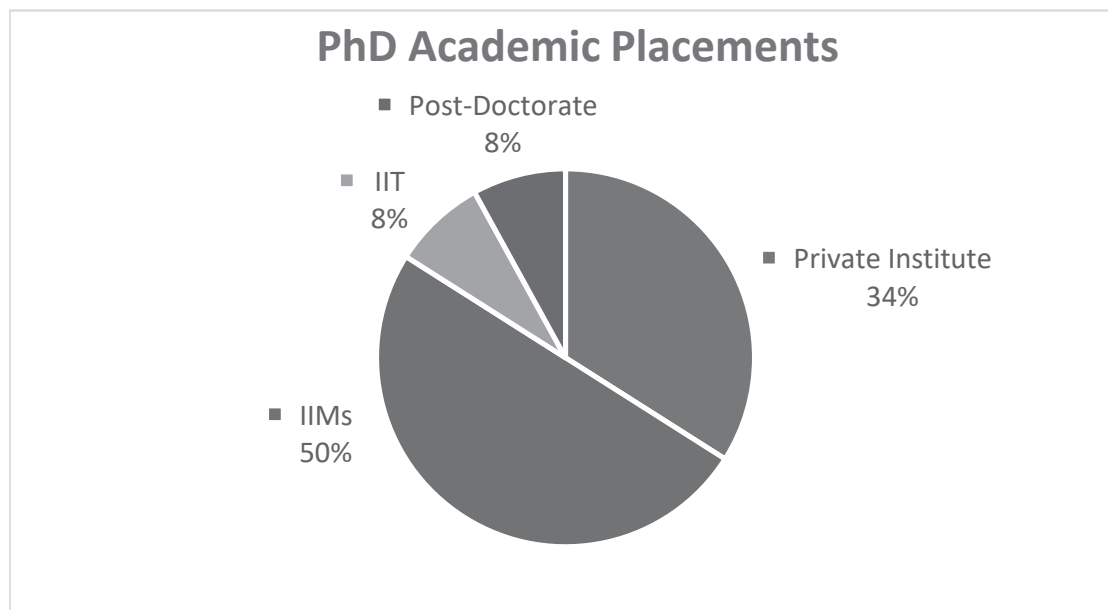
FABM INTERNSHIPS

Sector	No. of Offers	Sector	No. of Offers
Agri Inputs	11	Information Technology	8
BFSI	1	Online Services	7
Conglomerates	4	Others*	1
FMCG	10	Grand Total	46
Food Processing	4		

*Others include one from the development sector

PGPX PLACEMENT POOL

Total No. of Students	140
Students secured final offers through placement process	121
Students seeking placement on their own (outside placement process)	3
Student opting for placement holiday to start own venture	1
Self Employed	0
CIIE - Maverick Fellowship	1
Student who returned to their previous employer	1
Students in-process of placement	13



* IIMs include the IIM Bangalore, IIM Indore, IIM Kozhikode, IIM Udaipur, and IIM Bodh Gaya (IIM BG).

@IIT includes Department of Management Studies, IIT Delhi.

#Private institute include, Goa Institute of Management (GIMS), Adani Institute of Infrastructure Management, O.P Jindal Global University, and Ahmedabad University.

EXECUTIVE EDUCATION PROGRAMMES

DISTRIBUTION OF PARTICIPANTS

Programmes	No. of Programmes	No. of Participants			Total
		Public / Government Sector	Private Sector	Foreign	
General Management Programmes	2	12	103	16	131
New Programmes	5	5	77	1	83
Regular/Repeat Programme	56	371	923	59	1353
Total	63	388	1103	76	1567

GENERAL MANAGEMENT PROGRAMMES

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
3TP: Emerging Leaders' Programme July 21 - August 17, 2019	0	51	4	55
3TP: Senior Leaders' Programme January 12 - February 01, 2020	12	52	12	76
Total	12	103	16	131

NEW PROGRAMMES OFFERED

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
Business Policy				
Managing Global Procurements and Exports Contracts July 17 - 19, 2019	2	9	0	11
Managing Strategic Alliances February 19 - 21, 2020	1	12	0	13
Finance and Accounting				
Management and Finance for Young Chartered Accountants April 07 - May 11, 2019	0	35	0	35
Marketing				
Managing Business in International Markets July 25 - 27, 2019	2	9	0	11
Advanced Customer Analytics July 29 - 31, 2019	0	12	1	13
Total	5	77	1	83

CONTD. APPENDIX

REGULAR/REPEAT PROGRAMMES OFFERED

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
Business Policy				
Design Thinking (1st Offer) April 08 - 11, 2019	2	23	0	25
Doing Business Abroad May 02 - 04, 2019	7	5	0	12
Leading Professional Services Firms June 03 - 05, 2019	1	22	0	23
Contract Management October 14 - 18, 2019	30	10	0	40
Innovation, Corporate Strategy and Competitive Performance November 11 - 16, 2019	5	6	1	12
Strategy Implementation December 02 - 04, 2019	0	23	0	23
Design Thinking (2nd Offer) December 02 - 05, 2019	6	27	1	34
Strategies for Growth September 09 - 13, 2019	5	11		16
Organizational Leadership for 21st Century January 06 - 09, 2020	11	24	1	36
Young Entrepreneurs Programme Module 1: August 05 - 10, 2019 Module 2: January 06 - 11, 2020	0	21	1	22
Creating Entrepreneurial Organizations March 02 - 05, 2020	1	13	8	22
Family Business: Organization, Strategies, Internationalization and Succession March 17 - 19, 2020	0	10	0	10
Communication				
Taking People Along: Managing by Persuasion July 22 - 27, 2019	5	14	4	23
The Winning Edge: Communication Strategies for Leaders August 19 - 24, 2019	8	22	0	30
Economics				
Getting Infrastructure in PPPs Right June 10 - 14, 2019	14	6	0	20
Leadership of Banks & Financial Institution: The Challenges Today November 11 - 15, 2019	5	6	4	15

CONTD. APPENDIX

H

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
Finance and Accounting				
Management and Finance for Experienced Chartered Accountants (1st Offer) Module 1: February 15 - 24, 2019 Module 2: June 08 - 22, 2019	0	22	0	22
Developing Commercial and Financial Skills for Strategic Business Decisions August 26 - 30, 2019	8	14	0	22
Investment Decisions and Behavioural Finance December 10 - 12, 2019	3	16	0	19
Strategic Cost Management January 20 - 24, 2020	3	9	3	15
Mergers, Acquisitions and Restructuring February 24 - 29, 2020	5	14	0	19
Management and Finance for Experienced Chartered Accountants (2nd Offer) Module 1: November 11 - 22, 2019 Module 2: February 24 - March 06, 2020	3	21	0	24
Information Systems				
Managing IT Projects August 05 - 10, 2019	9	13	0	22
Big Data Analytics February 17 - 22, 2020	26	8	0	34
Marketing				
Neuroscience in Marketing June 26 - 28, 2019	1	31	3	35
Customer Based Business Strategy July 01 - 03, 2019	4	13	5	22
Fintech: Business Models, Marketing, Strategy and Tactics July 01 - 04, 2019	1	18	5	24
Digital and Social Media Marketing September 09 - 13, 2019	0	16	0	16
Pricing for Profit January 20 - 24, 2020	2	20	0	22
B2B Marketing February 17 - 22, 2020	1	20	0	21
Enhancing Sales Force Performance March 09 - 13, 2020	0	25	0	25

CONTD. APPENDIX

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
Organizational Behaviour				
Enhancing Leadership Capacities and Potential Among Professional Women July 16 - 19, 2019	4	14	0	18
Leadership and Change Management August 19 - 23, 2019	25	17	1	43
Interpersonal Effectiveness and Team Building January 06 - 09, 2020	11	21	0	32
Human Resources Management				
Developing Internal Talent and Leadership April 08 - 10, 2019	8	14	4	26
H R Analytics September 16 - 18, 2019	12	9	0	21
Advanced Human Resource Management December 02 - 07, 2019	7	13	0	20
Managerial Effectiveness January 13 - 18, 2020	17	20	1	38
H R Auditing - Preparing the Ground for Strategic HRM February 24 - 26, 2020	12	8	2	22
Production and Quantitative Methods				
Revenue Management and Dynamic Pricing April 29 - May 03, 2019	5	10	0	15
Uncertainty, Complexity and Risk in Projects May 27 - 31, 2019	10	4	0	14
Manufacturing Strategy July 01 - 03, 2019	5	8	0	13
Warehouse Design and Management July 29 - August 02, 2019	8	20	0	28
Risk: Modeling and Management August 19 - 23, 2019	6	10	3	19
Project Management August 26 - 31, 2019	19	5	1	25
Supply Chain Management October 14 - 19, 2019	6	16	5	27
Logistics Management November 18 - 20, 2019	13	12	2	27

CONTD. APPENDIX

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
Restaurant Management December 09 - 13, 2019	1	15	0	16
Centre for Management in Agriculture				
Agriculture Input Marketing February 24 - 29, 2020	3	18	0	21
Centre for Management of Health Services				
Hospital Management June 17 - 22, 2019	8	20	0	28
Clinical Laboratory Management December 10 - 12, 2019	3	16	0	19
Centre for Innovation Incubation and Entrepreneurship				
Creative and Cultural Business Programme Module 1: August 18 - 24, 2019 Module 2: October 11 - 16, 2019 Module 3: February 03 - 04, 2020	1	31	1	33
Public Systems Group				
Sustainable Finance December 17 - 19, 2019	16	0	1	17
General Management for Shipping February 23 - 29, 2020	3	14	0	17
Ravi J. Matthai Centre For Educational Innovation				
Strategic Leadership for Schools in a Changing Environment (Batch 1) October 14 - 18, 2019	0	56	1	57
Strategic Leadership for Schools in a Changing Environment (Batch 2) October 21 - 25, 2019	2	49	1	52
Total	371	923	59	1353

RESEARCH AND SEMINARS

INTERNSHIP PROJECTS COMPLETED

Title	Faculty Guide	Name of the Intern/s
Public Perception of Courts in India: A case Study of Ernakulam District Court	Prof. M P Ram Mohan	Muhammed Faisal K
Working on the issue of cross-country growth using a regression	Prof. Sebastian Morris	Yashasvi Modi
Mapping and Analyzing Competition Law Cases	Prof. M.P Ram Mohan	Tejas Rao
Developing Training datasets for sentiment analysis of commodity news	Prof. Ankur Sinha	Tanmay Khandait
Coding for network simulations of mobile ad-hoc networks	Prof. Kavitha Ranganathan	Ram Ganesh V.
Literature review on nuclear energy politics	Prof. M.P Ram Mohan	Sonal Shekhar
Sentiment Analysis of Commodity News	Prof. Ankur Sinha	Tanmay Khandait
Knowledge Management and Innovation for Change (KMIC)	Prof. Ankur Sarin	Hemangini Bharatiya and Rohan Parmar
Linking property prices to urban commons	Prof. Amit Garg	Palak Purohit
Documenting IIMA Campus Sustainability Initiatives	Prof. Rama Mohana R. Turaga	Jitesh Mittal
Development of an ability-based emotional intelligence scale	Prof. Vishal Gupta	Dimpy Nandwani
Public Private Partnership for primary healthcare in India	Prof. Rajesh Chandwani	Kandarp Kaushik
Role of Community based Organizations in healthcare delivery in developing countries	Prof. Rajesh Chandwani	Shubham Mallik
Creating a dataset of # of seats reserved through Right to Education in Private Schools	Prof. Amrish Dongre	Mehboob Nawaz NM
Advertising revenues of Indian media	Prof. Reetika Khera	Teesta Saha and Piyush Bathwal
Gender and Judgement	Prof. Pritha Dev	Shubhangi Gokhroo
The geography of accessibility in urban India	Prof. Sandip Chakrabarti	Nikunj Kothari
Design of methods for association mining	Prof. Sanjay Verma	Riya Adlakha
Causality between fiscal policy and GDP growth rate	Prof. Abhiman Das	Komal Baranwal
Dynamics of Core Inflation in India	Prof. Abhiman Das	Pallav Srivastava
Fertility Transition among Indian States	Prof. Abhiman Das	Keya Vyas
Study the alteration of Livestock feed and analysis of mitigation of Green House Gases by livestock in India	Prof. Ranjan Kumar Ghosh	Saurabh M. Ghorpade
Urban Growth in India over time	Prof. Chinmay Tumbe	Zahid Ahmed
The Evolution of Corporate India	Prof. Chinmay Tumbe	Mohit Arora
Understanding the package-size preferences of the bottom-of-the-pyramid (BOP) customers	Prof. Anand Kumar Jaiswal	Kritika Sony
Consumption and Production Patterns of Stigmatized Seekers and Producers	Prof. Akshaya Vijayalakshmi	Fathima Maha

CONTD. APPENDIX

I

Title	Faculty Guide	Name of the Intern/s
Case Study of HAL and the Aeronautics Establishment	Prof. Sebastian Morris	Mudita Maiske
Environmental Accounting in India: Benefits and Concerns/ School Fee Regulation: Recent Developments.	Prof. Neerav Nagar	Sweta Agarwal
Identifying large point emission sources using satellite images	Prof. Anish Sugathan	Rahul Jain
Case Study on ITS Policy Planning	Prof. Sundaravalli Narayanaswami	Harsh Gupta
Future technology transition for large points sources in India	Prof. Amit Garg	Swabhaav Naraharasetty
Analysis and review of empirical Literature in Finance	Prof. Pranav Singh	Sarthak Rana
Maternity benefits in the informal sector	Prof. Reetika Khera	Devayani Gupta
Dynamics of Crowdfunded AI Start-ups	Prof. Adrija Majumdar	Anubhav Jain
Developing an Online Platform for School Climate Assessment	Prof. Kathan Shukla	Aman Kalra and Jatin Singh
Understanding the role of CEO personality in strategic alliances	Prof. Mohammad fuad	Kishan Panpalia
Recipe-based diet conceptualization opportunities for improved nutrition indicators and interventions	Prof. Vidya Vemireddy	Aakriti Khurania

WORKING PAPERS APRIL 2019 – MARCH 2020

WP Number	Title	Author(s)	Area
2019-04-01	Does IT work? Information Technology (IT) in Welfare in India*	Khera, Reetika; Patibandla, Vineeth	Economics, PSG
2019-04-02	Buy, Sell or Hold: Entity-Aware Classification of Business News	Sinha, Ankur; Kedas, Satishwar; Kumar, Rishu; Malo, Pekka	IGPC, and P&QM
2019-05-01	Right of recourse claims based on latent defects in the nuclear energy sector in India: brace yourself for fact-intensive disputes	Ram Mohan, M.P.; Kini, Els Reynaers	Business Policy
2019-06-01	Between Aastha and Zee: Mystery of the Missing Market for a Weather Channel	Deodhar, Satish Y.; Deka, Chayasmita	Economics
2019-06-02	A computational algorithm to analyze unobserved sequential reactions of the central banks: Inference on complex lead-lag relationship in evolution of policy stances	Chakrabarti, Anindya S.; Kumar, Sudarshan	Economics
2019-09-01	Real Estate and Infrastructure Resolution	Varma, Jayanth R.; Morris, Sebastian	Economics, F&A
2019-09-02	Steering the Macroeconomy with a Broken Compass and Stuck Rudder?	Morris, Sebastian	Economics
2019-10-01	Ripples on financial networks	Kumar, Sudarshan; Bansal, Avijit; Chakrabarti, Anindya S.	Economics
2019-11-01	'Allottees' as financial creditors: pushing the conceptual limits of the Indian insolvency regime	Ram Mohan, M.P.; Raj, Vishakha	Business Policy
2019-12-01	Alternate Solution Approaches for Competitive Hub Location Problems	Tiwari, Richa; Jayaswal, Sachin; Sinha, Ankur	P&QM

CONTD. APPENDIX

I

WP Number	Title	Author(s)	Area
2019-12-02	Competitive Hub Location Problems: Model and Solution Approaches	Tiwari, Richa; Jayaswal, Sachin; Sinha, Ankur	P&QM
2020-02-01	Development of Utility Function for Vehicle Insurance: Comparison of Logarithmic Goal Programming Method and Conjoint Analysis Method	Natesan, Sumeetha R.; Dutta, Goutam	P&QM
2020-02-02	A Mathematical Programming Approach with Revenue Management in Home Loan Pricing	Dutta, Goutam; Natesan, Sumeetha R.; Thakur, Deepika; Tiwari, Manoj K.	P&QM
2020-03-01	Incubation in India – A Multilevel Analysis	Sharma, Supriya; Vohra, Neharika	CIIE

RESEARCH SEMINARS 2019-20

Name of the Faculty and Affiliation	Seminar Title	Date
Professor Zia Wadud University of Leeds	Help or hindrance? Implications of fully automated vehicles	May 30, 2019
Professor Debabrata Das NITIE	Modelling Return of Used Products in presence of Product Exchange Offer: Interactive Effect of Relative and Reference Thinking of Consumers	June 10, 2019
Professor Ashok Chaurasia University of Waterloo	Assessment of mercury exposure levels in Indigenous communities via a new combining rule for non-normal tests statistics from Multiple Imputed Data	July 17, 2019
Professor Meenakshi Rishi Seattle University	Green ODA AND Carbon Emissions: Do Institutions Matter?	July 15, 2019
Professor Niranjan Chipalkatti Seattle University	The Capital market Impact of Undisclosed Self-generated Intangible Assets: A Survey of Research Findings	July 15, 2019
Prof Abhijeet Singh Stockholm School of Economics	Improving Public Sector Management at Scale? Experimental Evidence on School Governance in India	July 26, 2019
Suraj Yengde Harvard Kennedy School	Can Capitalism Liberate Dalits	July 29, 2019
Professor Maitreesh Ghatak London School of Economics	Why Do People Stay Poor? Testing for Poverty Traps using Experimental Evidence from a Randomized Capital Transfer Programme in Bangladesh?	August 22, 2019
Professor Indrajit Thakurta IIM Indore	The effect of financial market participation on consumption and human capital: a life-cycle optimization model	August 28, 2019
Tanya Jakimow University of New South Wales Sydney	Women's adverse incorporation into party politics: political labour in India and Indonesia	August 28, 2019
Professor David Cebon Cambridge University and Director of the Centre for Sustainable Road Freight	Towards Sustainable Road Freight	September 13, 2019

CONTD. APPENDIX

I

Name of the Faculty and Affiliation	Seminar Title	Date
Dr. Martin Kanz World Bank	Moral Incentives in Credit Card Debt Repayment: Evidence from a Field Experiment	September 12, 2019
Professor Rajendra Srivastava University of Kansas Lawrence USA	Text Mining for Financial and Non-Financial Information from SEC Filings, and Textual Analysis for Predictive Models and Risk Assessment	September 17, 2019
Professor Kiran Pedada ISB Hyderabad	Effect of International Marketing Alliance Dissolution on the Shareholder's Value of Emerging Market Partner Firm	September 19, 2019
Amit Jain Chauradia ISB Hyderabad	When Does Lateral Hiring Increase Firm Performance? The Microfoundations of Human Capital Acquiring Strategies	October 9, 2019
Professor Arnab Mukherji IIM Bangalore	Powering Women's Education through Empowerment: Evidence from India	November 04, 2019
Dinesh Mohan IIT Delhi	Road safety in India: The way ahead	October 21, 2019
Professor Bhaven Sampat Columbia University	TRIPS, Patents, and Drug Prices in India	November 14, 2019
Professor Sofia Amaral Maximilian University of Munich	Gender, Crime, and Punishment: The Effects of Women Police Stations in India	November 20, 2019
Dr. Shilpa Madan Columbia University	It's Not Easy Being Green: A Wealth-Adaptation Lay Theory Fosters Support for environment taxes	November 21, 2019
Dr. Sanjit Chakraborty VF, IIM Indore	Morality and Humanoid Robots: Revisiting Different Ethical Theories	November 26, 2019
Professor Santosh Kumar Sam Houston State University	Birth Weight and Cognitive Development during Childhood: Evidence from India	December 2, 2019
Dr. Anaka Aiyar Tata Cornell Institute for Agriculture and Nutrition	Health Insurance and Infant Mortality: Evidence from India	December 4, 2019
Professor Sanjit Dhami University of Leicester	Psychological and Social Motivations in Microfinance Contracts: Theory and Evidence	December 13, 2019
Dr. Adrian Lopez American University of Sharjah	Worshipping the Tiger: Modeling Non-Use Existence Values of Wildlife Spiritual Services	December 16, 2019
Professor Anujit Chakraborty University of California at Davis	Present Bias	December 17, 2019
Ms. Shelly Rathee University of Utah	Presence and Consequence of Marketplace Sexism in Customer Reviews	December 17, 2019
Dr. Bhoomija Ranjan Monash University	Attributing Store Traffic to Advertising: The Case of Home Improvement and Hardware Stores	January 2, 2020
Professor Nishith Prakash University of Connecticut	Wheels of Change: Transforming Women's Lives with Education and Empowerment	January 6, 2020
Professor Hari Bapuji University of Melbourne	Implications of Caste for MNES and IB Research	January 6, 2020
Dr. Raja Narayana L V Prasad Eye Institute	Counterfeit Avastin in India: Punish the criminals, not the patients	January 10, 2020

CONTD. APPENDIX

Name of the Faculty and Affiliation	Seminar Title	Date
Professor Abhishek Chakravarty University of Manchester	Informed Citizens and Political Entry: Evidence from a Large Education Programme in India	January 13, 2020
Professor Chritos Mavis University of Surrey	Selling to Buy: Asset Sales and Acquisitions	January 20, 2020
Professor Maresi Nerad University of Washington	Governmental Innovation Policies, Globalization, and Change in Doctoral Education Worldwide: Are Doctoral Programmes Converging? Trends and Tensions	January 20, 2020
Professor Sujata Visaria Hong Kong University of Science and Technology	The Borrowing Puzzle: Why Do Filipino Domestic Workers in Hong Kong Borrow rather than Dissave?	January 27, 2020
Professor Chandra Bhat University of Texas	Might Driverless Cars Lead to Urban Sprawl? Increase Vehicle Miles of Travel? The Need for Proactive Policies in the Emerging Transportation Landscape	January 31, 2020
Professor Birendra Rai University of Monash	Becker, Stigler, and Me Too: The Role of Mutual Consent	January 31, 2020
Professor Sanjib Basu University of Illinois at Chicago	Bayesian Criterion Based Variable Selection: comparisons and applications	February 3, 2020
Professor Chaman Lal (Retd) JNU	Ideas for Contemporary India from “The Bhagat Singh Reader	February 6, 2020
Dr. Suresh Divakar Consultant	Forecasting Models for Consumer Packaged Goods –Development, Implementation and Challenges	March 3, 2020
Professor John Harriss (Emeritus) Simon Fraser University	Polanyi’s Great Transformation and India today	February 19, 2020
Professor D. Daniel Sokol University of Florida	How Incumbents Respond to Competition from Innovative Disruptors in the Sharing Economy - The Impact of Airbnb on Hotel Performance	March 4, 2020



PUBLICATIONS

BOOKS

- Agarwal, A. K. (2019). *Infrastructure, PPP and Law for executives*. California: Sage Publishing.
- Banerjee, T., & Banerjee, A. (2019). *Business analytics - Text and cases*. New Delhi: SAGE Publications India Pvt. Ltd.
- Deodhar, S. Y. (2019). *Economic Sutra: Ancient Indian antecedents to economic thought*. Gurgaon: Penguin Random House.
- Gupta, V. (2020). *First among equals: T-R-E-A-T leadership for L-E-A-P in a knowledge-based world*. New Delhi: Bloomsbury.
- Mathur, A. N. (2019). *Finland-India business opportunities: Connecting the swan and the elephant*. Singapore: Springer.
- Mathur, A. N. (2020). *The Constitutional Law of Nepal*. Netherlands: Wolters Kluwer.
- Pichl, L., Kaizoji, T., & Chakrabarty, A. S. (2019). *Network Theory and Agent-Based Modeling in Economics and Finance*. Singapore: Springer.
- Ram Mohan, T. T. (2020). *Rebels with a cause: Famous dissenters and why they are not being heard*. Gurgaon: Penguin Random House.

ARTICLES IN PROFESSIONAL JOURNALS

- Agarwal, A.K. (2019). Changing dynamics of corporate law and governance in India: How to have effective implementation of the Insolvency & Bankruptcy Code, 2016. *Journal on Governance*
- Agarwal, Y., & Venkateshan, P. (2019). A new model for the asymmetric vehicle routing problem with simultaneous pickup and deliveries. *Operations Research Letters*. doi:<https://doi.org/10.1016/j.orl.2019.11.005>
- Agarwal, Y., & Venkateshan, P. (2019). A new valid inequalities for optional communication spanning tree problem. *Inform's Journal on Computing*. doi:<https://doi.org/10.1287/ijoc.2018.0827>
- Agarwalla, A., Sarin, A., & Gupta, I. (2019). Role of municipal councillors in the implementation of social protection schemes for children: A case of Ahmedabad, India. *Journal of Public Affairs*. doi:<https://doi.org/10.1002/pa.2018>
- Aggarwal, M., Chakrabarti, A. S., & Dev, P. (2020). Breaking "bad" links: Impact of Companies Act 2013 on the Indian Corporate Network. *Social Networks*. doi:<https://doi.org/10.1016/j.socnet.2020.01.001>
- Aruna Divya T., & Mukherjee, K. (2019). Payment methods and their effect on durable goods replacement. *Journal of Consumer Marketing*. doi:<https://doi.org/10.1108/JCM-11-2017-2435>
- Azadeh, K., De Koster, R., & Roy, D. (2017). Robotized and automated warehouse systems: Review and recent developments. *Transportation Science*. doi:<http://dx.doi.org/10.2139/ssrn.2977779>
- Azadeh, K., Roy, D., & De Koster, R. (2018). Design, modeling, and analysis of vertical robotic storage and retrieval systems. *Transportation Science*. doi:<http://dx.doi.org/10.2139/ssrn.2888615>
- Balakrishna, S., & Virmani, V. (2019). Numeracy and financial literacy of forest-dependent communities. *Vikalpa: The Journal for Decision Makers*. doi:<https://doi.org/10.1177/0256090919862059>
- Banerjee, A., & Rampal, J. (2020). Reverse endowment effect for a new product. *American Journal of Agricultural Economics*. doi:<https://doi.org/10.1002/ajae.12006>
- Bathini, D. R., & Kandathil, G. (2020). Bother me only if the client complains: control and resistance in home-based telework in India. *Employee Relations: The International Journal*. doi:<https://doi.org/10.1108/ER-09-2018-0241>
- Brock, S.E., Joglekar, Y., Tandon, A., & Bardwell, G. (2019). Updating powerpoint for the new business classroom. Proceedings of the Informing Science and Information Technology Education Conference. doi:<https://doi.org/10.28945/4268>

J

CONTD. APPENDIX

- Chakrabarti, S., & Aruna Divya T. (2019). The geography of medical travel in India: Differences across states, and the urban-rural divide. *Applied Geography*. doi:<https://doi.org/10.1016/j.apgeog.2019.04.003>
- Chakraverty, D. (2019). Impostor phenomenon in STEM: Occurrence, attribution, and identity. *Studies in Graduate and Postdoctoral Education*. doi:<https://doi.org/10.1108/SGPE-D-18-00014>
- Chakraverty, D. (2020). PhD Student experiences with the impostor phenomenon in STEM. *International Journal of Doctoral Studies*. doi:<https://doi.org/10.28945/4513>
- Chakraverty, D., Newcomer, S., Puzio, K., & Tai, R. H. (2020). It runs in the family: the role of family and extended social networks in developing early science interest. *Bulletin of Science, Technology & Society*. doi:<https://doi.org/10.1177/0270467620911589>
- Chand, V. S., & Deshmukh, K. (2019). Addressing the undergraduate internship challenge in developing countries: A "learning-by-doing" project-based online internship model. *Education and Training*. doi:<http://dx.doi.org/10.1108/ET-12-2018-0254>
- Chand, V. S., Deshmukh, K., & Shukla, A. (2020). Why does technology integration fail? Teacher beliefs and content developer assumptions in an Indian initiative. *Educational Technology and Development*. doi:<https://doi.org/10.1007/s11423-020-09760-x>
- Chatterjee, A., & Bandyopadhyay, T. (2019). Regression models for group testing: Identifiability and asymptotics. *Journal of Statistical Planning and Inference*. doi:<https://doi.org/10.1016/j.jspi.2019.05.003>
- Chatterjee, C., Mohapatra, D. P., & Estay, M. (2019). From courts to markets: New evidence on enforcement of pharmaceutical bans in India. *Social Science and Medicine*. doi:<https://doi.org/10.1016/j.socscimed.2019.112480>
- Das, A., Bansal, A., & Ghosh, S. (2020). Financial misconduct, fear of prosecution and bank lending. *Economic and Political Weekly*. Retrieved from <https://www.epw.in/journal/2020/13/money-banking-and-finance/financial-misconduct-fear-prosecution-and-bank.html>
- D'Cruz, P., Mulder, R., Noronha, E., Beerepoot, N., & Magala, S. (2019). The changing role of the nation-state and work-related regulation: Workplace bullying legislation in the Netherlands. *Economic and Labour Relations Review*. doi:<https://doi.org/10.1177/1035304618823959>
- Debnath, S., & Jain, T. (2020). Social connections and tertiary healthcare utilization. *Health Economics*. doi:<https://doi.org/10.1002/hec.3996>
- Deiningger, K., Jin, S., & Nagarajan, H. K. (2018). Inheritance law reform, empowerment, and human capital accumulation: Second-generation effects from India. *Journal of Development Studies*. doi:<https://doi.org/10.1080/00220388.2018.1520218>
- Deiningger, K., Nagarajan, H. K., & Singh, S. K. (2019). Women's political leadership and economic empowerment: Evidence from public works in India. *Journal of Comparative Economics*. doi:<https://doi.org/10.1016/j.jce.2019.12.003>
- Deo, S., Tyagi, H., Chatterjee, C., & Molakapuri, H. (2019). Did India's price control policy for coronary stents create unintended consequences? *Social Science and Medicine*. doi:<https://doi.org/10.1016/j.socscimed.2019.112737>
- Deodhar, S. J. (2020). Interplay between constraints and rewards in innovation tournaments: Implications for participation. *International Journal of Cooperative Information Systems*. doi:<https://doi.org/10.1142/S0218843020400043>
- Deodhar, S. J., Babar, Y., & Burtch, G. (2019). Falling from digital grace: Participation in online software contests following loss of status. *Proceedings of The Annual Hawaii International Conference on System Sciences*. doi:<https://doi.org/10.5465/AMBPP.2019.13956abstract>
- Deodhar, S. Y., & Deka, C. (2019). Between Aastha and Zee, mystery of the missing market for a weather Channel. *International Review of Business and Economics*, 3(1), 65-82.

CONTD. APPENDIX

- Deodhar, S., Singh, S., & Tank, N. (2019). Grapevine or informed selection: Significance of quality attributes in India's emerging wine market. *Wine Economics and Policy*. doi:<https://doi.org/10.1016/j.wep.2019.02.003>
- Deshmukh, K. S., Chand, V. S., Shukla, K. D., & Laha, A. K. (2020). Engagement patterns of participants in an online professional development programme: An application of mixture modelling. *Proceedings of The Annual Hawaii International Conference on System Sciences*. doi:<https://doi.org/10.24251/HICSS.2020.010>
- Dongre, A., & Tewary, V. (2019). Pain Without Gain? Impact of school rationalisation in India. *International Journal of Educational Development*. doi:<http://doi.org/10.1016/j.ijedudev.2019.102142>
- Dora, H. K., Worliker, V. R., & Narayanaswami, S. (2019). The Punjab National Bank scam: Ethics Vs robust processes. *Journal of Public Affairs*. doi:<https://doi.org/10.1002/pa.1952>
- Fuad, M., & Jain, A. K. (2019). Antecedents to innovation in emerging markets: Evidence from India. *International Journal of Innovation Management*. doi:<https://doi.org/10.1142/S1363919620500425>
- Gandhi, V. P., & Johnson, N. (2019). Enhancing performance of participatory water institutions in the eastern Indo-Gangetic plains: What Can we learn from new institutional economics and governance theories? *Water*. doi:<https://doi.org/10.3390/w12010070>
- Gandhi, V. P., Johnson, N., Neog, K., & Jain, D. (2019). Institutional structure, participation, and devolution in water institutions of eastern India. *Water*. doi:<https://doi.org/10.3390/w12020476>
- Gangadharan, L., Jain, T., Maitra, P., & Vecchi, J. (2019). Female leaders and their response to the social environment. *Journal of Economic Behavior & Organization*. doi:<https://doi.org/10.1016/j.jebo.2019.06.001>
- Ghosh, D. (2019). Identifying defective network components through restricted group testing. *OPSEARCH*. doi:<https://doi.org/10.1007/s12597-019-00382-3>
- Gopakumar, K. V., & Singh, S. (2019). Can subordinate voice prevail with abusive supervision? A conceptual model using conservation of resources perspective. *Management Research Review*. doi:<https://doi.org/10.1108/MRR-07-2019-0324>
- Gopakumar, K., & Ram Mohan, M. P. (2019). Nuclear energy safety, regulatory independence, and judicial deference: The case of the Atomic Energy Regulatory Board of India. *Administration & Society*. doi:<https://doi.org/10.1177/0095399719882640>
- Gopalakrishnan, B., & Mohapatra, S. (2020). The effects of reporting standards and information sharing on loan contracting: Cross-country evidence. *Cogent Economics and Finance*. doi:<https://www.tandfonline.com/doi/full/10.1080/23322039.2020.1716920>
- Gupta, D., Garg, A., & Das, A. (2019). Financial support vis-à-vis share of wind generation: Is there an inflection point?. *Energy*. doi:<http://doi.org/10.1016/j.energy.2019.05.221>
- Gupta, D., Ghersi, F., Garg, A., & Vishwanathan, S. S. (2019). Achieving sustainable development in India along the low carbon pathways: Macroeconomic assessment. *World Development*. doi:<https://doi.org/10.1016/j.worlddev.2019.104623>
- Gupta, D., Ghersi, F., Vishwanathan, S. S., & Garg, A. (2019). Macroeconomic assessment of India's development and mitigation pathways. *Climate Policy* doi:<https://doi.org/10.1080/14693062.2019.1648235>
- Gupta, D., Pandey, A. K., & Garg, A. (2019). Innovations in public administration in India. *Economic and Political weekly*. Available at https://www.epw.in/journal/2019/29/special-articles/innovations-public-administration-india.html?0=ip_login_no_cache%3Df91fe8dd4809ee0ebb9604ec9aff49d6
- Gupta, M., Pandey, J., Gaur, J., & Vohra, N. (2019). Preface to research on role of technology in workforce management. *Australian Journal of Information Systems*. doi: <https://doi.org/10.3127/ajis.v23i0.2185>
- Gupta, S., & Kumar, P. (2019). An overlapping community detection algorithm based on rough clustering of links. *Data and Knowledge Engineering*. doi:<https://doi.org/10.1016/j.datak.2019.101777>
- Gupta, S., & Kumar, P. (2020). A constrained agglomerative clustering approach for unipartite and bipartite networks with application to credit networks. *Information Sciences*. doi:<https://doi.org/10.1016/j.ins.2019.12.085>

J

CONTD. APPENDIX

- Gupta, S., Vemireddy, V., & Pingali, P. (2019). Nutritional outcomes of empowerment and market integration for women in rural India. *Food Security*. doi:<https://doi.org/10.1007/s12571-019-00978-z>
- Gupta, S., Vemireddy, V., Singh, D., & Pingali, P. (2019). Adapting the women's empowerment in agriculture index to specific country context: Insights and critiques from fieldwork in India. *Global Food Security*. doi:<https://doi.org/10.1016/j.gfs.2019.09.002>
- Gupta, V. (2020). Relationships between leadership, motivation and employee-level innovation: evidence from India. *Personnel Review*. doi:<http://dx.doi.org/10.1108/PR-11-2019-0595/full/html>
- Irani, L., & Vemireddy, V. (2020). Getting the measurement right! quantifying time poverty and multitasking from childcare among mothers with children across different age groups in rural north India. *Asian Population Studies*. doi:<https://doi.org/10.1080/17441730.2020.1778854>
- Jaikumar, S., Pingali, V., & Virmani, V. (2019). Shareholders' reaction to ethical image of sports teams: an event study in the Indian Premier League. *Decision*. doi:<https://doi.org/10.1007/s40622-019-00230-9>
- Jain, V., Merchant, A., Roy, S., & Ford, J. B. (2019). Developing an emic scale to measure ad-evoked nostalgia in a collectivist emerging market, India. *Journal of Business Research*. doi:<https://doi.org/10.1016/j.jbusres.2019.02.039>
- Jha, J. K., & Singh, M. (2019). Exploring the mechanisms of influence of ethical leadership on employment relations. *IIMB Management Review*. doi:<https://doi.org/10.1016/j.iimb.2019.07.010>
- Jha, J. K., Pandey, J., & Varkkey, B. (2019). Examining the role of perceived investment in employees' development on work-engagement of liquid knowledge workers: Moderating effects of psychological contract. *Journal of Global Operations and Strategic Sourcing*. doi:<https://doi.org/10.1108/JGOSS-08-2017-0026>
- Jha, R., Nagarajan, H. K., & Tagat, A. (2019). Jati, local public goods and village governance: Private actions and public outcomes. *Economic and Political Weekly*. doi:<https://www.epw.in/journal/2019/49/special-articles/jati-local-public-goods-and-village-governance.html>
- Jha, R., Nagarajan, H. K., & Tagat, A. (2019). Restricted and unrestricted fiscal grants and tax effort of panchayats in India. *Economic and Political Weekly*. doi:<https://www.epw.in/journal/2019/32/special-articles/restricted-and-unrestricted-fiscal-grants-and-tax.html>
- Johnson, N., Gandhi, V. P., & Jain, D. (2020). Performance behavior of participatory water institutions in eastern India: A study through structural equation modelling. *Water*. doi:<https://doi.org/10.3390/w12020485>
- Johnson, S. L., Reichenberg, R. E., Shukla, K., Waasdorp, T. E., & Bradshaw, C. P. (2019). Improving the measurement of school climate using item response theory. *Educational Measurement: Issues and Practice*. doi:<https://doi.org/10.1111/emip.12296>
- Karthik, D., Upadhyayula, R., & Basant, R. (2019). Post internationalization strategies of born global service firms. *Competitiveness Review: An International Business Journal*. doi:<https://doi.org/10.1108/CR-02-2018-0017>
- Khandker, V., Gandhi, V. P., & Johnson, N. (2020). Gender perspective in water management: The involvement of women in participatory water institutions of eastern India. *Water*. doi:<https://doi.org/10.3390/w12010196>
- Krishnamoorthy, S., & Roy, D. (2019). An utility-based storage assignment strategy for e-commerce warehouse management. *Proceedings of IEEE International Conference on Data Mining Workshops*. doi:<https://doi.org/10.1109/ICDMW.2019.00144>
- Kumar, M., Singh, J. B., Chandwani, R., & Gupta, A. (2020). "Context" in healthcare information technology resistance: A systematic review of extant literature and agenda for future research. *International Journal of Information Management*. doi:<https://doi.org/10.1016/j.ijinfomgt.2019.102044>
- Kumar, N., Ismail, A., Sherugar, S., & Chandwani, R. (2019). Restoration work: Responding to everyday challenges of HIV outreach. *Proceedings of the ACM on Human-Computer Interaction*. doi:<https://dl.acm.org/doi/10.1145/3359156>

CONTD. APPENDIX

- Kuyyamudi, C., Chakrabarti, A. S., & Sinha, S. (2019). Emergence of frustration signals systemic risk. *Physical Review E-Statistical Nonlinear and Soft Matter Physics*. doi:<https://doi.org/10.1103/PhysRevE.99.052306>
- Lin, M.-H., Vijayalakshmi, A., & Laczniak, R. (2019). Toward an understanding of parental views and actions on social media influencers targeted at adolescents: the roles of parents' social media use and empowerment. *Frontiers in Psychology*. doi:<https://doi.org/10.3389/fpsyg.2019.02664>
- Mahesh, K. C., & Laha, A. K. (2019). A robust Sharpe ratio. *Sankhya: The Indian Journal of Statistics*. doi:10.1007/s13571-019-00204-y
- Majumdar, A., & Bose, I. (2019). Do tweets create value? A multi-period analysis of Twitter use and content of tweets for manufacturing firms. *International Journal of Production Economics*. doi:<https://doi.org/10.1016/j.ijpe.2019.04.008>
- Malodia, S., Gupta, S., & Jaiswal, A. K. (2019). Reverse innovation: a conceptual framework. *Journal of the Academy of Marketing Science*. doi:<https://doi.org/10.1007/s11747-019-00703-4>
- Malone, M., Shukla, K., & Cornell, D. G. (2019). Grade configuration is associated with school-level standardized test pass rates for sixth-, seventh-, and eighth-grade students. *School Effectiveness and School Improvement*. doi:<https://doi.org/10.1080/09243453.2019.1654526>
- Mathur, A. N. (2020). Psychological containment of organisational toxicity and its spillovers. *Organisational & Social Dynamics*. doi:<https://doi.org/10.33212/osd.v20n1.2020.60>
- Moses, A., & Sharma, A. (2019). What drives human resource acquisition and retention in social enterprises? An empirical investigation in the healthcare industry in an emerging market. *Journal of Business Research*. doi:<https://doi.org/10.1016/j.jbusres.2019.07.025>
- Narasimhan, R., & Narayanaswami, S. (2019). Security management at the National Institute of Management: To outsource or insource? Cases (A) and (B). *Vikalpa: The Journal for Decision Makers*. doi:<https://doi.org/10.1177/0256090919853932>
- Narayanan, P., Gopalakrishnan, B., & Sahay, A. (2020). Understanding the government's attempt to transform attitudes towards a critical resource: Gold monetization in India. *Resources Policy*. doi:<https://doi.org/10.1016/j.resourpol.2020.101600>
- Narayanaswami, S. (2019). Optimal allocation of rolling stock in scheduled transportation services. *International Journal of Logistics Systems and Management*. doi:<https://doi.org/10.1504/IJLSM.2019.103087>
- Natesan, S., Singh, C., & Dutta, G. (2019). Utility function for airline travel in Nepal and its comparison with India. *International Journal of Revenue Management*. doi:<https://doi.org/10.1504/IJRM.2019.103010>
- Pal, R., Golubchik, L., Psounis, K., & Bandyopadhyay, T. (2019). On robust estimates of correlated risk in cyber-insured IT firms: A first look at optimal AI-based estimates under "small" data. *ACM Transactions on Management Information Systems*. doi:<https://doi.org/10.1145/3351158>
- Pandey, A., Gupta, V., & Gupta, R. (2019). Spirituality and innovative behaviour in teams: Examining the mediating role of team learning. *IIMB Management Review*. doi:<https://doi.org/10.1016/j.iimb.2019.03.013>
- Pandey, J., & Singh, M. (2019). Positive religious coping as a mechanism for enhancing job satisfaction and reducing work-family conflict: A moderated mediation analysis. *Journal of Management, Spirituality & Religion*. doi:<https://doi.org/10.1080/14766086.2019.1596829>
- Pathak, A. A., & Kandathil, G. (2019). Strategizing in small informal retailers in India: Home delivery as a strategic practice. *Asia Pacific Journal of Management*. doi:<https://doi.org/10.1007/s10490-019-09662-4>
- Pattanayak, S.K., Jeuland, M., Lewis, J. J., Usmani, F., Brooks, N., Bhojvaid, V., Patange, O., . . . Ramanathan, V. (2019). Experimental evidence on promotion of electric and improved biomass cookstoves. *Proceedings of the National Academy of Sciences*. doi:<https://doi.org/10.1073/pnas.1808827116>
- Peck, J., & Rampal, J. (2019). Non-optimality of state by state monopoly pricing with demand uncertainty: An example. *Economics Letters*. doi:<https://doi.org/10.1016/j.econlet.2019.10856>

CONTD. APPENDIX

- Rai, A., Bansal, A., & Chakrabarti, A. S. (2019). Statistical estimation of time-varying complexity in financial networks. *European Physical Journal B*. doi:<https://doi.org/10.1140/epjb/e2019-100161-1>
- Rai, R. (2019). The production of precariousness for the dissenting subject at the intersections of neoliberal and cultural nationalist practice. *Decision*. doi:<https://doi.org/10.1007/s40622-019-00214-9>
- Rai, R., Bawa, A., & Jagannathan, S. (2018). Narrative worlds of frugal consumers: Unmasking romanticized spirituality to reveal responsabilization and de-politicization. *Journal of Business Ethics*. doi:<https://doi.org/10.1007/s10551-018-3931-1>
- Raj, V., & Ram Mohan, M. P. (2019). Medical negligence and law application of the Bolam and Bolitho rules in India. *Economic and Political Weekly*. Available at https://www.epw.in/journal/2019/42/special-articles/medical-negligence-and-law.html?0=ip_login_no_cache%3D1feadae39aec8ecb0ca842c6bc995047
- Ram Mohan, M. P., & Godha, M. (2020). The law of restitution for unjust enrichment in India. *Lloyd's Maritime and Commercial Law Quarterly*. Available at https://www.i-law.com/ilaw/browse_journals.htm?name=Lloyd%27s%20Maritime%20and%20Commercial%20Law%20Quarterly%20&year=2020&issueTitle=2020%20-%20Part%201
- Ram Mohan, M. P., & Namboodhary, S. K. (2020). An exploration of public risk perception and governmental engagement of nuclear energy in India. *Journal of Public Affairs*. doi:<https://doi.org/10.1002/pa.2086>
- Ram Mohan, M. P., & Reynaers, E. (2020). Right of recourse claims based on latent defects in the nuclear energy sector in India: Brace yourself for fact-intensive disputes. *Journal of Global Operations and Strategic Sourcing*. doi:<https://doi.org/10.2139/ssrn.3541415>
- Ram Mohan, M. P., Murugavelu, P., Ray, G., & Parakh, K. (2020). The doctrine of frustration under section 56 of the Indian Contract Act. *Indian Law Review*. doi:<https://doi.org/10.1080/24730580.2019.1709774>
- Ram Mohan, M. P., Yadav, S., & Sarangi, G. K. (2019). Hydraulic fracturing and groundwater contamination in India: evaluating the need for precautionary action. *Journal of Energy & Natural Resources Law*. doi:<https://doi.org/10.1080/02646811.2019.1693114>
- Roy, S., Sreejesh, S., & Bhatia, S. (2019). Service quality versus service experience: An empirical examination of the consequential effects in B2B services. *Industrial Marketing Management*. doi:<https://doi.org/10.1016/j.indmarman.2019.02.017>
- Saiyad, A. A., Fernhaber, S. A., Basant, R., & Karthik D. (2020). The internationalization of new ventures in an emerging economy: The shifting role of industry concentration. *Asia Pacific Journal of Management*. doi:<https://doi.org/10.1007/s10490-020-09712-2>
- Shah, A., & Mathur, N. (2019). Contestations around water allocation during a climate crisis in India: The case of 'IPL vs. drought'. *Global Environmental Change*. doi:<https://doi.org/10.1016/j.gloenvcha.2019.05.011>
- Sharma, A., Pathak, S., Borah, S., & Adhikary, A. (2019). Is it too complex? The curious case of supply network complexity and focal firm innovation. *Journal of Operations Management*. doi:<https://doi.org/10.1002/joom.1067>
- Sharma, A., Soni, M., Borah, S. B., & Saboo, A. (2020). Identifying the drivers of luxury brand sales in emerging markets: An exploratory study. *Journal of Business Research*. doi:<https://doi.org/10.1016/j.jbusres.2020.02.009>
- Sharma, S., & Sud, M. (2019). Impact of regulatory framework on bidding behavior of firms: Policy implications for the oil & gas sector. *Energy Policy*. doi:<https://doi.org/10.1016/j.enpol.2019.01.075>
- Singh, S. (2019). Did Indian federalism fail Punjab?. *Global institute of Sikh Studies*. doi:https://www.academia.edu/43318450/Did_Indian_Federalism_Fail_Punjab
- Singh, S. (2019). Re-organising agricultural markets for doubling farmer incomes in India: Relevance, mechanisms, and role of policy. *Indian Journal of Agricultural Economics*.
- Singh, S. (2019). The export value chain of baby corn in India: governance, inclusion and upgrading. *Agrarian South: Journal of Political Economy*. doi:<https://doi.org/10.1177/2277976019857192>

CONTD. APPENDIX

- Singh, S. (2020). Examining global competitiveness of Indian agribusiness in the Twenty-first century Asian context: Opportunities and Challenges. *Millennial Asia-An International Journal of Asian Studies*. doi:https://doi.org/10.1177/0976399619879889
- Singla, C. (2019). Antecedents of inbound and outbound M&A: Industry-level analysis from India. *Management International Review*. doi:https://doi.org/10.1007/s11575-019-00398-3
- Sinha, A., Lu, Z., Malo, P., & Deb, K. (2020). Bilevel optimization based on iterative approximation of multiple mappings. *Journal of Heuristics*. doi:https://doi.org/10.1007/s10732-019-09426-9
- Sinha, A., Varkkey, B., & Meenakshi, N. (2019). Design thinking for improving employee experience: a case of a food tech company. *Development and Learning in Organizations*. doi:https://doi.org/10.1108/DLO-11-2018-0154
- Sohani, S. S., & Varkkey, B. (2019). Broker imposed precarity of Indian technical immigrants. *Industrial Relations Journal*. doi:https://doi.org/10.1111/irj.12253
- Sud, M., Arya, B., & Sahasranamam, S. (2019). Ownership structure and corporate social responsibility in an emerging market. *Asia Pacific Journal of Management*. doi:https://doi.org/10.1007/s10490-019-09649-1
- Sugathan, A., Malghan, D., Chandrashekar, S., & Sinha, D. K. (2019). Downstream electric utility restructuring and upstream generation efficiency: Productivity dynamics of Indian coal and gas-based electricity generators. *Energy*. doi:https://doi.org/10.1016/j.energy.2019.04.107
- Tamatam, R., Dutta, P., Dutta, G., & Lessmann, S. (2019). Efficiency analysis of Indian banking industry over the period 2008-2017 using data envelopment analysis. *Benchmarking: An International Journal*. doi:https://doi.org/10.1108/JGOSS-08-2017-0026
- Tandon, A., Kandathil, G., Deodhar, S., & Mathur, N. (2019). Electronic records of obstetrics and gynaecology encounter: beyond professional logics of health care. *ACM International Conference Proceeding Series*. doi:https://doi.org/10.1145/3364183.3364196
- Tomar, N., & Vijayalakshmi, A. (2019). 3J the bright side of darkness – the effect of ambient lighting on information search behavior. *Advances in Consumer Research*. doi:https://www.acrwebsite.org/volumes/2551988/volumes/v47/NA-47
- Trehan, D., & Sharma, R. (2020). What motivates members to transact on social C2C communities? A theoretical explanation. *Journal of Consumer Marketing*. doi:https://doi.org/10.1108/JCM-04-2019-3174
- Tumbe, C. (2019). Corpus linguistics, newspaper archives and historical research methods. *Journal of Management History*. doi:https://doi.org/10.1108/JMH-01-2018-0009
- Turaga, R. R., Jha-Thakur, U., Chakrabarti, S., & Hossain, D. (2019). Exploring the role of urban green spaces in 'smartening' cities in India. *Impact Assessment and Project Appraisal*. doi:https://doi.org/10.1080/14615517.2019.1690864
- VanSandt, C. V., Mitchell, M. C., & Sud, M. (2019). American MNEs: In search of legitimacy when you're WEIRD. *Journal of Management Policy and Practice*. doi:https://doi.org/10.33423/jmpp.v20i4.2382
- Varma, J. R. (2019). Blockchain in Finance. *Vikalpa: The Journal for Decision Makers*. doi:https://doi.org/10.1177/0256090919839897
- Venkateshan, P., Szmerekovsky, J., & Vairaktarakis, G. (2019). A cutting plane approach for the multi-machine precedence-constrained scheduling problem. *Annals of Operations Research*. doi:https://doi.org/10.1007/s10479-019-03212-3
- Waasdorp, T. E., Johnson, S. L., Shukla, K. D., & Bradshaw, C. (2019). Measuring school climate: Invariance across middle and high school students. *Children and Schools*. doi:https://doi.org/10.1093/cs/cdz026

CONTD. APPENDIX

CHAPTER IN BOOKS

- Berlingieri, A., & D'Cruz, P. (2019). Depersonalized Bullying: An Emergent Concern in the Contemporary Workplace. In P. D'Cruz, E. Noronha, G. Notelaers, & C. Rayner (Eds.), *Concepts, Approaches and Methods: Handbooks of Workplace Bullying, Emotional Abuse and Harassment* (Vol. 1). Singapore: Springer.
- D'Cruz, P., & Noronha, E. (2019). Indian Freelancers in the Platform Economy: Prospects and Problems. In K. Shyam Sundar (Ed.), *Globalization, Labour Market Institutions, Processes and Policies in India*. Singapore: Palgrave Macmillan.
- D'Cruz, P., & Noronha, E. (2019). Mapping varieties of workplace bullying: The scope of the field. In P. D'Cruz, E. Noronha, G. Notelaers, & C. Rayner (Eds.), *Concepts, Approaches and Methods: Handbooks of Workplace Bullying, Emotional Abuse and Harassment*. Singapore: Springer
- D'Cruz, P., & Noronha, E. (2019). Workplace bullying in the context of robotization: Contemplating the future of the field. In P. D'Cruz, E. Noronha, G. Notelaers, & C. Rayner (Eds.), *Concepts, Approaches and Methods: Handbooks of Workplace Bullying, Emotional Abuse and Harassment, vol 1*. Singapore: Springer.
- Deodhar, S. (2020). Make in India: Success Stories, Lessons Learnt. In U. Kapila (Ed.), *Indian Economy: The Great Slowdown?* New Delhi: Academic Foundation.
- Morris, S. (2019). The Problem of Financing Private Infrastructure in India Today. In R. Kathuria, & P. Kukreja (Eds.), *20 Years of G20-From Global Cooperation to Building Consensus*. Singapore: Springer.
- Noronha, E. (2019). Caste and Workplace Bullying: A Persistent and Pervasive Phenomenon. In P. D'Cruz, E. Noronha, C. Caponecchia, J. Escartín, D. Salin, & M. R. Tuckey (Eds.), *Dignity and Inclusion at Work*. Singapore: Springer.
- Noronha, E., & D'Cruz, P. (2019). Mediation and Conciliation in Collective Labor Conflicts in India. In M. Euwema, F. Medina, A. García, & E. Pender (Eds.), *Mediation in Collective Labor Conflicts*. Cham: Springer.
- Noronha, E., & D'Cruz, P. (2019). Organization advantage: Experience of telework in India. In J. Messenger (Ed.), *Telework in the 21st century*. Edward Elgar.
- Pellegrini, P., Tolfo, S., Azevedo, S., & D'Cruz, P. (2019). The interface between significant others and workplace bullying, emotional abuse and harassment. In P. DCruz, E. Noronha, E. Baillien, B. Catley, K. Harlos, A. Hogh, & E. Mikkelsen, *Handbooks of workplace bullying emotional abuse and harassment vol 2 - Pathways of Job-related negative behaviour*. Singapore: Springer.
- Ram Mohan, T. (2019). IL& FS was an avoidable crisis. In U. Kapila, *Economic Developments in India*. New Delhi: Academic Foundation
- Ram Mohan, T. (2020). What do we do with PSBs? . In U. Kapila (Ed.), *Indian Economy: The Great Slowdown?* New Delhi: Academic Foundation.
- Ram Mohan, T., & Rangarajan, C. (2019). Resolving India's Banking Crisis. In U. Kapila (Ed.), *Economic Developments in India*. New Delhi: Academic Foundation.
- Sengupta, A., & Chakrabarti, A. (2019). Migration network of the European Union: Quantifying the effects of linguistic frictions. In F. Abergel, B. K. Chakrabarti, A. Chakraborti, N. Deo, & K. Sharma (Eds.), *New Perspectives and Challenges in Econophysics*. Switzerland: Springer.
- Sharma, K., Chakrabarti, A., & Chakraborti, A. (2019). Multi-layered network structure: Relationship between financial and macroeconomic dynamics. In F. Abergel, B.K. Chakrabarti, A. Chakraborti, N. Deo, & K. Sharma (Eds.), *New Perspectives and Challenges in Econophysics*. Switzerland: Springer.
- Singh, S. (2019). Institutional innovations for inclusive agricultural development, A case of franchising in India. In L. Singh, & A. Gill (Eds.), *Agriculture innovation system in Asia- Towards inclusive rural development*. London: Routledge.
- Singh, S., & Gupta, V. (2019). Organizational performance research in India: A review and future research agenda. In M. Misra (Ed.), *Psychology of Organizations*. New Delhi: Oxford University Press.

CONTD. APPENDIX

- Tumbe, C., & Vartak, K. (2020). Migration and Caste. In S. Irudaya Rajan, & M. Sumeetha (Eds.), *Handbook of Internal Migration in India*. Sage.
- Vohra, N., Nair, N., & Sheel, R. (2019). Burnout, organisational cynicism, alienation: Review of negative workplace attitudes, behaviours, and cognitions. In G. Misra, *Psychology Volumes 1-5 ICSSR Research Surveys and Exploration*. Oxford University Press.

CONFERENCE PRESENTATIONS

- Aggarwal, M. (2019, August 9-13). *The cost and benefits of platforms: Study of Amazon Inc*. Paper presented at the Academy of Management conference, Boston.
- Ali, S., & Mathur, A.N. (2020, February 17-19). *Understanding re-internationalization processes*. Paper presented at the ANZIBA 2020 Conference, Sydney.
- Arif, A. (2020, January 2-4). *Factors affecting utilization of maternal health services among nomads*. Paper presented at the Sixth Biennial Conference of the Indian Academy of Management (INDAM 2020), Tiruchirapalli.
- Arora, H., & Gupta, V. (2020, January 2-4). *Guilt proneness: Prioritising multiple foci of commitment and coping strategies*. Paper presented at the Sixth Biennial Conference of the Indian Academy of Management (INDAM 2020), Tiruchirapalli.
- Arora, H., Bhayana, C., Sud, S., & Vohra, N. (2019, December 12-14). *Exploring the dynamics of a high performance work system (HPWS): A case study of a pharmaceutical company in India*. Paper presented at the Transcendence 2019 (3rd International OD conference), TISS, Mumbai.
- Awasthi, K., Gopakumar, K.V., & Ojha, A. (2019, August 9-13). *Why do institutional changes fail? Institutional elasticity and petroleum sector reforms in India*. Paper presented at the Academy of Management Meeting, Boston
- Banday, M.U., Chakraborty, S., D'Cruz, P., & Noronha, E. (2019, April 24-26). *At the far ends of GPNs: Child labour in hybrid cottonseed production in Western India*. Paper presented at the 37th International Labour Process Conference, Vienna.
- Bansal, V., & Roy, D. (2019, December 15-18). *Stochastic model for integrated storage-order picking system with multiline orders*. Paper presented at the 52nd Annual Convention of Operational Research Society of India and International Conference, IIM Ahmedabad.
- Bansal, V., & Roy, D. (2019, October 20-23). *Stochastic model for integrated storage-order picking system with multiline orders*. Paper presented at the INFORMS Annual Meeting, Seattle.
- Bhadra, D. (2019, August 18-23). *Estimation of median Household Income for small areas: A Bayesian semiparametric approach*. Paper presented at the International Statistical Association - World Statistics Congress (ISI-WSC), Kuala Lumpur.
- Bhattacharya, P., & Rampal, J. (2019, December 10-13). *Contests within and between Groups*. Paper presented at the Winter School Conference, Delhi School of Economics, New Delhi,
- Bhattacharya, P., & Rampal, J. (2019, June 27-28). *Contests within and between Groups*. Paper presented at the Contests: Theory and Evidence, University of East Anglia, Norwich.
- Bhayana, C., & Vohra, N. (2020, January 2-4). *I am what I do: Exploring the experiences of freelancers in India*. Paper presented at the Sixth Biennial Conference of the Indian Academy of Management (INDAM 2020), Tiruchirapalli.
- Bhayana, C., Gupta, V., & Sharda, K. (2020, January 2-4). *Exploring Dynamics Within Multigenerational Teams with Millennials: A Research Framework*. Paper presented at the Sixth Biennial Conference of the Indian Academy of Management (INDAM 2020), Tiruchirapalli.
- Bose, G., Jain, T., & Walker, S. (2019, December 18-20). *Women's labour force participation and household technology adoption*. Paper presented at the 15th Annual Conference on Economic Growth and Development, ISI, New Delhi.

J

CONTD. APPENDIX

- Chakraverty, D. (2020, March). *Sexism, hostile work environment, and the impostor phenomenon*. Paper accepted for the Annual NARST Meeting, Portland. (Conference Cancelled due to Covid 19).
- Chakraverty, D., & Jeffe, D.B. (2019, April 5-9). *How open-ended survey questions can aid in rigorous qualitative research design*. Paper presented at the Annual AERA Meeting, Toronto.
- Chang, S., Chakraverty, D., Anderson, C., Lee, H.Y., & Yates, M. (2020, March). *Research into action to diversify the biomedical and behavioral research workforce: Combating impostor phenomenon (IP): A preliminary qualitative evaluation of a workshop for diverse summer research students*. Paper accepted for the 12th Conference on Understanding Interventions that Broaden Participation in Science Careers, St. Antonio. (Conference Cancelled due to Covid 19).
- D'Cruz, P., & Noronha, E. (2019, July 8-10). *Tensions of globalisation: Working of Indian IT firms in the Netherlands*. Paper presented at the 6th Regulating for Decent Work Conference, ILO, Geneva.
- D'Cruz, P., & Noronha, E. (2019, March 27-29). *The Indian IT industry: A GPN perspective*. Paper presented at the XIV Global Labour University Conference, Berlin.
- Deep Prakash, C., & Waychal, N. (2019, December 15-18). *DEEP-NIX (Neo Integrated X) Model: Decision trees with bias correction validated through 2-pronged regression for prediction interval*. Paper presented at the 52nd Annual Convention of Operational Research Society of India and International Conference, IIM Ahmedabad.
- Deodhar, S.Y., & Deka, C. (2019, December 22). *Between Aastha and Zee, mystery of the missing market for a weather Channel*. Paper presented at the International Conference on Economics and Business Issues, Surat.
- Deshmukh, K.S., Chand, V.S., Shukla, K.D., & Laha, A.K. (2020, January 7-10). *Engagement patterns of participants in an online professional development programme: An application of mixture modelling*. Paper presented at the 53rd Hawaii International Conference on System Sciences, Maui.
- Dev, P., & Rampal, J. (2019, June 28 - July 2). *Social punishment and under-reporting in hard-to-prove crimes*. Paper presented at the 94th Annual Conference of the Western Economic Association International (WEAI), San Francisco.
- Dev, P., & Rampal, J. (2020, January 28-29). *Sexual Violence: Exploring the Truth Behind False Reports and Under-reporting*. Paper presented at the Annual Conference organized by Centre for Training and Research in Public Finance and Policy (CTRPFP), Kolkata.
- Dhar, D., Jain, T., & Jayachandran, S. (2019, December 12-13). *Reshaping gender attitudes: Evidence from a school-based experiment in India*. Paper presented at the Conference on Randomized Controlled Trials, Melbourne.
- Dongre, A., Singhal, K., & Das, U. (2019, December 9-11). *Women in Indian Academia: Evidence from the Economics discipline*. Paper presented at the 10th International CESI Conference, Zakir Hussain Centre for Educational Studies, JNU, New Delhi.
- Dutta, G. (2019, December 15-18). *Tutorial -introduction to stochastic programming*. Paper presented at the 52nd Annual Convention of Operational Research Society of India and International Conference, IIM Ahmedabad.
- Dutta, G., Mitra, K., Natesan, S. R. (2019, December 15-18). *Tutorial - Introduction to AMPL and Stochastic Programming with AMPL*. Paper presented at the 52nd Annual Convention of Operational Research Society of India and International Conference, IIM Ahmedabad.
- Farheen, F., Makhecha, U., & Varkkey, B. (2019, August 9-13). *Wellbeing or workaholism - Critical perspectives on employee engagement in new work practices*. Paper presented at the Academy of Management Annual Meeting, Boston.
- Gandhi, V.P. (2019, April 23-24). *Institution building for the horticulture business cluster/ value chain development programme*. Paper presented at the National Level Stakeholders Consultation on Mango / Banana / Pomegranate Cluster Development, Organized by the National Horticulture Board, Ministry of Agriculture & Farmers Welfare, Government of India, New Delhi.
- Gandhi, V.P. (2019, June 28 - July 2). *New institutional economics and irrigation performance in Eastern India: Study of participatory irrigation management institutions*. Paper presented at the 94th Annual Conference of the Western Economic Association International (WEAI), San Francisco.

CONTD. APPENDIX

- Gandhi, V.P. (2020, February 15-17). *New trends & future prospects of Indian agriculture to meet the challenges of population growth, climate change, nutritional requirements and food habits of the Indian population*. Paper presented at the Indian Seed Congress 2020, New Delhi.
- Gandhi, V.P. (2020, March 6). *Institutional aspects of sustainable agriculture*. Keynote address at the National Seminar on Sustainable Agriculture, ICAR Lecture Hall, NASC Complex, New Delhi.
- Gupta, V., & Gopakumar, K. V. (2019, July 4-6). *Managing mission drifts with organizational evolution: The case of an Indian nonprofit organization*. Paper presented at the 35th EGOS Colloquium 2019, Edinburgh.
- Kishore, V., & Shukla, A. (2019, March 26-27). *Crafting managers as organic intellectuals - A review of alternative pedagogical practices at IIM Ahmedabad*. Paper presented at the Inclusive Pedagogy: Teaching and Learning Practices in Higher Education in India, Ashoka University, Sonipat.
- Kulkarni, V., Sharma, Supriya, & Chandwani, R. (2019, August 9-13). *Transforming work practices of informal waste pickers: A case study of an Indian enterprise*. Paper presented at the Academy of Management Annual Conference, Boston.
- Kumawat, G.L., Roy, D., & Papier, F. (2019, December 15-18). *Dynamic capacity allocation under lost sales and service dependent demand*. Paper presented at the 52nd Annual Convention of Operational Research Society of India and International Conference, IIM Ahmedabad.
- Kumawat, G.L., Roy, D., & Papier, F. (2019, October 20-23). *Dynamic capacity allocation under lost sales and service dependent demand*. Paper presented at the INFORMS Annual Meeting, Seattle.
- Kumbarger, A., Mandal, S., & Khamitov, M. (2020, February 14-16). *Wilt thou forgive that sin? – The impact of brand heritage on consumer responses to brand transgressions*. Paper presented at the AMA Winter Conference 2020, San Diego.
- Lee, H.Y., Yates, M., Chakraverty, D., Anderson, C., & Chang, S. (2020, March). *Research into action to diversify the biomedical and behavioral research workforce: Effects of a summer research program designed to address trainees' IP feelings and improve their growth mindset*. Paper accepted for the 12th Conference on Understanding Interventions that Broaden Participation in Science Careers, Chicago. (Conference Cancelled due to Covid 19).
- Levesque, M., Chakraverty, D., Qi, J., & O'Carroll, C. (2019, September 5-6). *Capacity building in the era of globalization*. Paper presented at the Forces and Forms of Doctoral Education, Hanover.
- Mankodi, T. (2020, January 30-31). *Examining the role of leadership through the lens of workplace incivility*. Paper presented at the 7th International HR Conference, K J Somaiya Institute of Management Studies and Research, Mumbai.
- Mason, H.R., Miceli, M., Sharma, T., Chakraverty, D., Ruiz, C., Lee, R., Keller, R., Antonikowski, A., Stella, A., Egan, B., & Whipl, K. (2020, March). *The pre-med experiences of 1st gen college grads in medical school and their continuing gen peers*. Paper accepted for the 2020 AAMC GSA-CiM-OSR Professional Development Conference, Chicago. (Conference Cancelled due to Covid 19).
- Mathur, A.N. (2019, December 13-15). *Struggles of coping with and defending against organisational toxicity*. Paper presented at the 45th Annual EIBA Conference on International Business in a Confused World Order, Leeds.
- Mathur, A.N. (2019, December 7-10). *Women artisans of rural labour markets in Gujarat*. Paper presented at the 61st Indian Society for Labour Economics Conference, Patiala.
- Mathur, A.N. (2019, June 24 -30). *Institutional toxicity in sticky polarities: The intractable inter-generational residues of fragile identities in South Asia*. Paper presented at the 36th ISPSO Annual Conference on Perspectives on polarities: thinking below the surface, New York.
- Mathur, A.N. (2019, November 8-9). *Horizons of hope and depths of despair*. Paper presented at the ISABS Applied Behavioural Sciences Summit 2019, New Delhi.
- Mathur, A.N. (2019, November 16-17). *The discovery of the harmony sensing matrix: When the boatman rowed a sleepy dream-catcher to meet a blind architect*. Paper presented at the Pravaah 2019: National Conference in memory of Pulin Garg, Bengaluru.

J

CONTD. APPENDIX

- Mathur, A.N. (2020, February 10-12). *Who owns traditional knowledge?* Paper presented at the IIC International Conference on Understanding Africa: Continuity and changes, New Delhi.
- Mathur, A.N. (2020, February 17-19). *Learning from failures of Indian investments abroad: The touch of midas or the curse of bhasmasura?* Paper presented at the ANZIBA 2020 Conference, Sydney.
- Mathur, A.N. (2020, March 5-6). *Unregulated corporate misconduct and limited corporate liability: What is the future of competition regulation when the twain no longer meet?* Paper presented at the National Conference on Economics of Competition Law, New Delhi.
- Mathur, N. (2019, June 26-28). *Governance in the post-truth era: Fantasy and the reimagining of urban policy landscapes.* Paper presented at the International Conference on Public Policy, Montreal.
- Mathur, N. (2020, January 29-31). *Post-truth governance as hydroterrorism: Discursive conflict and social movements in India's water sector.* Paper presented at the International Conference on Environmental Governance: Policy Discourse, Deliberative Practices, and Public Participation, Singapore.
- Mitra, K., & Dutta, G. (2019, December 15-18). *The potential of applying dynamic pricing for retail electricity: Data analysis based on market survey.* Paper presented at the 52nd Annual Convention of Operational Research Society of India and International Conference, IIM Ahmedabad.
- Narayanan, P., Bhargava, P., & Aruna Divya, T. (2019, May 28-31). *Will you give when you have lost? Impact of resource scarcity on prosocial behavior.* Paper presented at the 48th EMAC Annual Conference, Hamburg.
- Natesan, S.R., & Dutta, G. (2019, December 15-18). *Optimization of customized pricing with multiple overlapping competing bids.* Paper presented at the 52nd Annual Convention of Operational Research Society of India and International Conference, IIM Ahmedabad.
- Nigudkar, S., & Jayaswal, S. (2019, June 5-7). *Uncapacitated p-median facility location problem under the risk of interdiction.* Paper presented at the Euro Working Group on Locational Analysis, Brussels.
- Noronha, E., & D'Cruz, P. (2019, June 20-22). *Understanding worker's resistance: Experience of brick kiln workers in Ahmedabad.* Paper presented at the International Visual Sociology Association Conference, Saratoga Springs, New York.
- Noronha, E., D'Cruz, P., Chakraborty, S., & Banday, M.U. (2019, September 16). *Abuse of child workers in Bt cottonseed global production networks: A study from India.* Paper presented at the Modern Slavery Symposium, University of Western Australia, Perth.
- Noronha, E. (2019, July 17-18). *The future of work: Microsoft Research Faculty Summit 2019, Seattle.*
- Parameswaran, S. (2019, October 11-14). *Exploring pathways for sustainable development in India through linkages between health, education and economic growth: Evidence from a panel co-integration framework.* Paper presented at the Sustainability and Development Conference, Michigan.
- Patange, O.S. (2019, December 15-18). *An optimization model to study the climate mitigation potential of bioenergy with carbon capture and storage (BECCS) at a local scale.* Paper presented at the 52nd Annual Convention of Operational Research Society of India and International Conference, IIM Ahmedabad.
- Peck, J., & Rampal, J. (2019, December 18-20). *Optimal Monopoly Mechanisms with Demand Uncertainty.* Paper presented at the 15th Annual Conference on Economic Growth and Development, ISI Delhi.
- Ram Mohan, M.P. (2019, March 6-7). *Nuclear energy and Indian society.* Paper presented at the International Conference on Law, Society, and Development, Bangalore.
- Ram Mohan, M.P. (2019, May 5-8). *Legislation as a business risk: Case of India's Nuclear Liability Act 2010.* Paper presented at the SRA Fifth World Congress on Risk, South Africa.
- Rama, J., & Sharma, R., & Kunal (2019, July 9-12). *Sustainable tourism development: Social value or social hazard?* Paper presented at the 2019 AMS World Marketing Congress, Edinburgh.
- Rampal, J. (2019, July 13-14). *Opponent's foresight and optimal choices.* Paper presented at the SERI Conference, IIT Kanpur.

CONTD. APPENDIX

- Sekhri, S., & Tripathi, S. (2020, February 7-8). *Wishlist or cart: Consumer perception in online jewellery retail*. Paper presented at the IIMA-IGPC Conference on Gold and Gold Markets, New Delhi.
- Shah, A., Garg, A., & Mishra, V. (2019, October 11-14). *Quantifying the local cooling effects of urban green spaces*. Paper presented at the Sustainability and Development Conference, Michigan
- Sharma, G., & Jaiswal, A.K. (2019, December 2-4). *Tension in hybrid business models*. Paper presented at the Australian and New Zealand Marketing Academy, ANZMAC 2019, New Zealand.
- Shukla, K.D. (2020, February 7-8). *Influence of school climate on high school students' engagement and safety perceptions*. Paper presented at the National Symposium on the Interdisciplinary Research in Educational Management, Vadodara.
- Singh, G.K. (2020, January 23-25). *Disagreement in household inflation expectations: An inference through media information*. Paper presented at the Eleventh International Conference in Economics, Porto.
- Singh, G.K. (2020, January 8-10). *Quantifying the time-varying belief of household inflation expectations in India*. Paper presented at the 30th EBES Conference, Kuala Lumpur.
- Singh, P., D'Souza, E. (2019, June 17-19). *Institutional convergence across the Indian states*. Paper presented at the Development Economics Conference, Lincoln.
- Singh, P., D'Souza, E. (2019, September 19-22). *Institutional convergence across the Indian states*. Paper presented at the WINIR Conference on Institutions for Inclusive Growth, University of Lund, Sweden.
- Singh, P., D'Souza, E. (2019, October 11-14). *State capacity, accountability and economic growth in the Indian states*. Paper presented at the Sustainability and Development Conference, Michigan.
- Tandon, Ayushi, (2019, September 13-14). *Understanding recording of data feeding into statistical analysis (AI, ML, Deep Learning) in academia and practice- Taking case of women health data*. Paper presented at the Transforming Healthcare with IT, Hyderabad.
- Tandon, Ayushi, Kandathil, G., Deodhar, S., & Mathur, N. (2019, November 1-3). *Electronic records of obstetrics and gynecology encounter: beyond professional logics of healthcare*. Paper presented at the Indian Conference on Human-Computer Interaction, ISB Hyderabad.
- Tandon, Ayushi, Deodhar, S., Tandon, Abhas, & Tripathi, A. (2019, December 27-28). *Understanding content-based user engagement in e-learning platforms: Evidence from randomized field experiments*. Paper presented at the Conference on Digital Economy, ISB Hyderabad.
- Tumbe, C. (2020, February 1). *Migration in India*. Paper presented at the Ashoka University Conference on 'Limits of Decolonization', Sonapat.
- Tumbe, C. (2020, February 12). *Migration in India*. Paper presented at the IIFL Enterprising India XI Conference, Mumbai.
- Varma, P. (2019, April 2-4). *Understanding the adoption of multiple packages of system of rice intensification in India and its gender implications*. Paper presented at the Seeds of Change Conference at University of Canberra, Canberra.
- Varma, P. (2019, November 10-14). *Information and utilisation of minimum support price policy (MSP) among pulses producing farmers in India*. Paper presented at the Small-holder Farms in Market Integration Lessons and Experiences from China and South-East Asia, Nanjing Agricultural University, Nanjing.
- Varma, P., John, J., & Bhatt, A. (2019, July 21-23). *Impact of minimum support price policy and national food security mission on the production of pulses in India*. Paper presented at the Agricultural and Applied Economics Association Conference, Atlanta.
- Vohra, N., & Sharma, Supriya (2020, January 9-11). *Experiencing live action of business: Reflections on a course in entrepreneurship*. Paper presented at the 2nd International Conference on Entrepreneurship and Family Business, Mumbai.
- Yadav, V. (2020, February 7-8). *Forecasting short run gold spot prices in India using mixed frequency models*. Paper presented at the IIMA-IGPC Conference on Gold and Gold Markets, IHC, New Delhi.

CONTD. APPENDIX

RESEARCH SEMINARS ORGANIZED AT THE INSTITUTE DURING 2019-20

Sl. No.	Name of the Faculty & Affiliation	Seminar Title	Date	Area/Centre
1.	Dr. Urjani Chakravarty, IIM Indore	Domesticating YouTube through millennial travel narratives	April 2, 2019	COMMN
2.	Dr. Anup Aprem University of Oxford	Multiple stopping time POMDPS: Structural results and application in interactive advertising on social media.	April 2, 2019	IS
3.	Prof. Zia Wadud University of Leeds	Help or hindrance? Implications of fully automated vehicles	May 30, 2019	R&P
4.	Prof. Debabrata Das NITIE	Modelling return of used products in presence of product exchange offer: Interactive effect of relative and reference thinking of consumers	June 10, 2019	R&P
5.	Prof. Alok Raj XLRI Jamshedpur	Designing supply contracts for the sustainable supply chain using game theory	June 11, 2019	P&QM
6.	Prof. Prashant Das Finance and Economics (REFE) Institute at EHL Lausanne.	The time-varying nature of spatial dependencies in commercial real estate prices: A behavioral explanation	June 13, 2019	F&A
7.	Mr. Ellapulli Vasudevan Doctoral Candidate Aalto University School of Business, Finland	Some gains are riskier than others: Volatility changes, belief revisions, and the disposition effect	June 18, 2019	F&A
8.	Mr. Anirban Banerjee Doctoral Candidate IIM Calcutta	An Inspection into information flow between spot and futures market through order imbalance	June 19, 2019	F&A
9.	Prof. Ramanathan Subramaniam IIM Ahmedabad & IIM Udaipur	An investigation of the price and quality choice of refurbished goods	June 27, 2019	MKTG
10.	Mr. Avinash Geda Doctoral Candidate University of Florida	The puzzle of online arbitrage and increased returns	July 8, 2019	P&QM
11.	Dr. Gaurav Singh Chauhan IIM Indore	Delegated monitoring by subordinate debt in the presence of deposit insurance	July 11, 2019	F&A
12.	Prof. Meenakshi Rishi Seattle University	Green ODA and carbon emissions: Do institutions matter?	July 15, 2019	R&P
13.	Prof. Niranjan Chipalkatti Seattle University	The capital market impact of undisclosed self-generated intangible assets: A survey of research findings	July 15, 2019	R&P
14.	Prof. Steven I. Wilkinson Yale University	India's democratic success	July 15, 2019	JSWSPP

CONTD. APPENDIX

Sl. No.	Name of the Faculty & Affiliation	Seminar Title	Date	Area/Centre
15.	Prof. Ashok Chaurasia University of Waterloo	Assessment of mercury exposure levels in indigenous communities via a new combining rule for non-normal tests statistics from multiple imputed data	July 17, 2019	R&P
16.	Dr. Rajesh Kumar Sinha Doctoral Candidate IIM Bangalore	Macroeconomic news and analysts' forecast precision	July 18, 2019	F&A
17.	Prof. Arijit Mukherjee Michigan State University	Rulebooks in relational contracts	July 18, 2019	ECO
18.	Dr. Shikha Singh Hindustan Aeronautics Limited	Critical barriers to institutionalization of product lifecycle management (PLM) in manufacturing organizations	July 23, 2019	P&QM
19.	Mr. Manjot Singh Bhatia Doctoral Candidate, IIM Lucknow	Closed loop supply chain practices and sustainable development: Institutional antecedents and role of resource commitment	July 24, 2019	P&QM
20.	Dr. Debayan Pakrashi IIT Kanpur	Can referral improve targeting? Evidence from a vocational training experiment	July 25, 2019	JSWSPP
21.	Prof Abhijeet Singh Stockholm School of Economics	Improving public sector management at scale? experimental evidence on school governance in India	July 26, 2019	R&P
22.	Dr. Suraj Yengde Harvard Kennedy School	Can capitalism liberate dalits	July 29, 2019	R&P
23.	Prof. Tarun Jain Assistant Professor at IIM Udaipur	Pricing strategies of public cloud computing instances	August 5, 2019	P&QM
24.	Mr. Sameer Mittal Doctoral Candidate West Virginia University	Towards a framework for smart manufacturing adoption in small and medium-sized enterprises	August 6, 2019	P&QM
25.	Dr. Sunil Tiwari National University of Singapore	Integrated decision support framework for distribution network design	August 7, 2019	P&QM
26.	Ms. Purva Grover Doctoral candidate, IIT Delhi	Perceived usefulness, ease of use and user acceptance of block chain technology for digital transactions – insights from user – generated content on twitter	August 19, 2019	IS
27.	Prof. Hasheem Mnnan University College Dublin	Potency: public policy - Impact on people, planet, peace and prosperity	August 21, 2019	JSWSPP
28.	Prof. Maitreesh Ghatak London School of Economics	Why do people stay poor? Testing for poverty traps using experimental evidence from a randomized capital transfer programme in Bangladesh?	August 22, 2019	R&P

J

CONTD. APPENDIX

Sl. No.	Name of the Faculty & Affiliation	Seminar Title	Date	Area/Centre
29.	Prof. Indrajit Thakurta IIM Indore	The effect of financial market participation on consumption & human capital: A life-cycle optimization model	August 28, 2019	R&P
30.	Dr. Tanya Jakimow University of South Wales Sydney	Women's adverse incorporation into party politics: political labour in India and Indonesia	August 28, 2019	R&P
31.	Dr. Upasak Das	Using information and technology to improve efficacy of welfare programs: Evidence from a field experiment in India	August 28, 2019	JSWSPP
32.	Dr. Martin Kanz World Bank	Moral incentives in credit card debt repayment: Evidence from a field experiment	September 12, 2019	R&P
33.	Prof. David Cebon Cambridge University & Director of the Centre for Sustainable Road Freight	Towards sustainable road freight	September 13, 2019	R&P
34.	Prof. Rajendra Srivastava University of Kansas Lawrence USA	Text mining for financial and non-financial information from SEC filings, and textual analysis for predictive models and risk assessment	September 17, 2019	R&P
35.	Prof. Kiran Pedada ISB Hyderabad	Effect of international marketing alliance dissolution on the shareholder's value of emerging market partner firm	September 19, 2019	R&P
36.	Prof. Amit Jain Chauradia ISB Hyderabad	When does lateral hiring increase firm performance? The microfoundations of human capital acquiring strategies	October 9, 2019	R&P
37.	Prof. Dinesh Mohan IIT Delhi	Road safety in India: The way ahead	October 21, 2019	R&P
38.	Dr. Kannan Raghunandan Florida International University	Restatement of internal Control opinions	October 21, 2019	F&A
39.	Dr. Bharat Tewarie Global Chief Marketing Officer, UCB	The AI opportunity in healthcare: Define real Patient value through the patient's lens	October 21, 2019	Dean's (Faculty)
40.	Prof. Arnab Mukherji IIM Bangalore	Powering women's education through empowerment: Evidence from India	November 04, 2019	R&P
41.	Prof. Soma Chaudhuri Michigan State University	Organizations, women's empowerment and funding: The case of Gujarat	November 7, 2019	PSG
42.	Prof. Bhaven Sampat Columbia University	TRIPS, patents, and drug prices in India	November 14, 2019	R&P
43.	Dr. Palvi Pasricha IIT Roorkee	Ethical leadership and social innovation tendency: a study of social enterprises	November 15, 2019	HRM

CONTD. APPENDIX

Sl. No.	Name of the Faculty & Affiliation	Seminar Title	Date	Area/Centre
44.	Ms. Deepti Mohan Doctoral Candidate IIMA	Efficient local search for a specially structured quadratic assignment problem	November 18, 2019	P&QM
45.	Prof. Sofia Amaral Maximilian University of Munich	Gender, crime, and punishment: The effects of women police stations in India	November 20, 2019	R&P
46.	Dr. Shilpa Madan Columbia University	It's not easy being green: A wealth-adaptation lay theory fosters support for environment taxes	November 21, 2019	R&P
47.	Dr. Pankaj Setia University of Arkansas	How to leverage intra-firm IT spillovers? It takes two—infrastructure similarity and governance choice—to tango	November 21, 2019	IS
48.	Dr. Sanjit Chakraborty VF, IIM Indore	Morality and humanoid robots: Revisiting different ethical theories	November 26, 2019	R&P
49.	Mr. Vishal Bansal Doctoral Candidate IIMA	Stochastic model for integrated storage-order picking system with multi-line orders	November 27, 2019	P&QM
50.	Prof. Santosh Kumar Sam Houston State University	Birth weight and cognitive development during childhood: Evidence from India	December 2, 2019	R&P
51.	Prof. Manish Kacker McMaster University.	Performance implications of organizational signaling and screening in interfirm networks: evidence from franchising	December 3, 2019	R&P
52.	Dr. Anaka Aiyar Tata Cornell Institute for Agriculture and Nutrition	Health insurance and infant mortality: Evidence from India	December 4, 2019	R&P
53.	Prof. Sanjit Dhami University of Leicester	Psychological and social motivations in microfinance contracts: Theory and evidence	December 13, 2019	R&P
54.	Dr. Adrian Lopez American University of Sharjah	Worshipping the tiger: Modeling non-use existence values of wildlife spiritual services	December 16, 2019	R&P
55.	Prof. Anujit Chakraborty University of California at Davis	Present bias	December 17, 2019	R&P
56.	Ms. Shelly Rathee University of Utah	Presence and consequence of marketplace sexism in customer reviews	December 17, 2019	R&P
57.	Dr. Namrata Chindarkar, National University of Singapore	Link between farm electricity supply management, farm investments, and farm incomes – Evidence from India	December 23, 2019	JSWSPP
58.	Dr. Anaka Aiyar Tata Cornell Institute for Agriculture and Nutrition	Health insurance and infant mortality: Evidence from India	December 30, 2019	JSWSPP

J

CONTD. APPENDIX

Sl. No.	Name of the Faculty & Affiliation	Seminar Title	Date	Area/Centre
59.	Dr. Bhoomija Ranjan Monash University	Attributing store traffic to advertising: The case of home improvement and hardware stores	January 2, 2020	R&P
60.	Prof. Nishith Prakash University of Connecticut	Wheels of change: transforming women's lives with education and empowerment	January 6, 2020	R&P
61.	Prof. Hari Bapuji University of Melbourne	Implications of Caste for MNES and IB Research	January 6, 2020	R&P
62.	Dr. Sarang Kulkarni Zycus Infotech Pvt. Ltd	A new formulation and a column generation-based heuristic for the multiple depot vehicle scheduling problem	January 7, 2020	P&QM
63.	Dr. Kaveri lychettira Harvard Kennedy School	Towards a comprehensive policy for electricity from renewable energy: designing for social welfare	January 7, 2020	PSG & JSW
64.	Prof. Varun Gupta Black School of Business, Penn State Erie	Pricing for satisficing customers favoring products or availability while incorporating stockouts	January 9, 2020	P&QM
65.	Dr. Raja Narayana L V Prasad Eye Institute	Counterfeit avastin in India: Punish the criminals, not the patients	January 10, 2020	R&P
66.	Prof. Abhishek Chakravarty University of Manchester	Informed citizens and political entry: Evidence from a large education programme in India	January 13, 2020	R&P
67.	Prof. Gunjan Tomer IIM Nagpur	Career aspects of technology and its linkages with turnover intention and work exhaustion: a multi-study investigation among IT professionals.	January 16, 2020	IS
68.	Prof. Chritos Mavis University of Surrey	Selling to buy: Asset sales and acquisitions	January 20, 2020	R&P
69.	Prof. Maresi Nerad University of Washington	Governmental innovation policies, globalization, and change in doctoral education worldwide: Are doctoral programs converging? Trends and tensions	January 20, 2020	R&P
70.	Prof. Sujata Visaria Hong Kong University of Science and Technology	The borrowing puzzle: Why do Filipino domestic workers in Hong Kong borrow rather than dissave?	January 27, 2020	R&P
71.	Mr. Parasuram Balasubramanian Ph. D Candidate, Olin Business School, Washington University in St. Louis	Strategic repositioning during foreclosure: a natural experiment in commercial fishing	January 28, 2020	BP
72.	Dr. B. Veeresh Thummadi University of Limerick, Ireland	How much method-in-use matters? A case study of agile and waterfall software projects and their design routine variation	January 29, 2020	IS

CONTD. APPENDIX

Sl. No.	Name of the Faculty & Affiliation	Seminar Title	Date	Area/Centre
73.	Dr. Anuj Kapoor University of Utah	How do platform participants respond to an unfair rating? An analysis of a ride-sharing platform using a quasi-experiment	January 29, 2020	MKTG
74.	Prof. Chandra Bhat University of Texas	Predictive analytics for planning and public policy in a new data landscape	January 30, 2020	JSWSPP
75.	Prof. Chandra Bhat University of Texas	Might driverless cars lead to urban sprawl? Increase vehicle miles of travel? The need for proactive policies in the emerging transportation landscape	January 31, 2020	R&P
76.	Prof. Birendra Rai University of Monash	Becker, stigler, and me too: The role of mutual consent	January 31, 2020	R&P
77.	Prof. Sanjib Basu University of Illinois at Chicago	Bayesian criterion based variable selection: comparisons and applications	February 3, 2020	R&P
78.	Mr. Naveen Kumar Doctoral Candidate, University of Illinois, Chicago	Public schools can improve student outcomes: Evidence from a natural experiment in India	February 5, 2020	JSWSPP
79.	Dr. Srinidhi Balasubramanian University of Minnesota	Sustainability of food systems: An air quality perspective	February 6, 2020	CMA
80.	Prof. Chaman Lal (Retd) JNU	Ideas for contemporary India from "The Bhagat Singh Reader"	February 6, 2020	R&P
81.	Mr. Bhanu Gupta Doctoral Candidate University of Michigan	Third-party audit and tax compliance – evidence from a notched policy in India	February 10, 2020	ECO & JSWSPP
82.	Mr. Mayank Varshney PhD. Candidate NUS Business School, National University of Singapore	Who exits and who stays in an organization? The impact of experience in core technologies on chances of inventor exit	February 11, 2020	BP
83.	Mr. Varun Jindal Doctoral Candidate IIM Calcutta	A new order of financing investments: Evidence from acquisitions by India's listed firms	February 17, 2020	F&A
84.	Prof. John Harriss (Emeritus) Simon Fraser University	Polanyi's great transformation and India today	February 19, 2020	R&P
85.	Dr. Rajiv George Aricat	ICTs, Migrants and people at the margins: Mapping social changes and user experiences	February 24, 2020	COMMN
86.	Mr. Ellapulli Vasudevan Doctoral Candidate Aalto University School of Business, Finland	Familiarity breeds short-termism	February 25, 2020	F&A

J

CONTD. APPENDIX

Sl. No.	Name of the Faculty & Affiliation	Seminar Title	Date	Area/Centre
87.	Dr. Suresh Divakar Consultant	Forecasting models for consumer packaged goods –development, Implementation and challenges	March 3, 2020	R&P
88.	Prof. Debjit Roy IIMA	Cobotics: Dynamic human-robot collaborative picking strategies	March 3, 2020	P&QM
89.	Prof. D. Daniel Sokol University of Florida	How incumbents respond to competition from innovative disruptors in the sharing economy - The impact of Airbnb on hotel performance	March 4, 2020	R&P
90.	Dr. Sriram Sankaranarayanan Polytechnique Montreal	Decision making for energy markets with renewables	March 12, 2020	P&QM
91.	Dr. S. Subramanian IILM University, Gurugram	Changing contours of agricultural employment and pluri-activity in India	March 12, 2020	CMA

CASES, RESEARCH, AND CONSULTING

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
2008-09	3037	749	2272
2009-10	3050	791	2405
2010-11	3062	792	2510
2011-12	3068	793	2634
2012-13	3080	797	2708
2013-14	3169	814	2823
2014-15	3210	889	3356
2015-16	3849	889	3438
2016-17	3891	894	3492
2017-18	3918	901	3528
2018-19	3977	909	3564
2019-20	4020	928	3591

CASE CENTRE

L1

CASES/TECHNICAL NOTES/TEACHING NOTES REGISTERED

Reg. No.	Registration Date	Type	Title	Authors
HRM0243	4/22/2019	Case	Police IT Ecosystem of Karnataka State Police	Maheshwari, Sunil Kumar Verma, Sanjay Ray, Prantika
HRM0243TN	4/22/2019	Teaching Note	Police IT Ecosystem of Karnataka State Police: A Teaching Note	Maheshwari, Sunil Kumar Verma, Sanjay Ray, Prantika
MAR0505	5/2/2019	Case	Sai Coating: Detonation Spray Gun	Sahay, Arvind
MAR0505TN	5/2/2019	Teaching Note	Sai Coating: Detonation Spray Gun: A Teaching Note	Sahay, Arvind Tiwari, Tara
MAR0503	5/7/2019	Case	Mahindra Trucks & Bus Division: Building a Marketing Plan	Sahay, Arvind
MAR0503TN	5/7/2019	Teaching Note	Mahindra Trucks & Bus Division: Building a Marketing Plan: A Teaching Note	Sahay, Arvind
IITCOE0007	5/30/2019	Case	Computerization of Registration and Stamps Department - SAMPADA, Madhya Pradesh	Jain, Rekha
IITCOE0007TN	5/30/2019	Teaching Note	Computerization of Registration and Stamps Department - SAMPADA, Madhya Pradesh: A Teaching Note	Jain, Rekha
MAR0504	5/30/2019	Case	Paytm: The Lucky Lifaifa Campaign	Titus, Nidhi Abhishek Mukherjee, Saral
MAR0504TN	5/30/2019	Teaching Note	Paytm: The Lucky Lifaifa Campaign: A Teaching Note	Abhishek Mukherjee, Saral Titus, Nidhi
BP0430	6/7/2019	Case	AirAsia Malaysia 2001	Dixit, M.R. Jena, Sanjay Kumar
BP0430TN	6/7/2019	Teaching Note	AirAsia Malaysia 2001: A Teaching Note	Dixit, M.R. Jena, Sanjay Kumar
BP0432	6/7/2019	Case	Ganga Enterprises	Kumar, Pushpender (Supervised by Prof. Vijaya Sherry Chand)
BP0432TN	6/7/2019	Teaching Note	Ganga Enterprises: A Teaching Note	Kumar, Pushpender
IS0139	6/10/2019	Case	Online Implementation of the RTE Mandate	Ranganathan; Kavitha

CONTD. APPENDIX

L

Reg. No.	Registration Date	Type	Title	Authors
ISO139TN	6/10/2019	Teaching Note	Online Implementation of the RTE Mandate: A Teaching Note	Ranganathan; Kavitha
COMM0023TEC	6/17/2019	Technical Note	A Course on Critical Thinking and Written Communication: The WAC Model	Sharma, Meenakshi
CIIE0015	8/13/2019	Case	Entrepreneurship and the Liberal Arts: The Making of Ashoka University	Sud, Mukesh Narayan, Priyank Agarwal, Medha
CIIE0015TN	8/13/2019	Teaching Note	Entrepreneurship and the Liberal Arts: The Making of Ashoka University: A Teaching Note	Sud, Mukesh Narayan, Priyank
MAR0509(A)	10/7/2019	Case	Neons Fashion LLP (A): A Small Seller on Amazon Marketplace	Mukherjee, Saral Abhishek Balasubramani, Soundarya
MAR0509(A) & (B)TN	10/7/2019	Teaching Note	Neons Fashion LLP (A) and (B): A Teaching Note	Mukherjee, Saral Abhishek
MAR0509(B)	10/7/2019	Case	Neons Fashion LLP (B): The Setbacks	Mukherjee, Saral Abhishek Balasubramani, Soundarya
OB0236	10/15/2019	Case	Aditya Kumar: Office Politics and Managing Upwards	Gupta, Vishal Premapuri, Priyanka
OB0236TN	10/15/2019	Teaching Note	Aditya Kumar: Office Politics and Managing Upwards: A Teaching Note	Gupta, Vishal Premapuri, Priyanka
MAR0508	10/17/2019	Case	Shriram Transport Finance Company Ltd: Adoption of Fintech	Sahay, Arvind Tiwari, Tara
MAR0508TN	10/17/2019	Teaching Note	Shriram Transport Finance Company Ltd: Adoption of Fintech: A Teaching Note	Sahay, Arvind Tiwari, Tara
OB0223TEC	10/31/2019	Technical Note	Organizational Excellence	Mishra, Vinita Khokle, Pradyumana
F&A0548TEC	11/5/2019	Technical Note	Industry Note on Analysis of change in income recognition practices before and after implementation of Ind AS 115	Sindhi, Vicky Vasudev; (Supervised by Prof. Naman Desai)
MAR0510	11/7/2019	Case	Agrawal's 420: Challenges of Establishing and Growing a Traditional Business"	Jain, Abhinandan K.
MAR0510TN	11/7/2019	Teaching Note	Agrawal's 420: Challenges of Establishing and Growing a Traditional Business": A Teaching Note	Jain, Abhinandan K.

L

CONTD. APPENDIX

Reg. No.	Registration Date	Type	Title	Authors
OB0238	11/21/2019	Case	Dhruva Advisors: Culture as NorthStar of Growth	Sharma, Sunil Gupta, Parvinder
OB0238TN	11/21/2019	Teaching Note	Dhruva Advisors: Culture as NorthStar of Growth: A Teaching Note	Sharma, Sunil Gupta, Parvinder
BP0437	12/2/2019	Case	Criminal Negligence and Director's Liability Under Indian Penal Code: The case of Bhopal Gas Tragedy	Ram Mohan, M.P.
BP0437TN	12/2/2019	Teaching Note	Criminal Negligence and Director's Liability Under Indian Penal Code: The case of Bhopal Gas Tragedy: A Teaching Note	Ram Mohan, M.P.
BP0438	12/10/2019	Case	Corporate Criminal Liability in India	Ram Mohan, M.P.
BP0438TN	12/10/2019	Teaching Note	Corporate Criminal Liability in India: A Teaching Note	Ram Mohan, M.P.
COMM0024	12/30/2019	Case	Axel Motors	Sharma, Meenakshi
COMM0024TN	12/30/2019	Teaching Note	Axel Motors: A Teaching Note	Sharma, Meenakshi
IITCOE0008	12/30/2019	Case	Spectrum Trading in India: How to Untie the Gordian Knot	Jain, Rekha
IITCOE0008TN	12/30/2019	Teaching Note	Spectrum Trading in India: How to Untie the Gordian Knot: A Teaching Note	Jain, Rekha
IITCOE0009	12/30/2019	Case	Creating Regulatory Space: Spectrum Trade Deal and Competition Commission of India	Jain, Rekha
IITCOE0009TN	12/30/2019	Teaching Note	Creating Regulatory Space: Spectrum Trade Deal and Competition Commission of India: A Teaching Note	Jain, Rekha
CMA0820	12/31/2019	Case	Jalaram Rice Mills Private Limited: Vishal H Mistry's Dilemma	Varma, Poornima Jena, Sanjay Kumar
CMA0820TN	12/31/2019	Teaching Note	Jalaram Rice Mills Private Limited: Vishal H Mistry's Dilemma: A Teaching Note	Varma, Poornima Jena, Sanjay Kumar
MAR0506	1/2/2020	Case	Tega Industries (C1)	Mohanka, Madan Jain, Abhinandan K.
MAR0506S	1/2/2020	Supplement	Tega Industries (C1): Supplement	Jain, Abhinandan K. Mohanka, Madan
MAR0506TN	1/2/2020	Teaching Note	Tega Industries (C1): A Teaching Note	Jain, Abhinandan K. Mohanka, Madan

CONTD. APPENDIX

L

Reg. No.	Registration Date	Type	Title	Authors
MAR0507	1/9/2020	Case	Razorpay: Providing Payment Convenience to Disruptors	Ganjoo, Divya Mukherjee, Saral Mukhopadhyay, Sandip
MAR0507TN	1/9/2020	Teaching Note	Razorpay: Providing Payment Convenience to Disruptors: A Teaching Note	Mukhopadhyay, Sandip Mukherjee, Saral Ganjoo, Divya
F&A0549	1/20/2020	Case	Tezos: Governance in the Cryptocurrency World	Barua, Samir K. Varma, Jayanth R.
F&A0549TN	1/20/2020	Teaching Note	Tezos: Governance in the Cryptocurrency World: A Teaching Note	Barua, Samir K. Varma, Jayanth R.
CIIE0016	1/31/2020	Case	Rohan@BlueOcean Tech	Vohra, Neharika Mendonca, Valerie Sharma, Supriya
CIIE0016TN	1/31/2020	Teaching Note	Rohan@BlueOcean Tech: A Teaching Note	Vohra, Neharika Mendonca, Valerie Sharma, Supriya
MAR0511	1/31/2020	Case	Lupin: Discovery Research	Sahay, Arvind Tiwari, Tara Kamboj; Raj (Dr) Palle, Venkata (Dr) Sharma, Sharad (Dr)
MAR0511TN	1/31/2020	Teaching Note	Lupin: Discovery Research: A Teaching Note	Sahay, Arvind Tiwari, Tara
BP0436	2/25/2020	Case	The Indian Express: Reinvention through Digital Business	Sharma, Sunil Srinivasan, Anand Singh, Bhumika
BP0436TN	2/25/2020	Teaching Note	The Indian Express: Reinvention through Digital Business: A Teaching Note	Sharma, Sunil Srinivasan, Anand Singh, Bhumika
F&A0547	2/26/2020	Case	AirAsia Malaysia: The IPO Decision	Jena, Sanjay Kumar Dixit, M.R.
F&A0547TN	2/26/2020	Teaching Note	AirAsia Malaysia: The IPO Decision: A Teaching Note	Jena, Sanjay Kumar Pradhan, Subhendu Kumar Dixit, M.R.
OB0240	3/6/2020	Case	Good Food Served Quietly: The Mime Restaurants (A)	Khokle, Pradyumana Kulkarni, Vaibhavi
OB0240TN	3/6/2020	Teaching Note	Good Food Served Quietly: The Mime Restaurants (A): A Teaching Note	Khokle, Pradyumana Kulkarni, Vaibhavi
PROD0321	3/6/2020	Case	Brooklyn Central	Roy, Debjit Raghuram, G.

CONTD. APPENDIX

Reg. No.	Registration Date	Type	Title	Authors
PROD0321TN	3/6/2020	Teaching Note	Brooklyn Central: A Teaching Note	Roy, Debjit Raghuram, G.
HRM0244	3/12/2020	Case	Aster Retail UAE (A): Connecting Employees, Customers and Business Results	Varkkey, Biju Trivedi, Bhumi
HRM0244TN	3/12/2020	Teaching Note	Aster Retail UAE (A): Connecting Employees, Customers and Business Results: A Teaching Note	Varkkey, Biju Trivedi, Bhumi
PSG0132	3/18/2020	Case	Project Financing for Sustainable Railways Project	Garg, Amit Beri, Pramod Kasliwal, Siddhi
PSG0132TN	3/18/2020	Teaching Note	Project Financing for Sustainable Railways Project: A Teaching Note	Garg, Amit Beri, Pramod Kasliwal, Siddhi
OB0241(A)	3/23/2020	Case	A Case of HIV at Woodworks Ltd (A) : Jai Shah's Dilemma	Sharda, Kirti
OB0241(B)	3/23/2020	Case	A Case of HIV at Woodworks Ltd (B) : A Slew of Curve Balls	Sharda, Kirti
OB0241(C)	3/23/2020	Case	A Case of HIV at Woodworks Ltd (C) : Epilogue	Sharda, Kirti
OB0241TN	3/23/2020	Teaching Note	A Case of HIV at Woodworks Ltd: A Teaching Note	Sharda, Kirti
BP0441	3/31/2020	Case	Statutory Auditors and Professional Negligence in India: The case of Price Waterhouse v. SEBI	Ram Mohan, M.P.
BP0441TN	3/31/2020	Teaching Note	Statutory Auditors and Professional Negligence in India: The case of Price Waterhouse v. SEBI: A Teaching Note	Ram Mohan, M.P.
BP0442	3/31/2020	Case	CSR at Torrent Group	Barua, Samir Kumar Agarwalla, Sobhesh Kumar
BP0442TN	3/31/2020	Teaching Note	CSR at Torrent Group: A Teaching Note	Barua, Samir Kumar Agarwalla, Sobhesh Kumar
F&A0552(A)	3/31/2020	Case	IndiGrid: Creating India's First Power Transmission InvIT (A)	Agarwalla, Sobhesh Kumar Pandey, Ajay
FA&0552(A)TN	3/31/2020	Teaching Note	IndiGrid: Creating India's First Power Transmission InvIT (A): A Teaching Note	Agarwalla, Sobhesh Kumar Pandey, Ajay
PSG0133	3/31/2020	Case	Lighting up Lives Through Cooking Gas and Transforming Society	Barua, Samir Kumar Agarwalla, Sobhesh Kumar

CONTD. APPENDIX**L**

Reg. No.	Registration Date	Type	Title	Authors
PSG0133TN	3/31/2020	Teaching Note	Lighting up Lives Through Cooking Gas and Transforming Society: A Teaching Note	Barua, Samir Kumar Agarwalla, Sobhesh Kumar

L2**CASES USED BY THE INSTITUTE, OTHER EDUCATIONAL INSTITUTES AND OTHERS**

Institution	No. of Copies
Cases procured within IIMA	74,002
Cases procured by Educational Institutes (retail + annual contract agreement)	41,368
Cases procured by Others (includes individuals, corporates, and non-IIMA faculty)	1,821

L3**DISTRIBUTION PARTNERS**

Distribution Partners	Year of Agreement	No. of cases/ teaching notes distributed	No. of Copies Sold during 2019-2020
Richard Ivey Publishing	February 19, 2015	127	248
Harvard Business Publishing	June 17, 2015	107	15936
Sage Publications Ltd.	November 03, 2015	351	257
The Case Centre UK (ECCH)	February 01, 2016	211	477
Emerald Publishing Ltd.	September 02, 2019	100	100

M

ACCREDITATION AND RANKING

INTERNATIONAL RANKINGS: FINANCIAL TIMES EXECUTIVE EDUCATION RANKING 2019
(OPEN PROGRAMMES)

FT.COM Executive Education - Open - 2019
FINANCIAL TIMES FT.com Business School Rankings - Custom PDF download

2018	2017	2016	2015	Country
1	1	1	IMD Business School	Switzerland
1	7	13	Stanford Graduate School of Business	US
3	8	19	University of Chicago Booth	US / UK / Hong Kong
4	6	9	University of Michigan Ross	US
5	5	7	Insead	France / Singapore / Abu Dhabi
6	3	2	IESE Business School	Spain / US
6	2	4	University of Oxford Saïd	UK
8	11	8	ESMT Berlin	Germany
9	22	17	Columbia Business School	US
10	12	14	University of Pennsylvania Wharton	US
11	14	13	HEC Paris	France
12	32	-	Washington University - Olin	US
13	9	6	Center for Creative Leadership	US / APAC / EMEA
14	15	18	University of Toronto - Rotman	Canada
14	15	15	Fundaç�o Dom Cabral	Brazil
16	17	10	London Business School	UK
16	21	11	IESE Business School	Spain
18	25	29	Stockholm School of Economics	Sweden / Russia / Latvia
19	27	32	Shanghai Jiao Tong University - Antai	China
20	9	5	University of Virginia - Darden	US
21	23	24	EDHEC Business School	France
22	16	20	UCLA Anderson	US
23	33	33	SDA Bocconi	Italy
24	-	29	Boston University - Questrom	US
24	28	28	University of St Gallen	Switzerland
26	27	25	University of Cambridge Judge	UK
27	18	23	Hertie Business School	UK
27	37	26	Western University - Ivey	Canada / China
29	34	35	Kaist College of Business	South Korea
30	70	21	CUHK	China
30	79	43	Ashridge Executive Education at Hull	UK
32	23	31	Ishardier School of Global Management at ASU	US
33	41	48	NHH Norwegian School of Economics	Norway
34	53	48	Ryerson Business University	Netherlands
35	22	18	IE Business School	Spain
36	25	26	INSEAD Business School	China / India / Morocco
37	26	29	Cranfield School of Management	UK
38	40	32	Gordon Institute of Business Science at UP	South Africa
39	40	37	Vlerick Business School	Belgium
40	37	41	Filmer Business School	France
40	46	46	AGSM at UNSW Business School	Australia
40	42	48	York University - Schulich	Canada
43	48	48	University College Dublin - Smurfit	Ireland
44	48	36	National University of Singapore Business School	Singapore
45	60	-	WZL - Otto von Guericke School of Management	Germany
46	52	54	Inspira	Brazil
47	54	44	University of British Columbia - Sauder	Canada
48	45	47	Lluis (Business School) Barcelona	Spain
49	64	64	Indian Institute of Management Bangalore	India
50	47	39	ISAE Business School	Mexico
51	37	27	EFMD EQUIS	France / UK / Germany / Spain / Italy
52	67	-	Rutgers Business School	US
53	-	69	University of Arizona - Eller	US
53	37	35	Universidad de los Andes	Colombia
55	62	75	Tias Business School, Tilburg University	Netherlands
56	42	42	Aalto University	Finland
57	55	60	Alberta School of Business	Canada
57	57	57	New School of Business and Economics	Portugal
57	63	63	Grenoble Ecole de Management	France
57	66	66	Indian Institute of Management Ahmedabad	India
61	-	71	HEC Montreal	Canada
61	77	74	Frankfurt School of Finance and Management	Germany
63	50	44	Caixa's ISEG School of Business and Economics	Portugal
64	73	-	KEDGE Business School	France

CONTD. APPENDIX

M

INTERNATIONAL RANKINGS: FINANCIAL TIMES EXECUTIVE EDUCATION RANKING 2019 (CUSTOM PROGRAMMES)

FT.COM Executive Education - Customised - 2019
FINANCIAL TIMES FT.com Business School Rankings - Custom PDF download

2019	2018	2017	School	Country
1	1	1	Ise Business School	Spain / US
2	2	3	Duke Corporate Education	US / UK / Africa / Asia
3	3	2	IMD Business School	Switzerland
4	7	4	SDA Bocconi	Italy
5	12	17	Essec Business School	France
6	5	7	HEC Paris	France
7	4	6	London Business School	UK
8	14	16	Fundaçào Dom Cabral	Brazil
9	10	12	University of North Carolina: Kenan-Flagler	US
10	27	22	Edhec Business School	France
11	11	20	University of Michigan: Ross	US
12	8	13	Stanford Graduate School of Business	US
13	6	9	Insead	France / Singapore / Abu Dhabi
14	30	29	Esade Business School	Spain
15	84	-	University of Arizona: Eller	US
16	16	19	Ipade Business School	Mexico
17	24	40	University of Pennsylvania: Wharton	US
18	23	11	ESMT Berlin	Germany
18	18	24	ESCP Europe	France / UK / Germany / Spain / Italy
20	28	36	University of Tennessee: Haslam	US
21	71	46	Alliance Manchester Business School	UK
22	25	23	Ashridge Executive Education at Hull	UK
23	16	10	Center for Creative Leadership	US / APAC / EMEA
24	26	26	University of Oxford: Saïd	UK
25	35	38	Stockholm School of Economics	Sweden / Russia / Latvia
26	20	14	National University of Singapore Business School	Singapore
26	29	25	Incae Business School	Costa Rica / Nicaragua
28	22	30	Emory University: Goizueta	US
29	44	33	Wierick Business School	Belgium
30	46	35	Henley Business School	UK
31	33	18	Manheim Business School	Germany
32	49	32	Thunderbird School of Global Management at ASU	US
33	49	53	Western University: Ivey	Canada / China
34	44	55	Aalto University	Finland
35	37	52	University of Cambridge: Judge	UK
36	43	44	EM Lyon Business School	France
37	55	49	Ceibs	China
38	40	61	Columbia Business School	US
39	21	15	Georgetown University: McDonough	US
40	31	21	Cranfield School of Management	UK
41	36	42	University of St Gallen	Switzerland
42	60	51	Insper	Brazil
43	-	-	ACSM at UNSW Business School	Australia
44	56	60	City, University of London: Cass	UK
45	51	41	Gordon Institute of Business Science at UP	South Africa
46	39	50	Warwick Business School	UK
47	52	58	EADA Business School Barcelona	Spain
48	64	68	Lagos Business School	Nigeria
49	57	63	Indian Institute of Management Ahmedabad	India
50	46	-	Audencia Business School	France
51	67	70	University of Cape Town: Graduate School of Business	South Africa
52	39	31	University of Virginia: Darden	US

CONTD. APPENDIX

M

INTERNATIONAL RANKINGS: FINANCIAL TIMES MASTERS IN MANAGEMENT 2019 RANKING

FT.com Masters in Management 2019

FINANCIAL TIMES

FT.com Business School Rankings - Custom PDF download

2019	2018	School name	Country	Programme name
1	1	University of St Gallen	Switzerland	MA in Strategy and International Management
2	2	HEC Paris	France	Master in Management**
3	3	London Business School	UK	Masters in Management
3	4	Essec Business School	France / Singapore / Morocco	Master in Management**
5	5	ESCP Business School	France / UK / Germany / Spain / Italy	ESCP Europe Master in Management**
6	8	Rotterdam School of Management, Erasmus University	Netherlands	MSc International Management
7	7	University College Dublin: Smurfit	Ireland	MSc International Management
8	9	Cems Global Alliance	France***	Cems Master's International Management
9	13	WU (Vienna University of Economics and Business)	Austria	Master in International Management
10	6	Università Bocconi/SDA Bocconi	Italy	MSc in International Management
11	11	Esade Business School	Spain	MSc in International Management
12	25	Skema Business School	Brazil / China / France / US / South Africa	Global MSc in Management
13	12	Stockholm School of Economics	Sweden	MSc in International Business
14	15	Imperial College Business School	UK	MSc Management
14	18	Shanghai Jiao Tong University: Antai	China	Master in Management
16	10	IE Business School	Spain	Master in Management
17	23	Indian Institute of Management Calcutta	India	Post Graduate Programme in Management
18	22	University of Economics, Prague	Czech Republic	International Master in Management
19	17	Edhec Business School	France	Edhec Master in Management**
20	16	WHU – Otto Beisheim School of Management	Germany	MSc in Management
21	19	Indian Institute of Management Ahmedabad	India	Two-Year Post Graduate Programme in Management
22	21	Warwick Business School	UK	MSc in Management
22	30	Nova School of Business and Economics	Portugal	International Masters in Management
24	14	University of Mannheim	Germany	Mannheim Master in Management

CONTD. APPENDIX

M

INTERNATIONAL RANKINGS: THE ECONOMIST WHICH MBA RANKING 2019

Rank	Business School	Country	Rank	Business School	Country
1	University of Chicago – Booth School of Business	United States	51	EMLYON	France
2	Harvard Business School	United States	52	University of Cambridge	United Kingdom
3	HEC Paris Business School	France	53	University of Pittsburgh	United States
4	Northwestern University – Kellogg School of Management	United States	54	The University of Queensland Business School	Australia
5	University of Pennsylvania – Wharton School	United States	55	Southern Methodist University	United States
6	UCLA – UCLA Anderson School of Management	United States	56	University of California at Irvine	United States
7	University of California at Berkeley – Haas School of Business	United States	57	University of Rochester	United States
8	Stanford University – Graduate School of Business	United States	58	Durham University	United Kingdom
9	University of Michigan – Stephen M. Ross School of Business	United States	59	Cranfield School of Management	United Kingdom
10	University of Navarra – IESE Business School	Spain	60	National University of Singapore	Singapore
11	Duke University – Fuqua School of Business	United States	61	University of California at Davis – Graduate School of Management	United States
12	Dartmouth College – Tuck School of Business	United States	62	University of Oxford – Saïd Business School	United Kingdom
13	SDA Bocconi – School of Management	Italy	63	Western University – Ivey Business School	Canada
14	Cornell University – Samuel Curtis Johnson Graduate School of Management	United States	64	University of Bath – School of Management	United Kingdom
15	Columbia Business School	United States	65	European School of Management and Technology – ESMT Berlin	Germany
16	University of Virginia – Darden School of Business	United States	66	University of Edinburgh Business School	United Kingdom
17	New York University – Leonard N Stern School of Business	United States	67	University of Hong Kong – Faculty of Business and Economics	Hong Kong
18	University of Southern California – Marshall School of Business	United States	68	Sun Yat-sen University – Sun Yat-sen Business School	China
19	Massachusetts Institute of Technology – MIT Sloan School of Management	United States	69	IE University – IE Business School	Spain
20	University of Washington – Foster School of Business	United States	70	Boston University – Questrom School of Business	United States
21	Yale School of Management	United States	71	International University of Monaco	Monaco
22	INSEAD	France	72	Michigan State University	United States
23	Georgia Institute of Technology – Scheller College of Business	United States	73	Nanyang Technological University	Singapore
24	University of Warwick – Warwick Business School	United Kingdom	74	Macquarie Business School	Australia
25	London Business School	United Kingdom	75	Indian Institute of Management Ahmedabad	India
26	University of Texas at Austin – McCombs School of Business	United States	76	WHU	Germany
27	Emory University – Goizueta Business School	United States	77	City University – Cass Business School	United Kingdom
28	University of Melbourne – Melbourne Business School	Australia	78	Leeds University Business School	United Kingdom
29	Vanderbilt University – Owen Graduate School of Management	United States	79	University of Tennessee	United States
30	University of Florida – Warrington College of Business	United States	80	Queen's University	Canada
31	Carnegie Mellon University – The Tepper School of Business	United States	81	HHL Leipzig Graduate School of Management	Germany
32	EDHEC Business School	France	82	University of Birmingham – Birmingham Business School	United Kingdom
33	University of Georgia – Terry College of Business	United States	83	Grenoble Ecole de Management	France
34	University of North Carolina at Chapel Hill – Kenan-Flagler Business School	United States	84	University of Nottingham – Nottingham University Business School	United Kingdom
35	IMD - International Institute for Management Development	Switzerland	85	George Washington University – School of Business	United States
36	Indiana University – Kelley School of Business	United States	86	University of Exeter – University of Exeter Business School	United Kingdom
37	Rice University – Jesse H Jones Graduate School of Business	United States	87	Texas Christian University – Neeley School of Business	United States
38	Hult International Business School	United States	88	Lancaster University – Lancaster University Management School	United Kingdom
39	University of Minnesota – Carlson School of Management	United States	89	Purdue University – Krannert Graduate School of Management	United States
40	ESADE Business School	Spain	90	University College Dublin – Michael Smurfit Graduate School of Business	Ireland
41	Washington University in St Louis – Olin Business School	United States	91	Concordia University – John Molson School of Business	Canada
42	Arizona State University – W. P. Carey School of Business	United States	92	University of St.Gallen	Switzerland
43	Pennsylvania State University – Smeal College of Business	United States	93	North Carolina State University – Poole College of Management	United States
44	University of Mannheim – Mannheim Business School	Germany	94	International University of Japan – Graduate School of International Management	Japan
45	Georgetown University – Robert Emmett McDonough School of Business	United States	95	Yonsei University	Republic of Korea
46	University of Wisconsin-Madison – Wisconsin School of Business	United States	96	EADA Business School Barcelona	Spain
47	Brigham Young University – Marriott School of Business	United States	97	ESSEC Business School	France
48	York University – Schulich School of Business	Canada	98	The University of Liverpool – The University of Liverpool Management School	United Kingdom
49	University of Notre Dame – Mendoza College of Business	United States	99	University of Glasgow – Adam Smith Business School	United Kingdom
50	The Ohio State University – Fisher College of Business	United States	100	University of Strathclyde – Strathclyde Business School	United Kingdom

CONTD. APPENDIX

INTERNATIONAL RANKINGS: FINANCIAL TIMES GLOBAL MBA RANKING 2020

FT.com Global MBA Ranking 2020
FINANCIAL TIMES FT.com Business School Rankings - London PDF download

Rank in 2020	Rank in 2019	School name	Country
1	2	Harvard Business School	US
2	4	University of Pennsylvania Wharton	US
3	3	Stanford Graduate School of Business	US
4	3	Insead	France / Singapore
5	5	Cebs	China
6	8	MIT Sloan	US
7	6	London Business School	UK
8	9	Columbia Business School	US
9	29	HEC Paris	France
10	7	University of Chicago Booth	US
11	21	Northwestern University Kellogg	US
12	10	University of California at Berkeley Haas	US
13	17	Iseur Business School	Spain
14	11	Yale School of Management	US
15	17	National University of Singapore Business School	Singapore
16	15	Durham University Teik	US
16	19	Duke University Fuqua	US
18	23	University of Virginia Darden	US
19	16	University of Cambridge Judge	UK
18	18	HKUST Business School	China
21	13	University of Oxford Saïd	UK
22	25	New York University Stern	US
22	27	Cornell University Johnson	US
24	21	Esade Business School	Spain
25	22	IMD Business School	Switzerland
25	29	UCLA Anderson School of Management	US
27	33	Indian Institute of Management Bangalore	India
28	24	Indian School of Business	India
29	31	SDA Bocconi School of Management	Italy
30	28	University of Michigan Ross	US
31	29	Georgetown University McDonough	US
31	35	Carnegie Mellon Tepper	US
31	34	Fudan University School of Management	China
34	39	University of Florida Warrington	US
35	30	Nanyang Business School, NTU Singapore	Singapore
40	40	University of Southern California Marshall	US
37	51	Shanghai Jiao Tong University Antai	China
38	-	Renmin University of China Business School (RMBBS)	China
39	52	University of North Carolina Kenan Flagler	US
40	37	University of Texas at Austin McCombs	US
40	43	Indiana University Kelley	US
40	49	Indian Institute of Management Calcutta	India
43	36	Warwick Business School	UK
44	54	Washington University Olin	US
45	59	Aston Manchester Business School	UK
45	52	Vanderbilt University Owen	US
47	-	Shanghai University of Finance and Economics College of business	China
47	38	Emory University Goizueta	US
47	49	University of Washington Foster	US
50	57	CUHK Business School	China
50	84	City University of London City	UK
52	31	IE Business School	Spain
53	80	Georgia Institute of Technology Scheller	US
54	42	Sungkyunkwan University SKS	S Korea
55	39	Imperial College Business School	UK
56	41	The University of Hong Kong	China
57	56	Rice University Jones	US
57	58	University of Notre Dame Mendoza	US
59	63	Pennsylvania State University Smeal	US
60	66	Babson College Olin	US
61	47	Indian Institute of Management Ahmedabad	India
63	43	Durham University Business School	UK
63	43	Singapore Management University Lee Kong Chian	Singapore
71	71	WHU - Otto Beisheim School of Management	Germany

CONTD. APPENDIX



INTERNATIONAL RANKINGS: QS GLOBAL MBA RANKINGS 2020

Rank	School	Country	Location
1	Duke University	USA	Durham, NC
2	Stanford	USA	Stanford, CA
3	MIT	USA	Cambridge, MA
4	Harvard	USA	Harvard, MA
5	London Business School	UK	London
6	HEC Paris	France	Paris
7	Chicago Booth	USA	Chicago, IL
8	UC Berkeley Haas	USA	Berkeley, CA
9	Northwestern Kellogg	USA	Evanston, IL
10	Cornell	USA	Ithaca, NY
11	IESE Business School	Spain	Barcelona
12	UCLA Anderson	USA	Los Angeles, CA
13	UCLA Ross	USA	Los Angeles, CA
14	UCL IoD	UK	London
15	Cambridge Judge	UK	Cambridge
16	Oxford Saïd	UK	Oxford
17	IESE	Spain	Barcelona
18	Yale	USA	New Haven, CT
19	Duke Fuqua	USA	Durham, NC
20	INSEAD	Singapore	Singapore
21	MIT Sloan	USA	Cambridge, MA
22	MIT Sloan	USA	Cambridge, MA
23	MIT Sloan	USA	Cambridge, MA
24	HEC	France	Paris
25	HKUST	China	Hong Kong
26	Copenhagen	Denmark	Copenhagen
27	McQuinn	Australia	McQuinn
28	UCLA Anderson	USA	Los Angeles, CA
29	Rotterdam	Netherlands	Rotterdam
30	MIT Sloan	USA	Cambridge, MA
31	MIT Sloan	USA	Cambridge, MA
32	NUS	Singapore	Singapore
33	MIT Sloan	USA	Cambridge, MA
34	MIT Sloan	USA	Cambridge, MA
35	MIT Sloan	USA	Cambridge, MA
36	MIT Sloan	USA	Cambridge, MA
37	MIT Sloan	USA	Cambridge, MA
38	MIT Sloan	USA	Cambridge, MA
39	MIT Sloan	USA	Cambridge, MA
40	INALCO Business School	India	New Delhi
41	MIT Sloan	USA	Cambridge, MA
42	MIT Sloan	USA	Cambridge, MA
43	MIT Sloan	USA	Cambridge, MA
44	MIT Sloan	USA	Cambridge, MA
45	MIT Sloan	USA	Cambridge, MA

CONTD. APPENDIX



INTERNATIONAL RANKINGS: QS MASTERS IN MANAGEMENT RANKINGS 2020

QS Business Masters Rankings: Management 2020

Discover the top master's degrees in management with the QS World University Rankings: Masters in Management Rankings: 2020

Top 10 2020

in partnership with ELSEVIER

ADVANCED MASTERS APPLY NOW

Succeed with our top tips on admissions, jobs and student life

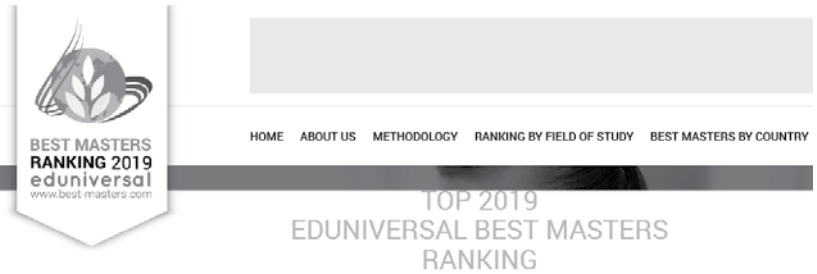
RANK	UNIVERSITY	CITY	LOCATION
1	HEC Paris MSc Strategic Management	Jepp-En-Josas	France
2	London Business School Masters in Management	London	United Kingdom
3	ESSEC MSc in Strategy & Management of International Business	Paris Singapore	France
4	ESADE MSc in International Management	Barcelona	Spain
5	Imperial MSc in Management	London	United Kingdom
6	IE Business School Master in Management	Madrid	Spain
7	London School of Economics MSc Management and Strategy	London	United Kingdom
8	CEMS Master in International Management	World-Wide	Multi Campus
9	Copenhagen Business School Master in International Management	Copenhagen London	Denmark
9	ESCP Europe Business School Master in Management (Grande Ecole)	Paris Berlin Madrid Toulouse London	Multi Campus
11	ESCP Europe Business School MSc in Global Strategic Management	Chamberlain (PA) Barcelona Guangzhou	Multi Campus
12	Bocconi Master of Science in International Management	Milan	Italy
13	WU (Wirtschaftsuniversität Wien) Master of Science in Management	Vienna	Austria
14	EM Lyon MSc in Management (Grande Ecole)	Lyon Munich	France
15	EDHEC MSc in Global & Sustainable Business	Lille	France
16	St. Gallen MSc in Business Management (M.B.)	St Gallen	Switzerland
17	WU (Wirtschaftsuniversität Wien) MSc Strategy, Innovation & Management Control	Vienna	Austria
18	Erasmus RSM MSc in Management	Rotterdam	Netherlands
19	Michigan Ross Master of Management	Ann Arbor (MI)	United States
20	TUM School of Management Business Administration	Munich	Germany
21	Duke University Master of Management Studies	Durham (NC)	United States
21	Warwick MSc Management	Coventry	United Kingdom
23	Vrije Universiteit Brussel Masters in International Management & Strategy	Brussels	Belgium
24	Manchester Business School MSc International Business & Management	Manchester	United Kingdom
25	Mannheim Master in Management	Mannheim	Germany
26	IIM Bangalore Post Graduate Programme in Management	Bangalore	India
27	IIM Ahmedabad Post Graduate Programme in Management	Ahmedabad	India
28	Cranfield Master in Management	Cranfield	United Kingdom
29	Antwerp Master in Global Management	Antwerp	Belgium
30	HEC Toulon MSc in Management (Grande Ecole)	Fuligin Sofra Antipolis Lille Cape Town Belo Horizonte	France

CONTD. APPENDIX

M

INTERNATIONAL RANKINGS: EDUNIVERSAL BEST MASTERS RANKING IN AGRIBUSINESS / FOOD INDUSTRY MANAGEMENT 2019

International Rankings: Eduniversal Best Masters Ranking in Agribusiness / Food Industry Management 2019:



Home > Agribusiness / Food Industry Management

Key icons ▾

Additional information / brochure

Video interview with the program director

Request info / Application

Available spots

See filters



COUNTRY	RANK	SCHOOL / PROGRAM	INFORMATIONS
India	1 ★★★★★	Post Graduate Programme in Food and Agri-Business Management (PGP-FABM) Indian Institute of Management Ahmedabad (IIM-A)	
Argentina	2 ★★★★★	MBA en Agronegocios Universidad Austral - Faculty of Business	
U.S.A.	3 ★★★★★	Master of Agribusiness Texas A&M University - College of Agriculture & Life Sciences	
France	4 ★★★★★	MS Management International Agro-Alimentaire ESSEC Business School	
Australia	5 ★★★★★	Master of Agribusiness The University of Melbourne - Melbourne School of Land and Environment	
U.S.A.	6 ★★★★★	Master of Science in Food Industry Management Cornell University - Johnson Cornell SC Johnson College of Business	
U.S.A.	7 ★★★★★	Agricultural and Resource Economics (Graduate program and PhD) University of California, Berkeley - Department of Agricultural and Resource Economics	
Canada	8 ★★★★★	Master of Food and Resource Economics University of British Columbia - Faculty of Land and Food Systems	
U.S.A.	9 ★★★★★	MS-MBA in Food and Agribusiness Management Purdue University - Center for Food and Agricultural Business	
Chile	10 ★★★★★	Magíster en Gestión de Empresas Agroalimentarias Pontificia Universidad Católica de Chile - Facultad de Agronomía e Ingeniería Forestal	

N

ALUMNI CHAPTER ACTIVITIES

N1

SPECIAL INTEREST GROUP

A Special Interest Group (SIG) is a community within a larger framework with shared interest in advancing a specific area of knowledge, learning or technology where members cooperate to affect or to produce solutions within their particular field and may communicate, meet, and organize conferences. With this purpose in mind, Alumni Office has created 15 SIG in IIMA Alumni Portal wherein new users and registered users can join interested SIG.

The Institute has accelerated SIG groups such as Women, Health Care, Data analytics, Technology and Entrepreneurial Ecosystems that have shown interest in evolving themselves. They can engage in activities that can range from informal get-togethers, exchange of ideas, formal seminars/events in specific cities or on campus to concrete action plans, business leads, and impact activities.

The Women SIG mentorship event was successfully initiated by the Mumbai Chapter in May 2019. Also, the Healthcare SIG is constantly working towards achieving their vision and synergize the ideas through online mode.

Further to the efforts by the Institute, a combined meet of Data Analytics and Technology SIG was organized in Bengaluru on April 5, 2019, with the objective of discussing the vision and evolve priorities and action plans. It was attended by 25 participants including many senior alumni with very rich experience and varied expertise.

A panel discussion was held at the Institute on the topic “Opportunities and Challenges in Healthcare Sector” on August 26, 2019. Mr. Sudarshan Jain (PGP 1977), Mr. Manish Gupta (PGP 1998), Ms. Meenakshi Nevatia (PGP 1994) and Mr. Rajiv Sharma (PGP 1996) spoke about their journeys, especially in the healthcare sector.

Public Policy Sig

The Public Policy SIG was formally launched on October 9, 2019 in Delhi. The meeting was attended by several alumni in the government, allied agencies, NGOs, and advocacy. The group deliberated on several foundation issues and arrived at initial objectives, operating principles, activities, and immediate next steps.

Healthcare SIG: The SIG organized ‘Impact Health: Defining the Future’ a marquee conclave bringing together top thinkers in Indian healthcare on November 30, 2019, in Mumbai. The event brought together the biggest names and key stakeholders in the Indian healthcare industry, academia, and entrepreneurs in a forum to deliberate and discuss the role of emerging technologies and trends that define the future of healthcare. The conference offered rich perspectives on digital health and how technology is expected to transform this industry.

N2

SCHOLARSHIPS AND AWARDS

- **The Marti Mannariah Gurunath Outstanding Teacher Award:** This award has been instituted in memory of Mr. Marti Mannariah Gurunath by Professor Marti Subrahmanyam (PGP 1967-69). Every year the award goes to one faculty member who has taught the batch of the PGP graduating in that convocation. The award of ₹2 lakh 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 IIMA alumni. The award is given to two faculty members for his/her sustained research and/or significant research of a path-breaking nature. The award of ₹2 lakh was given to Professor Debjit Roy.
- **Philip Thomas Memorial Strategy-Public Systems Case Award:** This award has been instituted in memory of Mr. Philip Thomas (PGP-1966) by Professor Rishikesh T. Krishnan (FPM-1996). The award goes to the author(s), who write a case in the area of Strategy/Business Policy and Public Systems during each calendar year. The award of ₹50,000 was given to Professor Arvind Sahay.

CONTD. APPENDIX**N**

- **The Sajeew Sirpal Academic and Creativity Excellence Award:** This Award has been instituted in memory of Shri Sajeew Sirpal (PGP-1984) by Kanaka Sirpal (PGP-1984) and friends. The award is meant to recognize excellence in academics and creativity among participants of the PGP. Ms. Radhika Munshi (PGP-2020) and Mr. Aaditya Agarwal (PGP-2020) received the award of ₹2 lakh each.
- **Outstanding Sportsperson Award:** This award of ₹75,000, set up by Mr. Sunil Chainani (PGP 1980) is meant to recognize excellence in all-around performance in sports during the tenure of a student at IIMA. Mr. P. Gokulavanam (PGP-2020) received the award of ₹75,000.
- **Smt. J. Nagamma Memorial Award:** This award of ₹15,000 was set up by Mr. Pramod Kunju (PGP 1999) is meant for academically performing PGP1 student at the end of first year. Mr. Aaditya Agarwal (PGP-2020) received the award of ₹15,000.
- **Mrs. Sharda Bhandari & Mr P.K. Rath Scholarships:** This scholarship has been set up by Mr. Samir Bhandari (PGP-1989) for five years in memory of Mrs. Sharda Bhandari and Mr. P.K. Rath, big advocates of higher education, for second year PGP students. The scholarship of ₹1 lakh was awarded to Mr. Aaditya Agarwal (PGP-2020).
- **SRK Award:** This PGPX Faculty Award has been set up by Shree Ramkrishna Exports Pvt. Ltd. The recipient of this award for the year 2019-20 was Professor Saral Mukherjee.
- **The Madan Mohanka Research on Internationalization of Business Award:** This Faculty Award has been set up by Shree Madan Mohanka (PGP-1967) of Tega Industries. The recipient for this award was Professor Chitra Singla, Professor Amit Karna, and Professor Amit Garg.
- **IPA DG Shah Best Public Policy Paper Award:** The award was setup by the Indian Pharmaceutical Alliance (IPA) and the receipt of this award was Professor Tarun Jain.
- **Ritu Banga Industry Scholarship:** This scholarship has been set up by Ms. Ritu Banga (PGP-1981) for five years. Scholarship of ₹1 lakh was awarded to Mr. Saurabh Pinjami (PGP-2020).
- **Ajay Banga Industry Scholarship:** This scholarship has been set up by Mr. Ajay Banga (PGP-1981) for five years. Scholarship of ₹1 lakh was awarded to Mr. Jobalia Jinesh Rajendra (PGP-2020).

N3**EXTERNAL ENGAGEMENT AND OUTREACH**

Major activities undertaken during the academic year at SMILE centre are listed below:

Remedial Education and Mentoring by volunteers

The objective of this activity was to provide overall improvement in a child's development. It has helped students to take part in many school-levels elementary examinations which have proved beneficial to personal development.

Basic Assessment Test

An assessment test was conducted for SMILE Students to check their basics before moving towards the main syllabus. This helped in paying more attention to students who needed special attention.

In-Class Mentoring

Teachers had to undergo in-class mentoring, to provide a live demo of more effective and efficient quality education to be delivered by teachers. In-class mentoring was a performance check of teachers by Pratham experts.

Extra-Curricular Activities

Several extra-curricular workshops were organized for the students during this academic year:

- **Navratri Celebration:** SMILE teachers and IIMA student volunteers took students of grade 7th to 12th for Navratri celebration at IIM-A in the evening.

CONTD. APPENDIX

- **Drawing Workshop:** The team of IIMA student volunteers conducted drawing workshop for the students. Students prepared drawings using oil pastels (Crayons) and pencil colour. These sessions saw students participating enthusiastically which brought out a lot of creative ideas and engagement.
- **Independence Day Event:** Students drew flag of India, wrote slogans about the event, and sang patriotic songs. Approximately 40 students participated in this event.
- **Public Speaking:** IIMA student volunteers took session on introduction of individuals “Who am I?”. Students were also taught how to recite poems.
- **Diwali Camp:** A 7-day camp was conducted at the centre, where IIMA student volunteers, teachers and centre coordinator worked to encourage students’ creativity by helping them with new techniques in art and craft, practice dance and perform plays/drama. Other activities included sketches sessions, lamp making with balloon and thread, paper lamp making, pots decoration with ceramic clay, colouring those pots, watercolour paintings, drama and music. The camp also focussed on healthful practices and included yoga sessions for all classes. Dr Rekha took an important information session on girl hygiene and menstrual health. Students were provided refreshments at the school for the duration of the camp. 110 students participated in the celebration.
- **Christmas Celebration:** Along with information about the day students were told to share what they know about Christmas and what it teaches us. Students were given chocolates and cupcakes.
- **Dance Workshop:** The workshop, conducted for students of 8th and 9th grade by two IIMA student volunteers, involved learning traditional dance steps from garba as well as contemporary moves.
- **Kite Flying:** Students and teachers attended the festival organized on January 12, 2020. In addition to flying kites the event also included other activities like dancing, playing games and refreshments (undhyu party). The children were also given return gifts like pens, sweets and kites.
- **Movie:** Kids were shown a movie called ‘Tanhaji’ which was sponsored by The Wagh Bakri family.
- **Paint Your Dreams:** Nirma University’s students organized “Paint your Dreams” Event. 50 SMILE students along with the 4 teachers took part in the event. Students were asked to draw/paint their dreams and give wings to their imagination. In addition to the main drawing/painting event the event also allowed students to play various outdoor games and watch a magic show.
- **Career guidance:** On March 13, 2020 “Career Guidance” session was organized for students of classes 9 and 11 by IIMA student volunteers and SMILE teachers.
- **Health Camp:** A health camp was set up in collaboration with by CIMS hospital, to provide free medication services to 110 kids and to educate them about the importance of hygiene. Doctors included GPs, Dentists, Ophthalmologists, and Pediatricians.
- **Let’s go shopping:** This event was organized in collaboration with the Aasman Foundation, which conducts it event every year. The main objective of the event is to teach students how to handle money, fill a cheque, pay for thing and other practical things.
- **Anand Mela:** In this event, students play many various outdoor games including mind games. They have breakfast, lunch and snacks. And They watched magician show in the end of this event.
- **Free book distribution:** Books/paper sets are given free if charge to students of grade 10 and 12 for their board examination, to motivate and encourage them.

Community Engagement Activities

- **School visits:** This involves visiting the regular schools that the students of SMILE are enrolled in. School visits are undertaken to understand why students drop out of schools occasionally, core factor affecting a child’s performance at the school level, and the social structure that proves to be a hindrance to a child’s education. This also helps makes the schools aware of SMILE and its activities and the support it provides to students after regular hours. SMILE teachers did 5 school visits in this academic year.

CONTD. APPENDIX

N

- **Community visits:** The objective is to connect with parents and other members of the community, see the living conditions of the family, get a sense of the how supportive the family is likely to be for further education, and to make them understand the need for quality education. Our teachers did 13 community visits in different areas like Vastrapur gam, Vrundavan avas and Ranujanagar in this year.
- **Parent meetings:** Discussions are held with parents. This also helps to build a bridge between teachers and students and brings all three on the same page.
- **Volunteer engagement:** Several volunteers have contributed by taking regular sessions with different activities and games and tried to make learning easier. Weekly drawing workshops are also organized to enhance the creativity of the children coming to SMILE.

N4

A-LEAGUE ACTIVITIES

A-League is the group of 14 prominent institutions in and around the Ahmedabad region, the purpose of this initiative is to promote collaborative and interdisciplinary activities. Several cultural events like Garba nights, festive celebrations, etc. were organized in collaboration with other institutes.

Beyond the cultural events, the following events were the highlights of the A-League Activities:

The Zoomcar Story – July 2019

- SAERC hosted Mr. Paritosh Gupta, COO and CFO of Zoomcar who shared the remarkable journey the company has undertaken since its inception with attendees from all A-League institutes.

How to Start a Startup (HTSAS)

- EntreVC Club of IIM Ahmedabad hosted Mr. Vidit Aatrey, Co-Founder of Meesho to share his experience and insights about his entrepreneurial journey. (August 2019)
- In another session in this series, EntreVC Club of IIM Ahmedabad hosted Mr. Sandeep Murthy from LightBox Ventures to share his invaluable insights with the attendees. (October 2019)

IIMA Inspire Series

- SAERC under its flagship Inspire Series hosted Ms. Mallika Sarabhai and Mr. Shoven Narayan to share their inspirational journeys with the attendees. (October 2019)
- SAERC in another session also hosted Ms. Nisha Awasthi, MD of BlackRock for close to 100 attendees from A-League institutes. (October 2019)
- A talk by Rohan Joshi: SAERC had the privilege of hosting Mr. Rohan Joshi, Co-Founder of AIB at IIM Ahmedabad who shared the story of the changing scene in the standup comedy and creative space with over 150 participants. (November 2019)
- A talk by Jairam Sridharan: SAERC hosted Mr. Jairam Sridharan, CFO of Axis Bank who shared his remarkable journey from a small town in Madhya Pradesh to becoming the CFO of Axis Bank. (November 2019)

Public Lecture – Ms. Anuradha Kapur

- Ahmedabad University hosted a public lecture by Ms. Anuradha Kapur (theater maker and teacher) on “Body of Work: Feminist theatre practices in contemporary Indian theatre. (October 2019)

Public Lecture – Mr. Gautam Patel

- Talk cum interactive session on “Using Science to Inform Poverty Reduction” by Mr. Gautam Patel, Senior Policy Manager, South Asia, Abdul Jameel Poverty Action Lab (J-PAL) (November 2019)
- In December, SAERC extended an invitation to A-League institutions for events organized by the RTERC (Winter School 2019), IIM Ally (LGBTQ Film Screening), Prayaas (A day at IIMA).

CONTD. APPENDIX

In the second and the third term of the session IIMA also received several participatory invitations from fellow A-League institutes in several of their activities which included fitness marathons, Quiz competitions, MUN Conference, Economic Conference on Bank Nationalization, Talent Search Examinations, etc.

N5

MAJOR CONTRIBUTIONS BY THE SINGAPORE CHAPTER, INDIVIDUAL ALUMNI, CORPORATE ORGANIZATIONS, AND ALUMNI BATCHES

Name	Purpose	Amount ₹
A. Unique Fund Raising Initiated in 2019-20		
IIMA AA Singapore Chapter - 1'M for IIMA	Faculty Wing 2 and 6	54,199,886
B. Contributions from Individual Alums in 2019-20		
Arun Duggal (PGP 1974)	Yet to be purposed	20,000,000
Roopa Kudva (PGP 1986) and Vivek Kudva (PGP 1986)	Wing 7 - Supported by Roopa Kudva and Vivek Kudva	12,500,000
Shailendra P Jain (1984)	Colonel Manohar Lal Sarin and Mrs. Sushila Sarin iSchol	100,000
Dipak Gupta (PGP 1985)	Dipak Gupta Merit-cum-Means (MCM) Scholarship	3,150,000
Vijay Bhargava (PGP 1967)	Batch contribution for Faculty Wing 11 and Seminar Room 3	40,000,000
Ajay and Ritu Banga (PGP 1981)	Industry Scholarship	1,000,000
C. Contributions from Individual Alums as per past commitment and earlier MoUs in 2019-20		
Samir Bhandari (PGP 1989)	Samir Bhandari Industry Scholarship	100,000
Parmesh Shah (PGP-SPA 1982)	FABM I-Schol for PGP FABM 2	100,000
D. Contributions through Corporates as per new partnerships in 2019-20		
D B Corp Ltd.	Danik Bhaskar Merit-cum-Means Scholarship	5,000,000
Indian Pharmaceutical Alliance	IPA DG Shah Best Public Policy Paper Award at IIMA	3,000,000
Indegene Private Limited	Supporting Research in Healthcare Sector through Case Studies and Research Papers at IIMA	1,000,000
American Express (India) Private Limited (AMEX)	High Performance Computing (HPC) Lab	18,000,000
E. Contributions through Corporates as per past commitment and earlier MoUs in 2019-20		
NABARD	NABARD Chair in Agribusiness	624,780
F. Batch Contributions in 2019-20		
PGP 1970 Batch	Yet to be purposed	17,048,630
1987 Batch Corpus	Yet to be purposed	5,20,520
1994 Batch	Contribution towards Admissions Office and Faculty Wing 1	8,393,730
1998 Batch Corpus	Centre for Management of Health Services (CMHS) Office - Supported by PGP 1998 Batch	2,522,011

CONTD. APPENDIX

N

Name	Purpose	Amount ₹
PGP 2002 Batch	Unencumbered Funding	3,858,625
PGP 2003 Batch	High Performance Computing (HPC) Lab support	20,935,066
PGP 2004 Batch	One Seminar Room and One scholarship planned	13,007,176
PGP 2009 Batch	Yet to be purposed	6,924,240
Donations from Alumni	General Purpose	1,189,687
FPM Alumni	FPM Award Corpus	105,000
Grand Total		232,758,831
A. Unique Fund Raising Initiated in 2019-20		54,199,886
B. Contributions from Individual Alums in 2019-20		76,750,000
C. Contributions from Individual Alums as per past commitment and earlier MoUs in 2019-20		200,000
D. Contributions through Corporates as per new partnerships in 2019-20		27,000,000
E. Contributions through Corporates as per past commitment and earlier MoUs in 2019-20		624,780
F. Batch Contributions in 2019-20		73,984,165
Contributions through new partnerships and funding initiatives this year (A+B+D+F)		231,934,051
Contribution through past commitments and earlier MoUs (C+E)		824,780
Grand Total		232,758,831

N6

INDIVIDUAL CONTRIBUTIONS (₹5 LAKH AND ABOVE)

Name	Batch	Amount ₹	Name	Batch	Amount ₹
IIMA AA Singapore Chapter Alum	PGP 1969	1,300,112	IIMA AA Singapore Chapter Alum	PGP 1982	5,149,750
IIMA AA Singapore Chapter Alum	PGP 1969	2,586,955	IIMA AA Singapore Chapter Alum	PGP 1982	2,500,000
Balaji Chakravarthy	PGP 1970	1,052,415	IIMA AA Singapore Chapter Alum Couple	PGP 1986	1,000,000
Marcel R Parker	PGP 1970	750,000	Varun Gosain	PGP 1987	1,084,313
T.K. Balaji	PGP 1970	1,500,000	IIMA AA Singapore Chapter Alum	PGP 1988	500,000
PGP 1970 Batch Alum	PGP 1970	1,065,827	IIMA AA Singapore Chapter Alum	PGP 1988	5,125,750
PGP 1970 Batch Alum	PGP 1970	563,794	IIMA AA Singapore Chapter Alum	PGP 1988	757,073
PGP 1970 Batch Alum	PGP 1970	1,127,588	IIMA AA Singapore Chapter Alum Couple	PGP 1970	7,513,488
PGP 1970 Batch Alum	PGP 1970	500,000	IIMA AA Singapore Chapter Alum	PGP 1988	500,000
PGP 1970 Batch Alum Couple	PGP 1970	7,513,488	IIMA AA Singapore Chapter Alum	PGP 1988	800,000
PGP 1970 Batch Alum	PGP 1970	2,000,000			
IIMA AA Singapore Chapter Alum	PGP 1975	1,000,018			

N

CONTD. APPENDIX

Name	Batch	Amount ₹	Name	Batch	Amount ₹
IIMA AA Singapore Chapter Alum	PGP 1988	500,000	Naveen Kumar Choppara	PGP 1994	1,000,000
IIMA AA Singapore Chapter Alum	PGP 1988	512,100	Nitin Bhambhani	PGP 1994	3,540,941
IIMA AA Singapore Chapter Alum Couple	PGP 1988 and PGP 1984	1,000,000	IIMA AA Singapore Chapter Alum	PGP 1995	513,321
IIMA AA Singapore Chapter Alum	PGP 1989	500,000	IIMA AA Singapore Chapter Alum	PGP 1995	509,061
IIMA AA Singapore Chapter Alum	PGP 1989	500,000	IIMA AA Singapore Chapter Alum	PGP 1995	575,000
IIMA AA Singapore Chapter Alum	PGP 1990	1,310,000	IIMA AA Singapore Chapter Alum	PGP 1995	1,000,000
IIMA AA Singapore Chapter Alum	PGP 1990	1,300,000	IIMA AA Singapore Chapter Alum	PGP 1995	509,168
IIMA AA Singapore Chapter Alum	PGP 1990	500,000	IIMA AA Singapore Chapter Alum Couple	PGP 1997	1,035,824
IIMA AA Singapore Chapter Alum	PGP 1990	500,000	IIMA AA Singapore Chapter Alum	PGP 1997	1,275,836
IIMA AA Singapore Chapter Alum	PGP 1990	511,200	IIMA AA Singapore Chapter Alum	PGP 1997	501,890
IIMA AA Singapore Chapter Alum	PGP 1990	1,273,000	Pranay Agrawal	PGP 1998	708,188
IIMA AA Singapore Chapter Alum	PGP 1991	1,000,000	Ashish Saksena	PGP 1998	1,000,000
IIMA AA Singapore Chapter Alum	PGP 1992	500,000	IIMA AA Singapore Chapter Alum	PGP 2001	500,000
IIMA AA Singapore Chapter Alum	PGP 1992	761,460	Nitin Jindal	PGP 2002	3,758,625
IIMA AA Singapore Chapter Alum	PGP 1992	2,500,000	Gaurav Pant	PGP 2003	800,000
IIMA AA Singapore Chapter Alum	PGP 1992	1,000,000	Kinariwala Mehul Vijaykumar	PGP 2003	700,000
IIMA AA Singapore Chapter Alum	PGP 1992	1,277,640	Manjesh Verma	PGP 2003	700,000
IIMA AA Singapore Chapter Alum	PGP 1994	500,000	Mustansir Boriawala	PGP 2003	500,000
IIMA AA Singapore Chapter Alum Couple	PGP 1994	508,518	Naveen Unni	PGP 2003	500,000
IIMA AA Singapore Chapter Alum Couple	PGP 1994	510,100	Neerav Naik	PGP 2003	2,000,000
Ganesh Ramani	PGP 1994	2,310,000	Nikhilesh Kedari	PGP 2003	600,000
K.S. Jangbahadur	PGP 1994	594,878	Nitin Dahiya	PGP 2003	1,315,519
			Nitin Dias	PGP 2003	500,100
			Parthasarathy Kiran Chakravarthy	PGP 2003	500,000
			Prakul Kaushiva	PGP 2003	1,500,000
			Prashant Kothari	PGP 2003	993,300
			Prashant Singh	PGP 2003	500,000
			Prashanth Reddy	PGP 2003	736,691
			Sandeep Bharatwaj	PGP 2003	2,104,830

CONTD. APPENDIX**N**

Name	Batch	Amount ₹	Name	Batch	Amount ₹
Shashank Savla	PGP 2003	526,680	Raghav Mittal	PGP 2004	750,000
Sumod George Zachariah	PGP 2003	500,000	Subramanya Venkat Sumukh	PGP 2004	500,000
Abhishek Rajan	PGP 2004	500,000	Sudarshan Ramakrishnan	PGP 2004	1,000,000
Amberish Rathi	PGP 2004	500,000	Anmol Sethy	PGP 2009	500,000
G.V. Ravishankar	PGP 2004	2,000,000	Devdutt Marathe	PGP 2009	500,000
Gautam Ravi Narayan	PGP 2004	700,000	Rahul Luthra	PGP 2009	500,000
Kartik Sheth	PGP 2004	500,000	IIMA AA Singapore Chapter Alum	PGP 2010	1,000,000

O

PERSONNEL

01

NEW APPOINTMENTS

FACULTY

- Rajat Sharma Marketing
- Naveen Amblee Marketing
- Mohammad Fuad Business Policy
- Rajnish Rai Public Systems Group
- Adrija Majumdar Information Systems
- Tarun Jain Economics
- Pranav Singh Finance and Accounting
- Vidya Vemireddy Centre for Management in Agriculture
- Ramanathan Subramaniam Marketing
- Anuj Kapoor Marketing

STAFF

- Mr. Venkateswara Rao Alaparathi Head-HR
- Ms. Mansi Parikh Chartered Accountant
- Mr. Varunsingh Yadav Programme Associate /PGPX
- Ms. Priyanka Pradeep Tripathi Secretary to Faculty/Clerical Assistant
- Ms. Alisha K. Engraver Clerical Assistant, Communication Dept.
- Ms. Riddhi Majithiya Secretary to Faculty/Clerical Assistant
- Ms. Shubham Kanwar Rajawat SAP Consultant
- Ms. Monica N. Pancholi Secretary to Faculty/Clerical Assistant
- Mr. Jayesh M. Purohit HVAC Technician
- Ms. Jisha Gopinathan Clerical Assistant/ Business Analytics Office
- Ms. Hetal Rao Clerical Assistant/S&P
- Ms. Shilpa Nagre Clerical Assistant/ RTI and R &P
- Ms. Nancy Lawrence Raphel Clerical Assistant/Accounts
- Ms. Radha Sharma Clerical Assistant/Finance
- Ms. Mahima Sharma Clerical Assistant/EE
- Mr. Wasim Rahman Library Professional Assistant/Library
- Mr. Arun Gupta Head-EE
- Mr. Ilayaraja M. Library Professional Assistant/Library

CONTD. APPENDIX

• Mr. Umesh Dalal	Chief Financial Officer
• Ms. Eshita Dayani	Secretary to Faculty/Clerical Assistant
• Mr. Mihir V. Thakur	Electrical Engineer
• Mr. Ankit P. Shah	Senior Civil Engineer (Estate)
• Mr. David Dinakaran Eda	Associate/ Accreditation and Ranking
• Mr. Milind Bhattad	Civil Engineer/Project Office
• Ms. Sakshi Maheshwari	Chartered Accountant/Contract
• Ms. Grishma Nair	Clerical Assistant/Placement
• Ms. Neha M. Sharma	Clerical Assistant/Development Office
• Mr. Abdulahad Quraishi	Helpdesk Assistant cum Mail Administrator/CC
• Ms. Diana Joseph	Editorial Officer/Vikalpa
• Mr. Saumil Gandhi	Senior Electrical Engineer
• Ms. Krishnanshika Nair	Executive Assistant/CAO Office
• Mr. M.S. Sachidhanandam	Executive Assistant/PGP Office
• Mr. Vijaykumar Rathod	Assistant Engineer-Mechanical/Electrical
• Mr. Ashwin Suhas Joshi	Head, Strategic Growth and Business Development, EEP
• Mr. A MS Rajesh Kanna	Chief Manager-IT
• Mr. Harsh Kaushikkumar Patel	Clerical Assistant/ Payroll
• Ms. Ashmita Ayyappan	Clerical Assistant/ Alumni Office
• Ms. Vidhi Desai	Associate/ Special Interest Group
• Ms. Veronica David	Associate/ Programme Administration
• Ms. Mansi Parekh	Associate/ Programme Administration
• Ms. Manali Shah	Associate/ Programme Administration

02**RESIGNATIONS / TERM OVER / TECHNICAL RESIGNATIONS****FACULTY**

Professor Manish Aggarwal	Resigned on October 16, 2019
Professor Miguel Sarrion	Term over on March 31, 2020

STAFF

Mr. Ashwin Joshi	Resigned on April 26, 2019
Mr. Panduranga Swamy	Resigned on May 01, 2019
Mr. S.N. Rao	Term over on May 31, 2019
Col. Biswajit Mondal	Resigned on July 17, 2019

CONTD. APPENDIX

Ms. Swathi Gurumoorthy	Resigned October 31, 2019
Ms. Anshu Tewari	Resigned on November 08, 2019
Ms. Diana Joseph	Resigned on November 08, 2019
Mr. Santosh Parab	Resigned on November 21, 2019
Ms. Eshita Dayani	Resigned on December 26, 2019
Ms. Sreeja Pillai	Term over on December 31, 2019
Mr. Jainam Shah	Term over on January 31, 2020
Mr. Sandeep Jaydevbhai Patel	Term over on February 03, 2020
Ms. Nidhi Soman	Term over on March 13, 2020

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

03**RETIREMENTS**

The following faculty members superannuated during the year:

Professor Rekha Jain	Retired on December 31, 2019
Professor Vasant Gandhi	Retired on December 31, 2019

The following staff members superannuated during the year:

Ms. Sailaja H Nair	Retired on April 30, 2019
Mr. Bose P.	Retired on April 30, 2019
Mr. Modiya D.S.	Retired on May 31, 2019
Mr. Akhilesh N. Gor	Retired on May 31, 2019
Mr. Bhikhabhai G. Vaghela	Retired on May 31, 2019
Mr. Jitendrakumar R. Shah	Retired on May 31, 2019
Mr. Hargovind J. Rabari	Retired on May 31, 2019
Mr. Manubhai K. Vaghela	Retired on May 31, 2019
Mr. Hirabhai M. Vaghela	Retired on May 31, 2019
Mr. Poonamchand S. Makwana	Retired on May 31, 2019
Ms. Pushpa Hariharan	Retired on May 31, 2019
Mr. Devabhai R. Bhatti	Retired on June 30, 2019
Mr. Laxmandev B. Gohil	Retired on August 31, 2019
Mr. Dhanjibhai K. Patel	Retired on September 30, 2019
Mr. Urmil J. Anjaria	Retired on October 31, 2019
Mr. Jayantilal S. Prajapati	Retired on November 30, 2019
Mr. Ganpat S. Solanki	Retired on December 31, 2019

CONTD. APPENDIX

Mr. Ishardhin R. Passi	Retired on February 29, 2020
Mr. Sunil Garg	Retired on February 29, 2020
Mr. Ramachandran K.V.	Retired on March 31, 2020
Mr. Ratnaji M. Parmar	Retired on March 31, 2020

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

04**LEAVE OF ABSENCE****FACULTY**

- Professor Vijay Paul Sharma has been granted leave without pay from June 01, 2016 to May 31, 2021.
- Professor Chirantan Chatterjee has been granted leave without pay from August 26, 2018 to August 27, 2019.
- Professor Apratim Guha has been granted leave without pay from February 18, 2019 to February 17, 2021.
- Professor Naman Desai has been granted leave without pay from January 01, 2020 to June 01, 2020.
- Professor Debjit Roy has been granted leave without pay from March 12, 2020 to April 21, 2020.

STAFF

Mr. Anil Chaubal has been granted leave without pay for one year with effect from March 02, 2020.

05**REJOINED****FACULTY**

Professors Chirantan Chatterjee rejoined the Institute after availing leave without pay.

STAFF

Mr. Mallikarjun Dora rejoined the Institute after availing leave without pay.

06**PROMOTIONS AND FINANCIAL UPGRADATION****FACULTY**

Professor Debjit Roy has been promoted as Professor.
 Professor Neerav Nagar has been promoted as Associate Professor.
 Professor Chitra Singla has been promoted as Associate Professor.
 Professor Navdeep Mathur has been promoted as Associate Professor.

CONTD. APPENDIX

STAFF (PROMOTION)

Mr. Sanjaysingh R. Singh	Ms. Sumitha Nair	Mr. Pratik Sheth
Mr. Ashok Boricha	Mr. Udayabhanu P.G.	Ms. Snehal Jethwa
Ms. Anjanakumari BVN	Ms. Saraswathy Sunilraj	Mr. Umesh M. Patel
Mr. Girish Makwana	Mr. Rajeshkumar Bhavsar	Mr. Chandrashekhkar Solanki
Mr. Mohamedishak F Shaikh	Mr. Dhanji Patel	Mr. Pravinchandra V. Raj
Mr. Rakeshkumar Chauhan	Mr. Harshadkumar B. Zala	Ms. Ramiya Nair
Mr. Jijo Joseph	Ms. Sajeda Momin	Mr. Sunil Patel
Ms. Neelam Vadher	Mr. Bhaveshkumar Patel	Mr. P.V. Sethumadhavan
Mr. Abdulrazak A Munshi	Mr. Jayaprakash Sivasamy	

STAFF (FINANCIAL UPGRADATION)

Mr. Girish Kosambia	Mr. Devisingh L. Rajput	Mr. Manoj Vasadia
Mr. Babban Passi	Ms. Vimala Kabira	Mr. Satish C. Vaghela
Mr. Bhavin B. Bhadrakia	Mr. Rameshbhai M Vaghela	Mr. Dahyabhai N. Bhatti
Mr. Ramkeval Kori	Mr. Deva Raju Bhatti	Mr. Dhanji Patel
Mr. Vinod Ishwarbhai Solanki	Mr. Ganpatbhai K Vaghela	

07

MANPOWER

Year	Faculty	Academic Associates	Administrative Staff	Total
2010-11	88	71	327	486
2011-12	88	66	316	470
2012-13	85	70	291	446
2013-14	90	65	269	424
2014-15	95	72	286	453
2015-16	98	68	289	391
2016-17	94	64	293	451
2017-18	98	75	289	462
2018-19	96	80	303	479
2019-20	103	88	308	499

CONTD. APPENDIX

0

08

FACULTY WITH HIGHEST REMUNERATION AND THEIR CONTRIBUTIONS IN VARIOUS ACTIVITIES OF THE INSTITUTE

	Sunil Maheshwari	Sanjay Verma	Arvind Sahay	Sunil Sharma	Amit Karna
1. Taught in the following Long Duration Programmes (No. of courses):					
a. PGP	02	03	08	02	03
b. PGPX	02		05	02	01
c. FPM	01	01	02	01	02
d. ePGP	02	01	02		
e. FDP			01		
f. AFP		02		01	
2. Taught in the following Executive Education Programmes:					
OEP	12	11	12	08	16
CEP	19	24	15	22	24
BLP	02	06			02
3. Contribution to FPM:					
TAC Chair	02		06		04
TAC Member	02			03	02
4. Research & Publication:					
Cases registered	01	01	03	02	02
Peer reviewed articles			01	01	
Other research in progress			04		
Newspaper articles			04		
External speaker/Workshops			04		
5. Advisory Services	03		03		
6. Others (Consulting, Policy Committees, etc.)		03	02	02	03

P

BOARD OF GOVERNORS

Chairman

Kumar Mangalam Birla

Chairman, Aditya Birla Group, Mumbai

Members

<p>Sanjay Kumar Sinha, IFS Joint Secretary, (Management & Language) Ministry of Human Resource Development Government of India New Delhi</p>	<p>Ashank Desai Founder and Past-Chairman Mastek Limited Mumbai</p>
<p>Anju Sharma Principal Secretary (Higher and Technical Education) Education Department Government of Gujarat Gandhinagar</p>	<p>Dr. Hasit Joshipura Member-Executive Management Committee and Head – Corporate Centre Larsen & Toubro Limited, Mumbai</p>
<p>Sunil Kant Munjal Chairman The Hero Enterprise New Delhi</p>	<p>Roopa Kudva Partner and Managing Director Omidyar Network India Advisors Pvt. Ltd. Mumbai</p>
<p>Alka Bharucha Partner Bharucha & Partners Mumbai</p>	<p>Pradeep K. Chintagunta Joseph T. and Bernice S. Lewis Distinguished Service Professor of Marketing University of Chicago Booth School of Business, USA</p>
<p>Kaku Nakhate President and Country Head (India) Bank of America, N.A. Mumbai</p>	<p>Pankaj R. Patel Chairman and Managing Director Cadila Healthcare Limited Ahmedabad</p>
<p>Sanjiv Dangi North India President Dalit Indian Chamber of Commerce and Industry (DICC) New Delhi</p>	<p>Errol D'Souza Director Indian Institute of Management Ahmedabad</p>
<p>Tathagata Bandyopadhyay Professor Indian Institute of Management Ahmedabad</p>	<p>Secretary Cdr. Manoj Bhatt (Retd.) Chief Administrative Officer Indian Institute of Management Ahmedabad</p>
<p>Vijaya Sherry Chand Professor Indian Institute of Management Ahmedabad</p>	

ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

ADMINISTRATION

Director

Errol D'Souza

Ph.D. (Jawaharlal Nehru University)

Dean (Faculty)

Tathagatha Bandyopadhyay

Ph.D. (University of Calcutta)

Dean (Programmes)

Shailesh Gandhi

Fellow (IIMA)

Dean (Alumni and External Relations)

Rakesh Basant

Ph.D. (Gujarat University)

Chief Administrative Officer

Cdr. Manoj Bhatt (Retd.)

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

Librarian

Anil Kumar H.

Ph.D. (MS University)
Member of the Faculty

Chief Financial Officer

Umesh Dalal

CA/CS/Cost Accounting

FACULTY

BUSINESS POLICY

Ajeet Narain Mathur

Ph.D. (IIS, Bangalore)

Akhileshwar Pathak

Ph.D. (University of Edinburgh)

Amit Karna

Fellow (IIMA)

Anish Sugathan

Fellow (IIMB)

Anurag K. Agarwal

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

Chirantan Chatterjee

Ph.D. (Carnegie Mellon University)

Chitra Singla

Fellow (IIMB)

M P Ram Mohan

Ph.D. (IIT Kharagpur)

Mohammad Fuad

Fellow (IIML)

Mukesh Sud

Fellow (IIMB)

Sunil Sharma

Fellow (IIMA)

CENTRE FOR MANAGEMENT IN AGRICULTURE

Hari Nagarajan

Ph.D. (Oklahoma University)

Poornima Varma

Ph.D. (Jawaharlal Nehru University)

Ranjan Kumar Ghosh

Ph.D. (Humboldt University)

Sukhpal Singh

Ph.D. (ISEC, Bangalore)

Vasant P. Gandhi

Ph.D. (Stanford University)

Vidya Vemireddy

Ph.D. (Cornell University)

Vijay Paul Sharma

Ph.D. (NDRI, Karnal)

COMMUNICATION

Asha Kaul

Ph.D. (IIT, Kanpur)

Meenakshi Sharma

Ph.D. (University of Queensland)

Vaibhavi Kulkarni

Ph.D. (University of California)

CONTD. APPENDIX

ECONOMICS

Abhiman Das

Post-Doctoral Reseach Fellow (MIT)
Ph.D. (IIPS, Mumbai)

Anindya Chakrabarti

Ph.D. (Boston University)

Chinmay Tumble

Fellow (IIMB)

Chirantan Chatterjee

Ph.D. (Carnegie Mellon University)

Errol D'Souza

Ph.D. (Jawaharlal Nehru University)

Jeevant Rampal

Ph.D. (Ohio State University)

Pritha Dev

Ph.D. (New York University)

Rakesh Basant

Ph.D. (Gujarat University)

Reetika Khera

Ph.D (University of Delhi)

Sanket Mohapatra

Ph.D. (Columbia University)

Satish Deodhar

Ph.D. (Ohio State University)

Sebastian Morris

Fellow (IIMC)

Shruti Sharma

Ph.D. (University of California)

Tarun Jain

Ph.D. (University of Virginia)

Viswanath Pingali

Ph.D. (Northwestern University)

FINANCE AND ACCOUNTING

Ajay Pandey

Fellow (IIMA)

Jayanth R. Varma

Fellow (IIMA)

Joshy Jacob

Fellow (IIML)

Naman Desai

Ph.D. (University of Florida)

Neerav Nagar

Fellow (IIMC)

Pranav Singh

Ph.D. (University of Illinois)

Shailesh Gandhi

Fellow (IIMA)

Sidharth Sinha

Ph.D. (University of California)

Sobhesh Kumar Agarwalla

Fellow (IIMA)

T.T. Ram Mohan

Ph.D. (Stern School, New York
University)

Vineet Virmani

Fellow (IIMA)

HUMAN RESOURCE MANAGEMENT

Aditya Moses

Fellow (IIMB)

Biju Varkkey

Fellow (NIBM, Pune)

Manjari Singh

Fellow (IIMC)

Miguel Sarrion

Ph.D. (Strathclyde Business School)

Promila Aggarwal

Ph.D. (University of Delhi)

Rajesh Chandwani

Fellow (IIMB)

Sunil Kumar Maheshwari

Fellow (IIMA)

INFORMATION SYSTEMS

Adrija Majumdar

Ph.D. (IIMC)

Kavitha Ranganathan

Ph.D. (University of Chicago)

Manish Aggarwal

Ph.D. (IIT, Delhi)

Rekha Jain

Ph.D. (IIT, Delhi)

Samrat Gupta

Ph.D. (Fellow, IIML)

Sanjay Verma

Fellow (IIMC)

Srikumar Krishnamoorthy

Fellow (IIML)

Swanand Deodhar

Ph.D. (University of Minnesota)

CONTD. APPENDIX

MARKETING

Akshaya Vijayalakshmi

Ph.D. (University of Iowa)

Anand Kumar Jaiswal

Fellow (XLRI)

Anuj Kapoor

Ph.D. (University of Utah)

Arindam Banerjee

Ph.D. (State University of New York)

Aruna Divya T.

Fellow (IIMB)

Arvind Sahay

Ph.D. (Texas University)

Naveen Amblee

Ph.D. (University of Hawaii)

Rajat Sharma

Fellow (IIMB)

Ramanathan Subramaniam

Ph.D. (University of Pittsburgh)

Soumya Mukhopadhyay

Ph.D. (Nanyang Technological University, Singapore)

Sourav Borah

Fellow (IIMB)

Subhadip Roy

Ph.D. ICFAI University, Dehradun

ORGANIZATIONAL BEHAVIOUR

Amit Nandkeolyar

Ph.D. (University of Iowa)

Ernesto Noronha

Ph.D. (TISS, Mumbai)

George Kandathil

Ph.D. (Cornell University)

K V Gopakumar

Fellow (IIMB)

Kirti Sharda

Fellow (IIMC)

Neharika Vohra

Ph.D. (University of Manitoba)

Parvinder Gupta

Ph.D. (IIT, Kanpur)

Pradyumana Khokle

Fellow (IIMA)

Premilla D'Cruz

Ph.D. (TISS, Mumbai)

Vishal Gupta

Fellow (IIML)

PRODUCTION AND QUANTITATIVE METHODS

A.K. Laha

Ph.D. (ISI, Calcutta)

Ankur Sinha

Ph.D. (Aalto University)

Apratim Guha

Ph.D. (University of California)

Chetan Soman

Ph.D. (University of Groningen)

Debjit Roy

Ph.D. (University of Wisconsin)

Dhiman Bhadra

Ph.D. (University of Florida)

Diptesh Ghosh

Fellow (IIMC)

Goutam Dutta

Ph.D. (Northwestern University)

Karthik Sriram

Fellow (IIMB)

Prahalad Venkateshan

Ph.D. (Case Western Reserve University)

Sachin Jayaswal

Ph.D. (University of Waterloo)

Saral Mukherjee

Fellow (IIMC)

Tathagata Bandyopadhyay

Ph.D. (University of Calcutta)

PUBLIC SYSTEMS GROUP

Amit Garg

Fellow (IIMA)

Ankur Sarin

Ph.D. (University of Chicago)

Reetika Khera

Ph.D. (University of Delhi)

Navdeep Mathur

Ph.D. (Rutgers University)

Rajnish Rai

Fellow (IIMA)

Rama Mohana Turaga

Ph.D. (Georgia Institute of Technology)

Sandip Chakrabarti

Ph.D. (University of Southern California)

Sundaravalli Narayanaswami

Ph.D. (IIT, Bombay)

CONTD. APPENDIX

RAVI MATTHAI CENTRE FOR EDUCATIONAL INNOVATION

Ambrish Dongre

Ph.D. (University of California)

Devasmita Chakraverty

Ph.D. (University of Virginia)

Kathan Shukla

Ph.D. (University of Virginia)

P.G. Vijaya Sherry Chand

Ph.D. (Gujarat University)

ADJUNCT FACULTY

- **Brij Kothari**
- **Mukul Vasavada**
- **Smita Premchander**

OFFICERS

A MS Rajesh Kanna

B.Sc (Physics), (Madurai Kamaraj University)
 M B A (Information System) (Bharathiar University)
 Chief Manager – IT

Abhijit Jagam

B.Tech., Masters in Marketing & HRM
 Manager – ERP

Ajit Motwani

B. Tech. (IIT Kanpur), MBA
 Head – Development

Albert Xavier

B.Sc./MLM/PGD in IRPM/MBA
 Manager - Development - EEP

Mr. Ankit P Shah

BE, Civil (Gujarat University)
 Senior Civil Engineer

Anshul Mehta

BE, MBA, LLB
 Officer – HR

Anurag Choudhury

BA, Post Grad. Dip. Mgmt., MBA
 Head – Alumni & External Partnerships

Mr. Arun Gupta

B.Tech (H) in Manufacturing Science and Engineering (I.I.T, Kharagpur)
 P.G.D.M. in Marketing & Finance, (I.I.M. Lucknow), UGC Net
 Head -EE

Ashwin Suhas Joshi

Bachelor of Fine Arts, MBA
 Head, Strategic Growth and Business Development, EEP

Avinash G. Lad

MBA (Gujarat University)
 BE (Electrical) (Saurashtra University)
 Manager - Electrical

Baskaran R.

MA
 Programmes Officer, SAO

Col. Biswajit Mondal

B.Tech/ME/Advanced Elec & Mech Engg.
 Head – Engineering and Projects

Chandrashekhar D. Solanki

B.Com, HDSE
 Material Reproduction Officer

Deepak Bhatt

PGDM, Dip HRM, Dip in Foreign Trade,
 EPHRM, PGDT&D
 Manager – Communications

Diana Joseph

B.Sc (Biochemistry), (Gujarat University)
 M.Sc (Environmental Science), (Gujarat University)
 Editorial Officer, Vikalpa

Dineshkumar D. Joshi

Dip. in Mechanical Engineering
 Dip. in Business Management
 BA
 House Keeping Officer

Harish K. Rathod

B.Com, M.Com, DTP (Taxation)
 Accounts Officer

Ishita Nilesh Solanki

P.G.D. in Social Comm and Media (Maharashtra)
 P.G.D. in Rural Dev.Mgmt.(IRMA)
 Specialization Dip. in HRM (IGNOU)
 Chief Manager - Accreditation and Ranking

Jatin M. Nagori

M.Com., LL.B. (Gujarat)
 Dip. in Export Mktg. Mgmt. (IIE,Baroda)
 Manager - PGPX

Jayant Bhatt

M.Sc. (Gujarat)
 Dip. in Computer Science (SPU)
 Manager IT – Web Services

Kalapi Chetanbhai Shah

Chartered Accountant
 Officer – Finance

Kaushik D. Bhatt

M.Com., Second L.L.B.
 Accounts Officer

Laxmandev B. Gohil

B. Com., ACS
 Chief Manager, Accounts

Ms. Mansi Parikh

B.Com (Gujarat University)
 C A, (ICAI)
 Acquired certificate in Information Systems Audit from ICAI
 Chartered Accountant

Mohan Paliwal

M.Com. (Gujarat University)
 PG Dip. Comp. Sc. (Gujarat Vidyapith)
 Manager - IT (Application Services)

CONTD. APPENDIX

Lt. Cdr. Monica Dutta

M.Sc. (Physics)
Manager – Director's Office

Dr. Mukesh Sharma

MA (Public Administration) (Rajasthan University)
MA (Hindi) (Osmania University)
M.Phil. (Kurukshetra University)
Ph.D. (Sardar Patel University)
Manager - Hindi

Neeraj Jain

BE (IIT Roorkee)
Chief Manager – CIIE

Pankajkumar K. Bhatt

M.Com.
Manager Accounts

Pradosh V Thiya

BA
Facilities Officer

Pranaya Srivastava

B.Tech. (Civil) (Awadh University)
MBA (Nirma University)
Chief Manager - Project, Estate and Maintenance

Pravin G. Christian

M.Com, LL.B. (Second)
Programmes Officer, PGP-FABM

Pravinchandra V. Raj

BA, PGD – HRM, MBA
Officer, AV and Telecom

Pooja Celly

BA, PGDBA
Officer, EEP

Pushpa Hariharan

M.A.
Diploma in HRM/DMS
Material Reproduction Officer

Ramachandran K.V.

B.Com. (Madras University)
PG Dip. in HRM and Personnel (AIIMS, Chennai)
Diploma in Comp. Applications
Manager - HR

Ravindranath N. Pandya

B.Sc. (Physics),
Diploma in EDP and Computer Management
Diploma in Business Entrepreneurship
Manager – Stores & Purchase

S. Bhattacharya

B.Sc. (University of Calcutta)
Relationship Manager

S.N. Rao

M.Sc. (Statistics)
Diploma in Advance Computing,
Head – HR

Samir Sheth

Chartered Accountant
Manager – PGP

Sanjay Kumar Tripathi

MA, PGDMM
Relationship Manager – PGPX

Santosh Parab

B.E. (Electrical Engineering)
Head – IT

Saurabh Soni

BE
Electrical Engineer

Srinivas Sandhikar

B.Tech.
Manager – Estate

Sudheesh Nambiath

BA, PGDBA
Head-IGPC

Sugatha A. Nair

BA
Officer - Case Centre

Sunil Kumar Garg

M.Sc. (Udaipur)
MBA (IGNOU)
Chief Manager - IT Services

T. Prasad

BA, MBA
Officer - Admissions

U.B. Bhavsar

M.Com., Inter CA Group-I
Programmes Officer - EE

Uma Baskaran

MA, Diploma in HRM
Officer – CMA

Vadher Harendra J.

B.E. (Civil) (Sardar Patel University)
MBA (Gujarat University)
Chief Manager - Engineering Services and Estate

Mr. Venkateswara Rao Alaparathi

B.Com. (Nagarjuna University)
M.A. (Industrial Relations and Personnel Management), Andhra University
Head - HR

Victor Pareira

M.A.
Manager – Alumni Relations

Vinay Chauhan

BE, MBA
Manager, Contracts

Library**Hiral T. Patel**

M.Li.Sc. (Gujarat University)
Deputy Librarian

Muralidharan K.N.

M.Lib.Sc. (IGNOU)
B.Com. (Gujarat University)
Assistant Librarian

Permanent Research Staff**Shruti Dave**

Ph.D. (Sardar Patel University)

Sonal Kureshi

MBA, LL.B. (Gujarat University)
Ph.D. (Sardar Patel University)

भारतीय लेखापरीक्षा एवं लेखा विभाग
कार्यालय प्रधान निदेशक लेखापरीक्षा (केन्द्रीय)
लेखापरीक्षा भवन, नवरंगपुरा, अहमदाबाद - 380 009



INDIAN AUDIT & ACCOUNTS DEPARTMENT
Office of the Principal Director of Audit (Central)
Audit Bhavan, Navrangpura, Ahmedabad - 380 009

सेवा में,
भारत सरकार के सचिव,
मानव संसाधन विकास विभाग मंत्रालय,
माध्यमिक और उच्चतर शिक्षा विभाग,
कमरा नंबर 529 शास्त्री भवन, 'सी' विंग,
नई दिल्ली- 110001

संख्या:CAE/SAR/IIM/2020-21/OW-147
दिनांक:17/12/2020

विषय: भारतीय प्रबंध संस्थान, अहमदाबाद के वर्ष 2019-20 के लेखाओं पर पृथक लेखापरीक्षा प्रतिवेदन

महोदय,

The Annual account of the Indian Institute of Management, Ahmedabad for the year 2019-20 were audited between 24/08/2020 to 4/09/2020 under section 19(2) 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 2019-20.
- 2) Certified copy of Annual Accounts of IIM, Ahmedabad for the year 2019-20.

The audit report may please be arranged to be placed in both the Houses of Parliament and date on which it is placed before Lok Sabha & Raj ya 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.

हस्ता/-
उप निदेशक/आ.रा.ले.प.एवं के.ले.प.(व्यय)

संलग्न: उपर्युक्त

प्रतिलिपि: निर्देशक, भारतीय प्रबंध संस्थान, वस्त्रापुर, अहमदाबाद-380 015

A certified copy of the Annual Accounts and Separate Audit Report is enclosed which may please be treated as confidential till it is placed on the table of both the Houses of Parliament.

The date of placement of Separate Audit Report before both the Houses of Parliament along with a printed copy of the Audit Report may be furnished to Audit. The printed report may carry the name of the Principal Director of Audit (Central) with Designation.

हस्ता/-
उप निदेशक/आ.रा.ले.प.एवं के.ले.प.(व्यय)

Separate Audit Report of the Comptroller and Auditor General of India on the Accounts of Indian Institute of Management (IIM)-Ahmedabad for the year ended 31st March 2020.

We have audited the attached Balance Sheet of Indian Institute of Management, Ahmedabad (IIMA) as of 31 March 2020, Income and Expenditure Account and Receipts and Payments Account for the year ended March 31, 2020 under Section 19(2) of the Comptroller and Auditor General's (Duties, Powers & Conditions of Service) Act, 1971 read with section 23 (3) of the Indian Institutes of Management Act 2017. These financial statements are the responsibility of the IIMA's Management. Our responsibility is to express an opinion on these financial statements based on our audit.

2. This Separate Audit Report (SAR) contains the comments of the Comptroller and Auditor General of India (CAG) on the accounting treatment only with regard to classification, conformity with the best accounting practices, accounting standards and disclosure norms, etc. Audit observations on financial transactions with regard to compliance with the Law, Rules and Regulations (Propriety & Regularity) and efficiency-cum-performance, etc. if any, are reported through inspection reports/CAG's Audit Reports separately.
3. We had conducted our audit in accordance with auditing standards generally accepted in India. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements. An audit includes examining, on test basis, evidences supporting the amounts and disclosure in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the management, as well as evaluating the overall presentation of financial statements. We believe that our audit provides a reasonable basis for our opinion.
4. Based on our audit, we report that:
 - i. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of our audit.
 - ii. The Balance Sheet, Income & Expenditure Account and Receipt and Payments Account dealt with by this Report have been drawn up in the Format prescribed by the Ministry of Human Resources Development, Government of India.
 - iii. In our opinion, proper books of accounts and other relevant records have been maintained by the Indian Institute of Management-Ahmedabad in so far as it appears for our examination of such books.
 - iv. We further report that.

COMMENTS

A. Balance Sheet: NIL

B. Income and Expenditure Account

B.I Income & Expenditure Account

Expenditure

Depreciation/Amortization (Schedule 19) – ₹ 11.31 crore

As per the note 4.2, Schedule 23 "Significant Accounting Policies" of the formats of financial statements prescribed by the MHRD for Central Higher Educational Institutions, Electronic Journals (E-Journals) are separated from Library Books in view of the limited benefit that could be derived from the on-line access

provided. E-journals are not in a tangible form, but temporarily capitalized and in view of the magnitude of expenditure and the benefit derived in terms of perpetual knowledge acquired by the Academic and Research Staff; Depreciation is provided in respect of E-journals at a higher rate of 40% as against depreciation of 10% provided in respect of Library Books.

As per the format prescribed by MHRD, the rate of depreciation for E-journals was 40%, however the Institute has adopted rate as 100%. The justification/reason for such diversion was not disclosed in notes to the accounts.

The Institute incurred an expenditure of ₹ 8.00 crore on procurement of periodicals and database (procured as E-content) and booked as capital expenditure and fully amortized during the year. The Institute has overcharged the depreciation of ₹ 4.80 crore (100% - 40% * ₹ 8.00 crore). This has resulted in understatement of fixed assets and surplus by ₹ 4.80 crore.

B.2 Expenditure

Depreciation/Amortization (Schedule 19) - ₹ 11.31 crore

According to Schedule 23 Significant Accounting Policies of Annual Accounts defined by MHRD "Fixed assets are valued at cost less accumulated depreciation. Depreciation on fixed assets is provided on Straight Line Method". However, the Institute did not follow the guidelines of the MHRD and charged depreciation on Written Down Value (WDV) method at the rate specified in Income Tax (IT) Act, 1961 except the building of main campus.

Hence, charging less depreciation has resulted in overstatement of Excess of income over Expenditure and corpus / capital fund by ₹ 1.23 crore.

C. Grant in Aid

The grants-in-aid received during 2019-20 was ₹ 3.20 crore. The Institute however utilized a sum of ₹ 3.48 crore. The excess expenditure has been temporarily met from internal resources which will be recouped from next year's grant.

D. Net Effect of Audit

The net effect of audit is that the liabilities are overstated by ₹ 1.23 crore and Assets are understated by ₹ 4.80 crore and the surplus during the year is understated by ₹ 3.57 crore.

- i. Subject to our observations in preceding paragraphs, we report that the Balance Sheet, Income & Expenditure Account and Receipts and Payments Account dealt with by this report are in agreement with the books of accounts.
- ii. In our opinion and to the best of our information and according to the explanations given to us, the said financial statements read together with the Accounting Policies and Notes on Accounts, and subject to the significant matters stated above and other matters mentioned in Annexure to this Audit Report gives a true and fair view in conformity with accounting principles generally accepted in India.
 - a. In so far as it relates to the Balance Sheet, of the state of affairs of the Indian Institute of Management Ahmedabad as at 31 March 2020 and
 - b. In so far as it relates to Income and Expenditure Account of the surplus for the year ended on that date.

Sd/-
Principal Director of Audit (Central)

Annexure-A to Audit Report

1. **Adequacy of Internal Audit (IA) system:** - IIM does not have any internal audit wing and they have appointed Chartered Accountants as IA during the year 2019-20.
2. **Adequacy of Internal Control System:** - The internal control system is not adequate due to the following:
 - (a) No Internal Audit wing is constituted till date.
3. **System of Physical verification of fixed assets:** Physical verification is being carried out at regular interval.
4. **System of Physical verification of inventory:** Physical verification is being carried out at regular interval.
5. **Regularity in payment of statutory dues:** The Institute is regular in depositing the statutory dues.

Sd/-

Sr. Audit Officer/CA(E)

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
BALANCE SHEET AS AT MARCH 31, 2020

(Rs. in Lakh)

	Schedule	As at 31-03-2020	As at 31-03-2019
SOURCES OF FUNDS			
Corpus / Capital Fund	1	21,597.58	18,988.43
Designated/ Earmarked/ Endowment Funds	2	84,300.43	71,668.94
Current Liabilities & Provisions	3	44,269.53	43,612.01
TOTAL		1,50,167.54	1,34,269.38
APPLICATION OF FUNDS			
Fixed Assets			
Tangible Assets	4	5,540.21	5,058.80
Intangible Assets	4	71.03	40.29
Capital Work-in-Progress	4	6,495.42	1,483.32
Investments			
Long Term	5	1,20,840.18	1,07,220.55
Current Assets	6	10,476.37	11,850.28
Loans, Advances & Deposits	7	6,744.33	8,616.14
TOTAL		1,50,167.54	1,34,269.38
Significant Accounting Policies	23		
Notes to Accounts	24		

As per our report of even date

Sd/-
Errol D'Souza
 Director

Sd/-
Umesh Dalal
 Chief Financial Officer

Sd/-
Sr. Audit Officer
 Office of the Principal director of Audit (Central), Gujarat
 Audit Bhavan, Navrangpura, Ahmedabad 380 009

Date: 31/07/2020
 Place: Ahmedabad

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED MARCH 31, 2020

(Rs. in Lakh)

Particulars	Schedule	2019-20	2018-19
INCOME			
Academic Receipts	8	25,665.33	23,099.29
Grants / Subsidies	9	348.07	326.71
Income from Investments	10	546.57	486.94
Interest Earned	11	200.52	190.34
Other Income	12	2,693.30	2,233.04
Prior Period Income	13	82.66	118.99
Total (A)		29,536.46	26,455.31
EXPENDITURE			
Staff Payment & Benefits (Establishment Expenses)	14	11,871.40	9,572.06
Academic Expenses	15	6,051.13	5,528.39
Administrative and General Expenses	16	1,651.74	1,376.94
Transportation Expenses	17	4.66	2.60
Repairs & Maintenance	18	1,282.10	1,292.04
Depreciation/Amortization	19	1,131.00	1,092.70
Other Expenses	20	-	10.87
Prior Period Expenses	21	33.25	-
Total (B)		22,025.27	18,875.60
Balance being (Short)/excess of Income over Expenditure (A-B)		7,511.19	7,579.71
Transfer to Designated Fund	22	7,500.00	7,500.00
Balance Being Surplus/(Deficit) Carried to Capital Fund		11.19	79.71
Significant Accounting Policies	23		
Notes to Accounts	24		

As per our report of even date

Sd/-
Errol D'Souza
 Director

Sd/-
Umesh Dalal
 Chief Financial Officer

Sd/-
Sr. Audit Officer
 Office of the Principal director of Audit (Central), Gujarat
 Audit Bhavan, Navrangpura, Ahmedabad 380 009

Date: 31/07/2020
 Place: Ahmedabad

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 1 - CORPUS/CAPITAL FUND

(Rs. in Lakh)

Sr. No.	Particulars	Balance as At 01-04-2019	Out of Grant (Gol/State Govt.)	Assets Purchased / Donations Received			Interest	Others	(Debited) / Credited during the year	Balance as At 31-03-2020
				Out of Earmarked Funds	Out of Sponsored Projects	Donation / Gift				
1	Corpus Fund	13,789.27	-	-	-	1,061.77	-	500.00	15,351.04	
2	Capital Fund	4,697.72	-	887.73	81.76	1,196.37	1,135.92	-	5,729.74	
3	Income & Expenditure Account	447.15	-	-	-	-	-	11.19	458.34	
4	IIMA Society Membership Fund	54.28	-	-	-	4.18	-	-	58.46	
	Total	18,988.43	-	887.73	81.76	1,196.37	1,065.95	511.19	21,597.58	
	Previous Year	16,674.73	-	756.67	18.59	846.40	1,030.59	579.71	18,988.43	

(a) Transferred to Income & Expenditure Account to the extent of Depreciation (Current Year)

(b) Transfer from Capital Fund against Sale of Assets

(c) Surplus for current year transferred from Income & Expenditure Account

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 2 - EARMARKED FUNDS

(Rs. In Lakh)

Sr. No.	Particulars	Balance as at 01-04-2019	Contributions Received	Other Income Earned	Interest Allocation on Investment	Internal Transfer within Funds A/c	Appro. from Income & Expenditure Account	Other Adjustments	Capital Expenditure	Revenue Expenditure/ Projects Sanctioned	Balance as at 31-03-2020
1	Fund for CMA Programme	676.02	-	44.96	54.91	-	-	-67.70 (a)	-	1.90	745.92
2	Fund for Alumni Activities	715.70	96.11	2.98	57.37	-	-	39.63 (b)	-	28.55	843.61
3	Fund for Expense on Computer	3,173.46	-	-	238.46	-	2,000.00	-	887.73	31.02	4,493.17
4	Students' Welfare Fund	460.36	92.29	1.16	36.80	-	-	9.68 (c)	-	29.90	570.40
5	Campus & Infrastructure Development Fund	38,083.26	-	-	2,932.44	0.36	5,000.00	-	-	-	46,016.06
6	Centre for Innovation & Incubation	114.36	-	-	5.39	-	-	-	-	44.39	75.36
7	Research, Publication & Thrust Area Fund	6,912.44	580.59	148.54	490.24	-	-	-81.10 (d)	-	427.67	7,623.04
8	Fund for Conveyance Advance	87.86	-	0.60	6.79	-	-	-	-	-	95.25
9	House Building Advance Fund	774.11	-	0.92	59.66	-	-	-	-	-	834.69
10	Faculty, Officers & Staff Development & Welfare Fund	3,571.73	291.88	-	246.53	-	-	-	-	280.89	3,829.26
11	Chair Funds	707.87	6.25	-	42.65	-127.57	-	-	-	76.54	552.65
12	Endowment Fund (Schedule 2A)	5,563.91	-	-	426.29	-	-	-	-	131.90	5,858.30
13	Donation Funds	-	-	-	-	-	-	-	-	-	-
	- Campus & Infrastructure Development	6,623.43	1,568.76	-	538.84	345.32	-	-	1,195.87	93.56	7,786.92
	- Research & Publication	369.16	-	-	28.36	-	-	-	-	4.59	392.92
	- Students Aid	1,850.67	137.02	-	141.04	-9.30	-	-	-	76.14	2,043.28
	- Staff Welfare	173.25	-	-	13.10	4.65	-	-	0.50	7.62	182.87
	- Faculty Award, Fellowship	55.40	1.00	-	4.26	-	-	-	-	1.28	59.37
	- Others	1,755.95	689.55	-	119.34	-213.45	-	-	-	54.03	2,297.36
	Total	71,668.94	3,463.45	199.17	5,442.47	-	7,000.00	-99.50	2,084.10	1,290.00	84,300.43
	Previous Year	57,391.74	4,992.98	135.79	4,897.14	-	7,000.00	92.03	1,603.06	1,237.66	71,668.94

Represented by	Balance as at 01-04-2019	Balance as at 31-03-2020
Cash & Bank Balances	-	-
Investments	71,669	84,300
Interest accrued but not due	-	-

Notes for Other Adjustments

- (a) Current year deficit in CMA Centre met from CMA Fund
(b) Previous year deficit in CMA Centre credited back to CMA Fund out of the grant received in current year
(c) Balance transferred from Students' Welfare Fund to Student Activities (Current Liabilities)
(d) Balance transferred from Research & Publication Fund to Seed Money Projects as per Director's sanction

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 2A - ENDOWMENT FUNDS

Chair Funds

(Rs. in Lakh)

Sr. No.	Name of Endowment	Balance as at 01-04-2019		Received during the year		Total		Expenditure on the object during the year		Balance as at 31-03-2020	
		Endowment	Accumulated Interest	Endowment	Interest	Endowment	Accumulated Interest	Endowment	Accumulated Interest	Endowment	Accumulated Interest
1	Chair Funds	2,330.62	1,013.28	-	257.61	2,330.62	1,270.89	91.93	91.93	2,330.62	1,178.96
	Total	2,330.62	1,013.28	-	257.61	2,330.62	1,270.89	91.93	91.93	2,330.62	1,178.96
											3,509.58

Donation Funds

Sr. No	Name	Opening		Received during the year		Expenses during the year		Transfer		Closing		Total
		Donation	Interest	Donation	Interest	Donation	From Interest	Donation	Interest	Donation	Interest	
1	DONATIONS - RAGHUNANDAN & APRAMEYA'S CR-2 IMDC	500.00	126.84	-	48.26	-	0.15	-	-	500.00	174.95	675
2	ENDW PGP1992BATCH-CLASSROOM-HERITAGE CAMPUS CR-4	250.00	53.78	-	23.02	-	-	-	-	250.00	76.80	327
3	DONATION FOR D-1 PROF. KAMILA CHOWDHURY DORM (Refer Note Below)	349.90	107.50	-	35.22	-	-	-	-	349.90	142.72	493
4	IIMVERICKS CORPUS - IIMA FOR SUPPORTING ENTERPREN	441.15	111.76	-	40.96	-	29.81	-	-	441.15	122.91	564
5	DONATION FOR IIMA & SRK LECTURE SERIES	143.87	40.17	-	14.10	-	4.50	-	-	143.87	49.76	194
6	DONATION FOR SRK DISTINGUISHED PGPX FAC AWARD	28.00	4.99	-	2.52	-	2.05	-	-	28.00	5.47	33
7	ENDW FUND-PGP 1991-MED.SUPPORT. RETIRED C&D - CPF	39.16	3.42	-	3.10	-	2.41	-	-	39.16	4.11	43
8	ENDW-MADAN MOHANKA RES. & PUB. AWARD - FACULTY&FPM	17.00	2.49	-	1.49	-	1.05	-	-	17.00	2.94	20
	Total	1,769.07	450.94	-	168.67	-	39.96	-	-	1,769.07	579.65	2,349
	Grand Total	4,099.69	1,464.22	-	426.29	91.93	39.96	-	-	4,099.69	1,758.61	5,859

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 3 - CURRENT LIABILITIES & PROVISIONS

(Rs. in Lakh)

Particulars		As at 31-03-2020	As at 31-03-2019
A. CURRENT LIABILITIES			
1	Deposits from Staff	5.40	0.88
2	Deposits from Students	218.45	206.46
3	Deposit-Others (including EMD, Security Deposit, Retention Deposit)	574.49	411.54
4	Sundry Creditors		
	For Goods & Services	773.74	1,080.87
	Others (For capital works)	1,460.88	888.97
5	Fee Received in Advance	3,923.13	3,978.78
6	Statutory Liabilities		
	Overdue	-	-
	Others	421.64	589.03
7	Other Current Liabilities		
	Salaries	416.29	321.88
	Pension	134.68	163.63
	Receipts against Sponsored Projects / Programmes (Schedule - 3a)	2,977.08	3,624.65
	Receipts against Sponsored Fellowships & Scholarships (Schedule - 3b)	197.76	17.46
	Unutilised Grant (Schedule 9)	225.43	209.31
	Service Tax/GST Refundable to Students (PGP-X)	224.63	960.50
	Students Events	324.08	339.70
	Other Liabilities	433.68	521.87
	Total A	12,311.35	13,315.53
B. PROVISIONS			
1	Superannuation Pension	25,871.32	24,901.10
2	Accumulated Leave Encashment	2,410.63	2,165.43
3	Gratuity	1,864.81	1,825.04
4	7th Central Pay Commission Arrear	-	163.43
5	Others	1,811.42	1,241.48
	Total B	31,958.18	30,296.48
	Total (A+B)	44,269.53	43,612.01

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 3A - SPONSORED PROJECTS / PROGRAMMES

(Rs. in Lakh)

Sr. No.	Particulars	Balance as at 01-04-2019		Credits during the Year	Debits during the Year	Balance as at 31-03-2020	
		Credit	Debit			Credit	Debit
1	Open Enrollment Programme	1,218.82	39.92	5,485.47	6,058.38	624.82	18.83
2	Customised Executive Education Programme	1,010.08	7.76	6,141.52	6,574.68	572.39	3.23
3	Consultancy Projects	935.25	93.13	2,522.82	2,099.25	1,367.86	102.17
4	Research Projects	417.64	13.15	669.45	789.85	339.35	55.25
5	Workshop, Seminar, Conferences	32.78	21.81	133.47	81.45	62.98	-
6	Others Projects / Programme	24.19	-	125.54	125.01	25.01	0.30
	Total	3,638.76	175.77	15,078.27	15,728.63	2,992.42	179.78
	Less: GST collected on advance receipts for which invoices are not yet raised	14.11	-	-	-	15.34	-
	Net Total	3,624.65	175.77	15,078.27	15,728.63	2,977.08	179.78

SCHEDULE 3B - SPONSORED FELLOWSHIPS AND SCHOLARSHIPS

(Rs. in Lakh)

Sr. No.	Name of Sponsor	Balance as at 01-04-2019		Transactions during the year		Balance as at 31-03-2020	
		Credit	Debit	Credit	Debit	Credit	Debit
1	IIM Scholarship	8.04	-	323.74	143.93	187.85	-
2	Central Government	9.42	-	39.62	39.14	9.91	-
	Total	17.46	-	363.36	183.06	197.76	-

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 4 - FIXED ASSETS

Sr. No.	Assets Heads	Gross Block						Depreciation				Net Block	
		As at 01-04-2019	Additions	Deductions	As at 31-03-2020	As at 01-04-2019	For the Year	Deductions	As at 31-03-2020	As at 31-03-2020	As at 31-03-2019		
		(Rs. in Lakh)											
1	Freehold Land	107.00	-	-	107.00	-	-	-	-	-	107.00	107.00	
2	Buildings	13,371.81	338.48	38.19	13,672.10	11,337.53	576.88	38.19	11,876.22	1,795.88	2,034.28	2,034.28	
3	Electrical Installation and Equipment	1,107.81	53.39	-	1,161.20	666.35	54.51	-	720.86	440.34	441.46	441.46	
4	Plant & Machinery	14.98	-	-	14.98	6.85	1.22	-	8.07	6.91	8.13	8.13	
5	Office Equipment	2,069.95	119.46	24.07	2,165.35	1,494.77	100.61	20.18	1,575.20	590.15	575.18	575.18	
6	Audio Visual Equipment	124.54	441.01	-	565.55	40.74	54.40	-	95.13	470.42	83.80	83.80	
7	Computers & Peripherals	2,500.29	884.67	69.89	3,315.07	1,809.88	486.01	69.70	2,226.19	1,088.88	690.41	690.41	
8	Furniture, Fixtures & Fittings	2,577.93	73.88	63.89	2,587.92	1,533.10	119.82	12.79	1,640.13	947.79	1,044.83	1,044.83	
9	Vehicles	50.59	0.04	6.40	44.23	27.35	3.47	5.98	24.83	19.40	23.24	23.24	
10	Library Books	1,515.19	59.56	0.06	1,574.69	1,464.72	36.54	-	1,501.25	73.44	50.47	50.47	
	Total (A)	23,440.09	1,970.51	202.50	25,208.10	18,381.29	1,433.44	146.84	19,667.89	5,540.21	5,058.80	5,058.80	
	Previous Year	21,592.46	2,002.98	155.34	23,440.09	17,383.21	1,150.17	152.09	18,381.30	5,058.80	4,209.24	4,209.24	
11	Capital Work in Progress (B)	1,483.32	6,475.08	1,462.99	6,495.42	-	-	-	-	-	6,495.42	1,483.32	
	Previous Year	700.72	1,988.11	1,205.50	1,483.32	-	-	-	-	-	1,483.32	700.72	
Sr. No.	Intangible Assets	Gross Block				Amortization				Net Block			
		As at 01-04-2019	Additions	Deductions	As at 31-03-2020	As at 01-04-2019	For the Year	Deductions	As at 31-03-2020	As at 31-03-2020	As at 31-03-2019		
		(Rs. in Lakh)											
12	Computer Software	135.21	64.64	-	199.85	94.92	33.90	-	128.82	71.03	40.29	40.29	
13	Library Database & Periodicals	-	799.57	-	799.57	-	799.57	-	799.57	-	-	-	
	Total (C)	135.21	864.21	-	999.42	94.92	833.47	-	928.39	71.03	40.29	40.29	
	Previous Year	120.76	849.60	-	970.37	69.62	860.46	-	0.01	0.01	51.15	51.15	
	Grand Total (A + B + C)	25,058.62	9,309.80	1,665.49	32,702.94	18,476.21	2,266.92	146.84	20,596.28	12,106.66	6,582.41	6,582.41	
	Previous Year	22,413.94	4,840.69	1,360.84	25,893.78	17,452.83	2,010.63	152.09	18,381.30	6,542.13	4,961.10	4,961.10	

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 4A - FIXED ASSETS - PLAN

(Rs. in Lakh)

Sr. No.	Assets Heads	Gross Block			Depreciation			Net Block			
		As at 01-04-2019	Additions	Deductions	As at 31-03-2020	As at 01-04-2019	For the Year	Deductions	As at 31-03-2020	As at 31-03-2019	
1	Buildings	2,789.61	-	-	2,789.61	2,233.83	257.84	-	2,491.67	297.94	555.78
2	Electrical Installation and Equipment	275.44	-	-	275.44	161.50	11.39	-	172.90	102.55	113.94
3	Office Equipment	361.34	-	0.77	360.57	322.26	5.86	0.76	327.36	33.21	39.08
4	Computers & Peripherals	154.04	-	0.48	153.56	153.70	0.14	0.48	153.36	0.21	0.34
5	Furniture, Fixtures & Fittings	546.95	-	1.04	545.91	356.41	19.05	1.04	374.43	171.48	190.54
6	Library Books	582.83	-	-	583.33	582.83	-	-	583.01	0.32	-
	Total	4,710.22	-	2.29	4,708.43	3,810.54	294.29	2.27	4,102.55	605.88	899.68
	Previous Year	4,712.61	-	2.39	4,710.22	3,510.77	301.81	2.04	3,810.54	899.68	1,201.84

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 4B - FIXED ASSETS - OTHERS

Sr. No.	Assets Heads	Gross Block			Depreciation			Net Block		
		As at 01-04-2019	Additions	Deductions	As at 31-03-2020	As at 01-04-2019	For the Year	Deductions	As at 31-03-2020	As at 31-03-2019
1	Freehold Land	107.00	-	-	107.00	-	-	-	107.00	107.00
2	Buildings	10,582.20	338.48	38.19	10,882.49	9,103.70	319.04	38.19	9,384.55	1,497.94
3	Electrical Installation and Equipment	832.37	53.39	-	885.76	504.85	43.12	-	547.97	337.80
4	Plant & Machinery	14.98	-	-	14.98	6.85	1.22	-	8.07	6.91
5	Office Equipment	1,708.61	119.46	23.30	1,804.77	1,172.51	94.75	19.43	1,247.83	556.94
6	Audio Visual Equipment	124.54	441.01	-	565.55	40.74	54.40	-	95.13	470.42
7	Computers & Peripherals	2,346.25	884.67	69.41	3,161.51	1,656.18	485.87	69.22	2,072.83	1,088.67
8	Furniture, Fixtures & Fittings	2,030.98	73.88	62.85	2,042.01	1,176.69	100.77	11.75	1,265.70	776.31
9	Vehicles	50.59	0.04	6.40	44.23	27.35	3.47	5.98	24.83	19.40
10	Library Books	932.36	59.56	0.06	991.86	881.88	36.54	-	918.42	73.44
	Total (A)	18,729.87	1,970.51	200.21	20,500.17	14,570.75	1,139.16	144.57	15,565.33	4,934.83
	Previous Year	16,879.85	2,002.98	152.95	18,729.87	13,872.45	848.35	150.05	14,570.76	4,159.12
11	Capital Work in Progress (B)	1,483.32	6,475.08	1,462.99	6,495.42					1,483.32
	Previous Year	700.72	1,988.11	1,205.50	1,483.32	-	-	-	-	1,483.32
Sr. No.	Intangible Assets	Gross Block			Amortization			Net Block		
		As at 01-04-2019	Additions	Deductions	As at 31-03-2020	As at 01-04-2019	For the Year	Deductions	As at 31-03-2020	As at 31-03-2019
12	Computer Software	135.21	64.64	-	199.85	94.92	33.90	-	128.82	71.02
13	Library Database & Periodicals	-	799.57	-	799.57	-	799.57	-	799.57	-
	Total (C)	135.21	864.21	-	999.42	94.92	833.47	-	928.39	40.29
	Previous Year	120.76	14.45	-	135.21	69.62	25.30	-	94.92	40.29
	Grand Total (A+B+C)	20,348.40	9,309.80	1,663.20	27,995.00	14,665.67	1,972.63	144.57	16,493.73	5,682.73
	Previous Year	17,701.33	4,005.53	1,358.45	20,348.41	13,942.07	873.66	150.05	14,665.68	5,682.73

(Rs. In Lakh)

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 5 - INVESTMENTS FROM EARMARKED / ENDOWMENT FUNDS

(Rs. in Lakh)

Sr. No.	Particulars	As at 31-03-2020	As at 31-03-2019
	Long Term		
1	In Central Government Securities	61,905.33	58,129.88
2	In State Government Securities	15,708.56	15,708.56
3	Bonds	28,106.29	20,085.35
4	Term Deposits with banks	15,035.15	13,224.42
		120,755.33	107,148.21
	Premium paid on acquisition of investments (to be written off over the maturity period)	84.85	72.34
	TOTAL	120,840.18	107,220.55

SCHEDULE 6 - CURRENT ASSETS

(Rs. in Lakh)

Sr. No.	Particulars	As at 31-03-2020	As at 31-03-2019
1	Stock		
	a) Electrical Material	6.57	14.24
	b) Stationery	18.82	30.17
	c) Others	23.28	13.29
		48.67	57.70
2	Sundry Debtors		
	a) Debts Outstanding for a period exceeding six months	439.06	399.16
	b) Others	2,089.35	1,529.16
		2,528.41	1,928.32
3	Cash and Bank Balances		
	a) With Scheduled Banks:		
	In Current Accounts		
	Rupee Account	942.78	659.04
	FC Account	48.69	22.82
	In term deposit Accounts	4,692.72	6,012.82
	In Savings Accounts	2,214.49	3,166.97
		7,898.68	9,861.65
	b) Cash on hand	0.10	0.10
	c) Stamps on hand	0.51	2.51
	TOTAL	10,476.37	11,850.28

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 7 - LOANS, ADVANCES & DEPOSITS

(Rs. in Lakh)

Sr. No.	Particulars	As at 31-03-2020		As at 31-03-2019	
1	Advances to Employees: (Non-interest bearing)				
	a) Festival	-		-	
	b) Other	14.38	14.38	37.46	37.46
2	Advances and Other Amounts Recoverable in Cash or in Kind or for Value to be Received				
	a) Advances to Others	316.52		237.51	
	b) Students	8.48		11.92	
	c) GST/Service Tax Input Credit Receivable	16.01		383.08	
	d) Service Tax/GST Paid under Protest (PGP-X)	224.63		960.50	
	e) TDS Receivable under Income Tax & GST Laws	1,739.93		2,486.97	
	f) Service Tax Paid against demand orders (For earlier years)	14.49	2,320.06	413.31	4,493.29
3	Prepaid Expenses				
	a) Insurance	14.23		7.14	
	b) Other expenses	187.22	201.45	159.03	166.17
4	Deposits				
	a) Telephone	0.20		0.21	
	b) Electricity	82.96		65.49	
	c) Gas Deposit	23.38		23.38	
	d) Other Security Deposits	8.52	115.06	3.83	92.91
5	Income Accrued				
	a) On Investments		3,913.60	-	3,650.54
6	Other Current Assets receivable from Grant/Sponsored Projects				
	a) Debit balances in Sponsored Projects		179.78		175.77
	Total		6,744.33		8,616.14

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 8 - ACADEMIC RECEIPTS

(Rs. in Lakh)

Particulars	2019-20	2018-19
FEES FROM STUDENTS		
Academic		
1. Tuition Fee	10,498.85	9,873.83
2. Admission Fee	176.33	112.80
3. Enrolment Fee	2.87	3.95
4. Academic Support	2,821.66	2,719.64
5. International Immersion Programme	293.19	241.06
6. AFP Programme Fee	108.14	111.86
Total (A)	13,901.04	13,063.14
Examinations		
1. Admission Test Fee - CAT (Net)	260.32	217.28
2. Mark Sheet, Certificate Fee	24.48	27.13
Total (B)	284.80	244.41
Other Fees		
1. Fine / Miscellaneous fee	52.96	65.66
2. Medical fee	25.38	25.52
3. Hostel fee	952.97	936.63
4. Mess Charges	116.64	113.76
Total (C)	1,147.95	1,141.57
Other Academic Receipts		
(a) Executive Education Programmes		
1. Registration fee for workshops, programmes	5,226.74	3,686.05
2. Registration fee for Customised Executive Education Programme	5,038.57	4,896.96
	10,265.31	8,583.01
(b) Registration fees (Academic Staff)	66.23	67.16
Total (D)	10,331.54	8,650.17
GRAND TOTAL (A+B+C+D)	25,665.33	23,099.29

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 9 - GRANTS / SUBSIDIES (IRREVOCABLE GRANTS RECEIVED)

(Rs. in Lakh)

Particulars	Government of India		Total 2019-2020	Government of India		Total 2018-2019
	FPM	CMA		FPM	CMA	
Balance Brought forward	209.31	-	209.31	193.15	-	193.15
Add: Grants received/receivable during the year	-	320.00	320.00	-	390.00	390.00
Add: Interest received during the year	16.12	-	16.12	16.17	-	16.17
Total	225.43	320.00	545.43	209.31	390.00	599.31
Less: Refund	-	-	-	-	-	-
Balance	225.43	320.00	545.43	209.31	390.00	599.31
Less: Utilised for Capital expenditure	-	-	-	-	-	-
Balance	225.43	320.00	545.43	209.31	390.00	599.31
Less: Utilized for Revenue Expenditure (A)	-	348.07	348.07	-	326.71	326.71
Less: Utilized for Revenue Expenditure Deficit for Previous Years	-	39.63	39.63	-	63.29	63.29
Add: Current Year Deficit met from CMA Fund (B)	-	67.70	67.70	-	-	-
Balance Carried forward (C)	225.43	-	225.43	209.31	-	209.31

- A- Appears as Grant Income in the Income & Expenditure Account.
B- Appears under Earmarked Fund in the Balance Sheet in Schedule 2.
C- Appears under Current Liabilities in the Balance Sheet in Schedule 3.

SCHEDULE 10 - INCOME FROM INVESTMENTS

(Rs. in Lakh)

Particulars	2019-20	2018-19
1. Interest		
a. On Government Securities	6,051.17	5,435.96
b. Other Bonds	2,424.00	2,343.99
2. Interest on Term Deposits	1,011.73	1,049.36
Total	9,486.90	8,829.31
Less :		
1. Transferred to Earmarked/Endowment Funds	5,442.47	4,897.14
2. Transferred to Project Account	6.16	11.84
3. Transferred to Grant Account	16.12	16.17
4. Transferred to Corpus Fund	1,065.95	1,030.59
5. Transferred to Provision for Retirement Benefit Account	2,409.63	2,386.63
Total	8,940.33	8,342.37
Total	546.57	486.94

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 11: INTEREST EARNED

(Rs. in Lakh)

Particulars	2019-20	2018-19
1. On Savings Accounts with Scheduled Banks	200.52	190.34
Total	200.52	190.34

SCHEDULE 12- OTHER INCOME

(Rs. in Lakh)

Particulars	2019-20	2018-19
A. Income from Land & Buildings		
1. Hostel Room Rent	64.98	60.87
2. License fee	23.76	24.46
3. Hire Charges of Auditorium/Play ground/Convention Centre, etc	137.97	111.49
4. Facilities (MDC/ IMDC/New Campus etc.)	233.29	202.93
Total A	460.00	399.75
B. Others		
1. Income from Consultancy	912.47	935.51
2. Income from Research Projects	217.55	231.12
3. Placement Fee	626.32	483.47
4. Brokerage on Investments	28.80	-
5. Profit on Sale/Disposal of Assets - Own Assets	-	3.64
6. Photocopy Recovery Charges	50.70	62.59
7. Interest on TDS Refund	171.71	-
8. Interest on Service Tax Refund	40.96	-
9. Misc. Receipts (Sale of tender form, waste paper, penalty recovered etc.)	184.79	116.96
Total B	2,233.30	1,833.29
Total (A + B)	2,693.30	2,233.04

SCHEDULE 13- PRIOR PERIOD INCOME

(Rs. in Lakh)

Particulars	2019-20	2018-19
1. Academic Receipts (Project/Programmes)	48.59	118.99
2. Placement Income	34.07	-
Total	82.66	118.99

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 14- STAFF PAYMENTS & BENEFITS (ESTABLISHMENT EXPENSES)

(Rs. in Lakh)

Particulars	Teaching	Non-Teaching	Unallocable	2019-20	2018-19
Non Plan					
a) Salaries and Wages	3,147.62	2,460.20	-	5,607.82	4,943.57
b) Allowances and Bonus	9.50	-	-	9.50	9.85
c) Contribution to Provident Fund	53.51	21.03	-	74.54	78.89
d) Staff Welfare Expenses	-	-	50.47	50.47	105.58
e) Retirement and Terminal Benefits (Refer Schedule 14A)	803.47	628.00	-	1,431.47	295.10
f) LTC Facility	17.55	34.16	-	51.71	61.31
g) Medical Facility	27.99	78.63	-	106.62	79.16
h) Children Education Allowance	6.67	1.52	-	8.19	44.35
Total A	4,066.31	3,223.54	50.47	7,340.30	5,617.81
Other Establishment Expenses					
a) CMA Project	110.79	196.49	-	307.27	270.01
b) Consultancy Projects	477.41	126.41	-	603.83	606.88
c) Research Projects	26.28	114.44	-	140.73	109.93
d) Centre Activities	-	8.80	-	8.80	13.26
e) Customised Executive Education Programme	1,846.23	165.28	-	2,011.51	1,867.02
f) Open Enrollment Programme	1,277.10	181.86	-	1,458.96	1,087.15
Total B	3,737.81	793.28	-	4,531.10	3,954.25
TOTAL	7,804.12	4,016.81	50.47	11,871.40	9,572.06

SCHEDULE 14 A - EMPLOYEES RETIREMENT AND TERMINAL BENEFITS

(Rs. in Lakh)

Particulars	Pension	Gratuity	Leave Encashment	2019-20	2018-19
Opening Balance as on 1.4.2019	24,837.15	1,859.86	2,194.57	28,891.57	28,540.19
Addition: Interest credited to Fund	2,071.48	155.12	183.03	2,409.63	2,386.63
Total (a)	26,908.63	2,014.97	2,377.60	31,301.20	30,926.82
Less: Actual Payment during the Year (b)	1,809.63	275.66	185.27	2,270.56	2,144.96
Balance Available on 31.03.2020 (c=a-b)	25,099.00	1,739.31	2,192.33	29,030.64	28,781.86
Provision required on 31.03.2020 as per Actuarial Valuation (d)	25,871.32	1,864.81	2,410.63	30,146.76	28,827.62
Provision required on 31.03.2020 as per internal estimate (e) *	-	-	-	-	63.96
Total Provision required on 31.03.2020 (f)	25,871.32	1,864.81	2,410.63	30,146.76	28,891.57
A. Provision to be made in the Current year (f-c)	772.32	125.50	218.30	1,116.12	109.71
B. Contribution to New Pension Scheme				309.30	180.84
C. Travel to Hometown on Retirement				6.04	4.55
Total (A+B+C)				1,431.46	295.10

*Note: Provision for ex-employees who have ceased to be employees of the institute as on 31st March 2019 and amount is payable to them as on that date

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 15 - ACADEMIC EXPENSES

(Rs. in Lakh)

Particulars	2019-20	2018-19
Non Plan		
A - Academic Expenses		
a) Field work/Participation in Conferences	36.03	44.45
b) Payment to Visiting Faculty	282.96	268.66
c) Admission Expenses	155.18	124.35
d) Convocation Expenses	9.35	32.76
e) Stipend/Means-cum-Merit Scholarship	1,362.23	1,334.26
f) Books & Case Materials	483.03	447.77
g) Electricity - Students	140.75	132.46
h) Medical expenses	24.34	28.19
i) Misc. Expenses	194.01	166.02
j) Placement Expenses	202.97	130.83
k) Student's Exchange Programme	1.26	4.29
l) International Immersion	117.13	112.57
m) Library Expenses	2.08	3.48
n) Marketing, Promotion Development Exps	8.69	6.79
o) Technology Partner for E-PGP Course	223.62	-
p) AFP Programme Expense	37.61	37.78
Total A	3,281.24	2,874.66
B - Projects / Programmes Expenses		
a) Open Enrollment Programme	862.04	672.79
b) Workshops, Conferences etc.	28.43	41.03
c) Customised Executive Education Programme	459.93	510.51
d) Consultancy Projects	165.06	105.43
e) Faculty Development Programme	27.67	31.06
f) Research Projects	46.82	93.91
g) CMA Other Expenses	40.80	56.70
h) Centre Activities	4.50	4.75
i) Faculty & Professional Development Expenses	107.63	99.38
Total B	1,742.88	1,615.56
C - Common Expenses - Facilities Used		
a) House Keeping Charges	399.52	379.72
b) Mess Charges	477.36	495.09
c) Electricity Charges	112.05	116.16
d) Repair & Maintenance (related to building, furniture & equipments)	22.02	12.37
e) Miscellaneous Expenses	16.06	34.83
Total C	1,027.01	1,038.17
Total (A+B+C)	6,051.13	5,528.39

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 16 - ADMINISTRATIVE AND GENERAL EXPENSES

(Rs. in Lakh)

Particulars	2019-20	2018-19
Non Plan		
A Infrastructure		
a) Electricity and Power	219.95	190.02
b) Water Charges	48.89	39.35
c) Insurance	15.86	12.10
d) Rent, Rates and Taxes (including Property Tax)	59.42	68.62
Total A	344.12	310.09
B Communication		
a) Postage and Stationery	3.07	1.28
b) Telephone, Fax and Internet Charges	59.32	60.43
Total B	62.39	61.71
C Others		
a) Printing and Stationery	43.61	50.95
b) Travelling and Conveyance Expenses	248.33	217.59
c) Hospitality	63.14	50.90
d) Auditors Remuneration	7.70	7.00
e) Professional / Legal Charges	69.32	68.35
f) Advertisement and Publicity	34.80	14.03
g) Security Charges	272.57	248.69
h) GST borne by the Institute	379.74	198.07
i) Staff Mess Expenses	18.19	21.03
j) Misc. Expenses	75.17	95.81
k) Loss on Sale of Assets	5.48	-
l) Bank Commission	7.15	5.73
m) Alumni Expenses	20.03	26.99
Total C	1,245.23	1,005.14
TOTAL (A+B+C)	1,651.74	1,376.94

SCHEDULE 17-TRANSPORTATION EXPENSES

(Rs. in Lakh)

Particulars	2019-20	2018-19
Non Plan		
1 Vehicles (owned by Institution)		
a) Running expenses	2.57	1.74
b) Repairs & maintenance	1.31	0.40
c) Insurance expenses	0.78	0.46
Total	4.66	2.60

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 18 - REPAIRS & MAINTENANCE

(Rs. in Lakh)

Particulars	2019-20	2018-19
Non Plan		
a) Buildings	284.47	421.65
b) Furniture & Fixtures	11.26	9.90
c) Office Equipments	138.42	81.93
d) Computers	146.97	89.09
e) Estate Maintenance	700.98	689.47
Total	1,282.10	1,292.04

SCHEDULE 19 - DEPRECIATION/AMORTIZATION

(Rs. in Lakh)

Particulars	2019-20	2018-19
Depreciation on Tangible Assets	1,433.44	1,150.17
Amortization of Intangible Assets	833.47	860.46
	2,266.92	2,010.63
Less : Transferred from Capital Funds	1,135.92	917.93
Total	1,131.00	1,092.70

SCHEDULE 20 - OTHER EXPENSES

(Rs. in Lakh)

Particulars	2019-20	2018-19
Non Plan		
a) Irrecoverable Balances Written off	-	10.87
Total	-	10.87

SCHEDULE 21 - PRIOR PERIOD EXPENSES

(Rs. in Lakh)

Particulars	2019-20	2018-19
Non Plan		
a) Repairs & Maintenance	33.25	-
Total	33.25	-

SCHEDULE 22 - TRANSFER TO DESIGNATED FUND

(Rs. in Lakh)

Particulars	2019-20	2018-19
a) IIMA Corpus Fund	500.00	500.00
b) Campus & Infrastructure Development Fund	5,000.00	6,000.00
c) Research, Publication & Thrust Area Fund	-	500.00
d) Fund for Computer Expenses	2,000.00	500.00
Total	7,500.00	7,500.00

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

SCHEDULE 23: SIGNIFICANT ACCOUNTING POLICIES

1. ACCOUNTING CONVENTION

The financial statements are prepared in accordance with the Indian Generally Accepted Accounting Principles (I-GAAP) under the historical cost convention on the accrual basis of accounting and Accounting Standards as Notified by the Institute of Chartered Accountants of India.

The financial statements are broadly prepared on the basis of format prescribed by the Ministry of HRD for Central Higher Educational Institutions.

2. USE OF ESTIMATES

The preparation of Financial Statement are in conformity with Indian GAAP requires the management to make estimates and assumptions in the reported amounts of assets and liabilities (including contingent liabilities) as of the date of the financial statements and the reported income and expenses during the reporting period.

Management believes that the estimates used in preparation of the financial statements are prudent and reasonable. Accounting estimates could change from period to period. Actual results could differ from those estimates. Appropriate changes in estimates are made as the Management becomes aware of changes in circumstances surrounding the estimates. Changes in estimates are reflected in the financial statements in the period in which changes are made and, if material, their effects are disclosed in the notes to the financial statements.

3. INVENTORY VALUATION

Inventories comprise of Stores, Stationery and Consumables and are valued at lower of cost or net realisable value. The cost includes cost of purchase and related direct costs. The cost of inventory is arrived at using the weighted average method.

4. FIXED ASSETS

Tangible Assets

Tangible Fixed Assets are stated at cost less accumulated depreciation and impairments, if any. Cost of acquisition of fixed assets is inclusive of freight, duties and taxes and other incidental and direct expenses related to acquisition of the asset & bringing the assets to its working condition for the intended use.

In respect of projects under construction, related pre-operational expenses form part of the value of the assets capitalized.

Fixed assets received by way of Gift \ Donation are capitalized at values stated, by corresponding credit to Capital Fund.

Assets created out of Earmarked Funds and funds of Sponsored Projects, where the ownership of such asset's vests in the institution, are set up by credit to Capital Fund and merged with the Fixed Assets of the Institute.

Intangible Assets

Intangible assets are stated at their cost of acquisition, less accumulated amortization and impairment losses. An intangible asset is recognized, where it is probable that the future economic benefits attributable to the asset will flow to the enterprise and where its value / cost can be reliably measured.

The Institute capitalizes software and related implementation costs where it is reasonably estimated that the software has an enduring useful life.

5. DEPRECIATION/AMORTIZATION

Depreciation on Tangible Assets

Depreciation on Buildings has been provided on Straight Line Method while Depreciation on other Assets has been provided on Written down Value Method. The rates of depreciation are as specified in the Income Tax Act, 1961 except for Buildings of main Campus. In this case, where separate figures of residential and non-residential building are not available and major portion of the Building is for residential purpose, the rate of depreciation applied is 5%, the rate fixed by the Income Tax Act for residential building; instead of 10% for non-residential building.

Depreciation on assets where actual cost of individual item is equal to or less than Rs. 5,000/- are treated as small value assets and is provided at the rate of 100%.

Capital Grants / Funds (Govt. and Non-Govt.) related to Fixed Assets are treated as Deferred Income and recognized in the Income and Expenditure Account on a systematic and rational basis over the useful life of the assets, i.e. Capital grants / Funds are allocated to Income over the periods and in the proportion in which depreciation is charged. Also **Refer Note 7 of Other Notes to Accounts.**

Amortization of Intangible Assets

Computer Software is amortized at the rate of 40% (Previous Year 40%). Library database and journals are amortized at the rate of 100% from this financial year. Till FY 2018-19, such cost was debited directly to Income and Expenditure Account. This change in accounting policy has no impact on the surplus or deficit of the Institute.

6. INVESTMENTS

Investments classified as “Long term investments” are carried at cost. Provision for Decline, other than temporary, is made in carrying cost of such investments.

Premium on acquisition of investment has been amortized pro rata up to the date of maturity.

7. EARMARKED / ENDOWMENT FUNDS

Earmarked

Long Term Funds are earmarked for specific purpose and the same has been invested in Government Securities, Bonds and Term Deposits with Banks. The income from Investments is credited to respective funds based on average rate of interest earned on investments as the Institute has a pool of investments. The expenditure and advances are debited to the fund. The assets created out of Earmarked Funds where the ownership vests in the Institution, are merged with the assets of the Institute by crediting an equal amount of the Capital Fund. The balance in the respective funds is carried forward and is represented on the asset side by the Investments and Accrued Interest.

Endowment

Endowment are fund received from various individual donors, Trusts and other organizations, for establishing Chairs and for Medals & Prize, as specified by the Donors. The same has been invested in Government Securities, Bond and Term Deposits with Banks.

The income from Investments are credited to respective funds based on average rate of interest earned on average monthly investments as the Institute has a pool of investments and the same has been allocated in the ratio of the average monthly closing balances in each fund. The expenditure on Medals & Prizes is met from the interest earned on investment of the respective Endowment Funds and the balance is carried forward.

In respect of Chairs, Corpus of the Endowment can be used in case of shortfall of interest income. The balances are represented by Investments and Accrued Interest.

8. REVENUE RECOGNITION

Fees from Students are recognized on accrual basis except for Enrollment fees for “PGP for Executive Course” which is accounted on receipt basis and for “Deferment fees” which is accounted on the basis of confirmation from students regarding non-joining.

Life Membership Fees are treated as Capital Receipt and shown under Corpus / Capital Fund.

Income from Land and Building, Placement Fees, Other misc. receipts and Interest on Investments is accounted on Accrual basis.

Income from ongoing Research, Consultancy, CEE & OEP projects on year end is recognized in Income & Expenditure A/c to the extent of expenditure incurred and proportionate institute’s share appropriated during the year under the respective project if Institute’s Share & Faculty Share of income from the project is not certain till closure of the project.

Donations, Insurance Claim receipts & Contribution from CAT Fees are accounted on Receipt basis.

9. INTEREST ON INVESTMENT

Interest on Investments out of Earmarked, Endowment and other Funds are allocated to respective Fund Account based on average rate of interest earned on average monthly investment during the year after adjusting 1% of total interest earned during the year towards administration of fund. Such amount is recognized in Income & Expenditure account as Interest Income.

Any surplus interest after allocation to respective Earmarked, Endowment, Corpus and other Funds is recognized in Income and Expenditure Account as "Interest Income".

10. FOREIGN CURRENCY TRANSACTIONS

Transactions denominated in foreign currency are accounted at the exchange rate prevailing at the date of the transaction. Net exchange gain or loss resulting in respect of foreign exchange transactions settled during the period is recognized in the Income and Expenditure account.

11. GOVERNMENT GRANTS

Government grants are accounted on the basis of sanction from Government Department.

Grants in respect of specific fixed assets are treated as Capital Grant.

Grants in respect of specific fixed assets are treated as deferred income and recognized in the Income and Expenditure Account on a systematic and rational basis over the useful life of the assets i.e. Capital Grant are allocated to income in the proportion in which depreciation is charged.

Government grants for meeting Revenue Expenditure (on accrual basis) are treated, to the extent utilized, as income of the year in which they are realized.

Unutilized grants are carried forward and exhibited as a liability in the Balance sheet.

12. SPONSORED PROJECTS

In respect of ongoing Sponsored Projects, the amounts received from the sponsors are credited to the head Receipts against ongoing sponsored projects under head Other Liabilities – Current Liabilities. As and when expenditure is incurred / advances are paid against such projects, the concerned project account is debited.

13. RETIREMENT BENEFITS

All eligible employees received benefits from Provident fund, a defined contribution plan and gratuity & superannuation pension under defined benefits plan. The employees are also entitled to compensate absences in the form of leave encashment.

Regular contributions are made to provident fund at the prescribed rates. Provision towards gratuity, superannuation pension and accumulated leave for employees is made on the basis of the actuarial valuation using Projected Benefit Obligation Method (PBO Method).

Expenditure on Retirement & Terminal benefits as shown in the Income & Expenditure account is net of Interest earned on specific investment for Retirement Benefits.

15. INCOME TAX

The income of the Institution is exempt from Income Tax under section 10(23C)(vi) of the Income Tax Act, hence no provision for Tax is therefore made in the accounts.

Income Tax Recoverable relates to tax deducted from interest on Investment, Professional Fees and Placement Income.

16. PROVISIONS, CONTINGENT LIABILITIES AND CONTINGENT ASSETS

Provisions involving a substantial degree of estimation in measurement are recognized when there is a present obligation as a result of past events and it is probable that there will be an outflow of resources. Provisions required to settle are reviewed regularly and are adjusted where necessary to reflect the current best estimates of the obligation.

Where no reliable estimate can be made, a disclosure is made as contingent liability. Where there is a possible obligation or a present obligation in respect to which the likelihood of outflow of resources is remote, no provision or disclosure is made. Contingent liabilities are not recognized but are disclosed in the accounts by way of a note. Contingent assets are neither recognized nor disclosed in the financial statements.

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 24: OTHER NOTES TO ACCOUNTS

1. CONTINGENT LIABILITIES

- (a) Service Tax demands in dispute
Rs. 474.82 Lakh (Previous year Rs. 11,325.63 Lakh).
- (b) Claims against the Institute not acknowledged as debts
Rs. Nil (Previous year Rs. Nil)
- (c) Electricity Duty
Rs. 34.69 Lakh (Previous Year Rs. 34.69 Lakh)
- (d) Cases Pending at Labour Court & High Court relating to employees

Name of Court	No. of Cases	Brief details of cases	Amount
Labour Court	4	Applicant demanding reinstatement with continuity of service with full back wages, Applicant demanding salary & DA for a particular period.	Unascertainable
High Court	6	Petitioner challenging the labour court order demanding reinstatement with continuity of service with full back wages, challenging termination of services demanding for reinstatement etc.	Unascertainable

2. UNEXECUTED CAPITAL CONTRACT

Unexecuted Capital Contract (Net of Advances) is **Rs. 35,246.09** Lakh (Previous year Rs. 28,090.20 Lakh), which shall be utilized from Earmarked Funds & Donations.

3. CURRENT ASSETS, LOANS AND ADVANCES

In the opinion of the Management, the current assets, loans and advances have a value on realization in the ordinary course of business, equal at least to the aggregate amount shown in the Balance Sheet. The balances in current assets, current liabilities, loans & advances are subject to confirmation.

4. TAXATION

The Institute has obtained Exemption from Income Tax u/s. 10 (23C) (vi) of the Income Tax Act, 1961 vide letter No.CC-IV/ABD/10 (23C) cell/10 (23C) (vi) IIM/2010-11/1305 dated 31/01/2011 from the Office of the Chief Commissioner of Income Tax, Ahmedabad. It will be in force till it is withdrawn by the competent authority.

The Institute is recognized as wholly charitable society and granted registration under section 12A(a) of Income Tax Act, 1961.

5. EXPENDITURE IN FOREIGN CURRENCY

(Rs. in Lakh)

Particulars	2019 – 2020 Rs.	2018 – 2019 Rs.
a) Foreign Travel	61.02	164.27
b) Books and Case Materials	857.41	810.20
c) Others	400.00	110.71

6. EARNING IN FOREIGN CURRENCY

(Rs. in Lakh)

Particulars	2019 – 2020 Rs.	2018 – 2019 Rs.
a) Project, Program, Donations & Fees Income	650.13	869.83
b) Placement Income	57.25	26.11

7. Depreciation on Building has been provided on straight line method while depreciation on other assets has been provided on written down value method as per the rates of depreciation specified in the Income Tax Act, 1961. This is not in line with the depreciation rates prescribed by MHRD in its illustrative example. Impact of the said practice cannot be quantified as the assets in the block are very old and details regarding their date of capitalization, etc. is not available.
8. Institute had constructed capital assets using grants received from Government of India & Government of Gujarat in earlier years. Though these assets were depreciated over the years, the grant amount was not transferred to Income & expenditure account (in proportion to the depreciation) due to non-linking of the grant against any particular asset. Institute has decided to amortize these grants in Income & Expenditure Account over a period of 10 years in phased manner. Accordingly, depreciation expense for current year is lower by **Rs. 161.97 Lakh** due to this impact.
9. Institute has deposited service tax / GST under protest for PGP-X course. As on March 31, 2020, **Rs. 224.62 Lakh** (PY Rs. 960.50 Lakh) is reflected as refund receivable from Government in Schedule 7 as Service Tax / GST paid under protest (PGP-X) and correspondingly in Schedule 3 as Service Tax / GST refundable to students (PGP-X). The same will be refunded to students / adjusted as and when the dispute is resolved.
10. Institute has registered a branch at Dubai International Finance Centre, Dubai. Financials of such branch is consolidated with the financials of the institute. As per the decision of the Institute, expense amounting to **Rs. 94.71 Lakh** incurred for Dubai branch is met from Research Publication & Thrust Area Fund.
11. Corresponding figures for the previous year have been regrouped / rearranged wherever necessary to confirm current year's presentation based on accounting and presentation norms given by MHRD.

As per our report of even date

Sd/-
Errol D'Souza
Director

Sd/-
Umesh Dalal
Chief Financial Officer

Sd/-
Sr. Audit Officer
Office of the Principal director of Audit (Central), Gujarat
Audit Bhavan, Navrangpura, Ahmedabad 380 009

Date: 31/07/2020
Place: Ahmedabad

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
Receipts and Payments Account For the Year Ended 31st March 2020

RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
I. Opening Balances			I. Expenses		
a) Cash balances	0.10	0.16	a) Establishment Expenses	8,435.93	8,766.91
b) Bank Balances			b) Academic Expenses	2,954.06	3,675.93
i. In Rupee accounts	659.04	2,908.88	c) Administrative Expenses	1,753.46	1,467.87
ii. In Deposit accounts	6,012.82	11,925.99	d) Transportation Expenses	4.66	2.60
iii. Savings accounts	3,166.97	5,695.32	e) Repairs & Maintenance	1,289.97	1,288.23
iv. In FC accounts	22.82	12.29	f) Prior Period Expenses	33.25	-
c) Stamps on Hand	2.51	2.07			
II. Grants Received			II. Payments against Earmarked/Endowment Funds	1,290.00	1,237.66
a) From Government of India	320.00	390.00			
b) From State Government	-	-			
c) From Other sources	-	-			
III. Academic Receipts	15,312.22	14,124.56	III. Payments against Sponsored Projects/Schemes	6,806.07	6,555.60
IV. Receipts against Earmarked/Endowment Funds	3,662.61	5,128.76	IV. Payments against Sponsored Fellowships and Scholarships	183.06	102.62
V. Receipts against Sponsored Projects/Schemes	10,852.40	13,039.78	V. Investments and Term Deposits made	37,987.35	40,643.60
VI. Receipts against Sponsored Fellowships and Scholarships	39.62	27.14	VI. Expenditure on Fixed assets and Capital Works-in-Progress		
VII. Income on Investments	6,855.02	7,848.11	a) Fixed Assets	1,371.73	811.92
			b) Capital Works-in-Progress (Including Capital Advances)	6,475.08	1,988.11
VIII. Interest received on			VII. Other Payments including Statutory Payments		
a) Bank Deposits	2,368.82	1,208.99	a) Deposits Given	-	10.72
b) Saving Bank Accounts	200.52	190.34	b) Deposits Repaid	-	1.12
			c) Increase in Statutory Liabilities	-	530.08
IX. Investments and Term Deposits encashed	24,380.24	15,881.92	VIII. Refund of Grants	-	-

RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
X. Other Income			IX. Deposits and Advances		
a) Income from Land & Buildings	460.00	399.74	a) Security Deposits	22.15	1.15
b) Other	1,103.28	663.02			
XI. Deposits and Advances			X. Other Payments		
a) Caution Money Deposits Received	174.94	50.12	a) Sundry Debtors and Loans and Advances	600.09	2,346.32
b) Deposits Received (Liability)	4.52	-	b) Advances to Employee (Net)	-	7.70
c) Deposits Encashed (Asset)	398.82	-	c) Changes in Stock	-9.03	14.60
d) Decrease in Statutory Liability	199.67	-	c) Increase/Decrease in TDS Receivable	-747.04	581.86
e) Advances Received Back (Employees)	23.08	-			
XII. Miscellaneous Receipts (Statutory Receipts)			XI. Closing Balances		
XII. Any Other Receipts			a) Cash balances	0.10	0.10
a) Sale of Assets	50.18	6.55	b) Bank Balances		
b) Increase in Sundry creditors and Other Liabilities	79.87	395.12	i. In Rupee accounts	942.78	659.04
			ii. In Deposit accounts	4,692.72	6,012.82
			iii. Savings accounts	2,214.49	3,166.97
			iv. In FC accounts	48.69	22.82
			c) Stamps on Hand	0.51	2.51
TOTAL	76,350.07	79,898.87	TOTAL	76,350.07	79,898.87

As per our report of even date

Sd/-
Errol D'Souza
Director

Sd/-
Umesh Dalal
Chief Financial Officer

Sd/-
Sr. Audit Officer

Office of the Principal director of Audit (Central), Gujarat
Audit Bhavan, Navrangpura, Ahmedabad 380 009

Date: 31/07/2020
Place: Ahmedabad

GOLD MEDALISTS 1966-2020

1966

- Diwan Arun Nanda
- CK. Prahalad
- Lakshmi Prasad Vepa

1967

- Vijay Bhargava
- Jayant Kumar Dey

1968

- John Caius Camillus
- Gramma Kasturi Jayaraman
- Bijji 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. Ramganesha
- Dhruva Jyoti Banerjee (PGP-ABM)

2005

- Philip T. Jacob
- Manoj Gupta
- Gaurav Saigal

2006

- Kanish Sarin
- Vishai Grover
- Ankur Saboo
- Amit Jani (PGP-ABM)

2007

- Mayank Rawat
- Sumit Kumar
- Bala Vamsi Tatavarty
- James Beeson (PGPX)

2008

- Kapil Modi
- G. Arjun
- Prateek Jain
- Shaleen Garg (PGPX)
- Syed Ali Murtaza Rizvi (PGP-PMP)

2009

- Gagandeep Singh
- Abhishek Verma
- Ishant Goyal
- Sauri Gudlavalleti (PGPX)
- Rakesh Ranjan (PMP)

2010

- Samrat Ashok Lal
- Rohan Choudhary
- Himanshu Sharma
- Vinod Kumar Ramachandran (PGPX)
- Sanjeet Kumar Pandy (PGP-PMP)

2011

- Mr. Jaideep Shankar Jagannathan
- Mr. Mayank Kukreja
- Mr. Mohit Garg
- Mr. Rahul. (PGPX)

2012

- Mr. Gaurav Jagdish Singhal
- Mr. Nehul Malhotra
- Mr. Aditya Khandelias
- Mr. Shivram Ramakrishnan (PGPX)

2013

- Nikhil Agarwal
- Aniketh Talwai
- Sumit Somani
- Shashank Rathi (PGP ABM)
- Aditya Bansal (PGPX)

2014

- Hemant Omprakash Mundra
- Sanchit Bansal
- Prashant Sarkar
- Aditya Kiran Paranjpe (PGPX)

2015

- Agrawal Rahul Satish
- Rakshit U. Agarwal
- Abhinav Gupta
- Sidharth Aggarwal (PGP-ABM)
- Anshul Srivastav (PGPX)

2016

- Ayush Agarwal
- Shah Ashay Subhshah
- Anurag Agarwal
- Prasanna Venkatesan Srinivasan Iyengar (PGPX)

2017

- Ashish Khullar
- Akash Gupta
- Samyak Daga
- Mihir Parekh (PGPX)

2018

- Prakhar Balasubramanian
- Anurag Poddar
- Soumyo Madhab Mitra
- Srihari Sumaithangi Janakiram (PGPX)

2019

- Shubham Goyal
- Advani Manish Suresh
- Kshitij Jain
- Moksha (PGP-FABM)
- Ronit Bhattacharyya (PGPX)

2020

- Aaditya Agarwal
- Jobalia Jinesh Rajendra
- Kartikey Gupta
- Ananth Krishnan (PGPX)

Chief Guests at Convocations

1966 Mr. M.C. Chagla	1984 Mr. P.L. Tandon	2002 Mr. Azim Premji
1967 Dr. Vikram Sarabhai	1985 Mr. K. C. Pant	2003 Dr. A.P.J. Abdul Kalam
1968 Mrs. Indira Gandhi	1986 Mr. Hiten Bhaya	2004 Dr. Bimal Jalan
1969 Dr. Karan Singh	1987 Dr. Raja Ramanna	2005 Mr. Raghuram Rajan
1970 Mr. L. K. Jha	1988 Mr. V. Kurien	2006 Mr. M.S. Banga
1971 Mr. Dharma Vir	1989 Mr. A.S. Ganguly	2007 Mr. P. Chidambaram
1972 Mr. C. Subramaniam	1990 Mr. Russi Mody	2008 Mr. Montek Singh Ahluwalia
1973 Mr. D.P. Dhar	1991 Mr. Sarup Singh	2009 Shri Deepak Parekh
1974 Professor Nurul Hasan	1992 Mr. Rajmohan Gandhi	2010 Dr. C. Rangarajan
1975 Mr. T. A. Pai	1993 Mr. P.V. Narasimha Rao	2011 Dr. Manmohan Singh
1976 Dr. V.M. Dandekar	1994 Dr. Manmohan Singh	2012 Shri K. V. Kamath
1977 Mr. M.S. Swaminathan	1995 Mr. Sam Pitroda	2013 Shri L. N. Mittal
1978 Mr. H. M. Patel	1996 Mr. A.M. Ahmadi	2014 Mr. Anand Mahindra
1979 Mr. V. G. Rajadhyaksha	1997 Mr. Adi Godrej	2015 Mr. Ajay Banga
1980 Justice Mr. M. Hidaytullah	1998 Mr. Vikram Lal	2016 Smt. Arundhati Bhattacharya
1981 Mr. Keshub Mahindra	1999 Mr. K.B. Dadisheth	2017 Smt. Shikha Sharma
1982 Mrs. Sharda Mukherjee	2000 Mr. R.K. Laxman	2018 Dr. Janmejaya Sinha
1983 Mr. Nani Palkhiwalla	2001 Dr. Desh Deshpande	2019 Prof. Kaushik Basu

