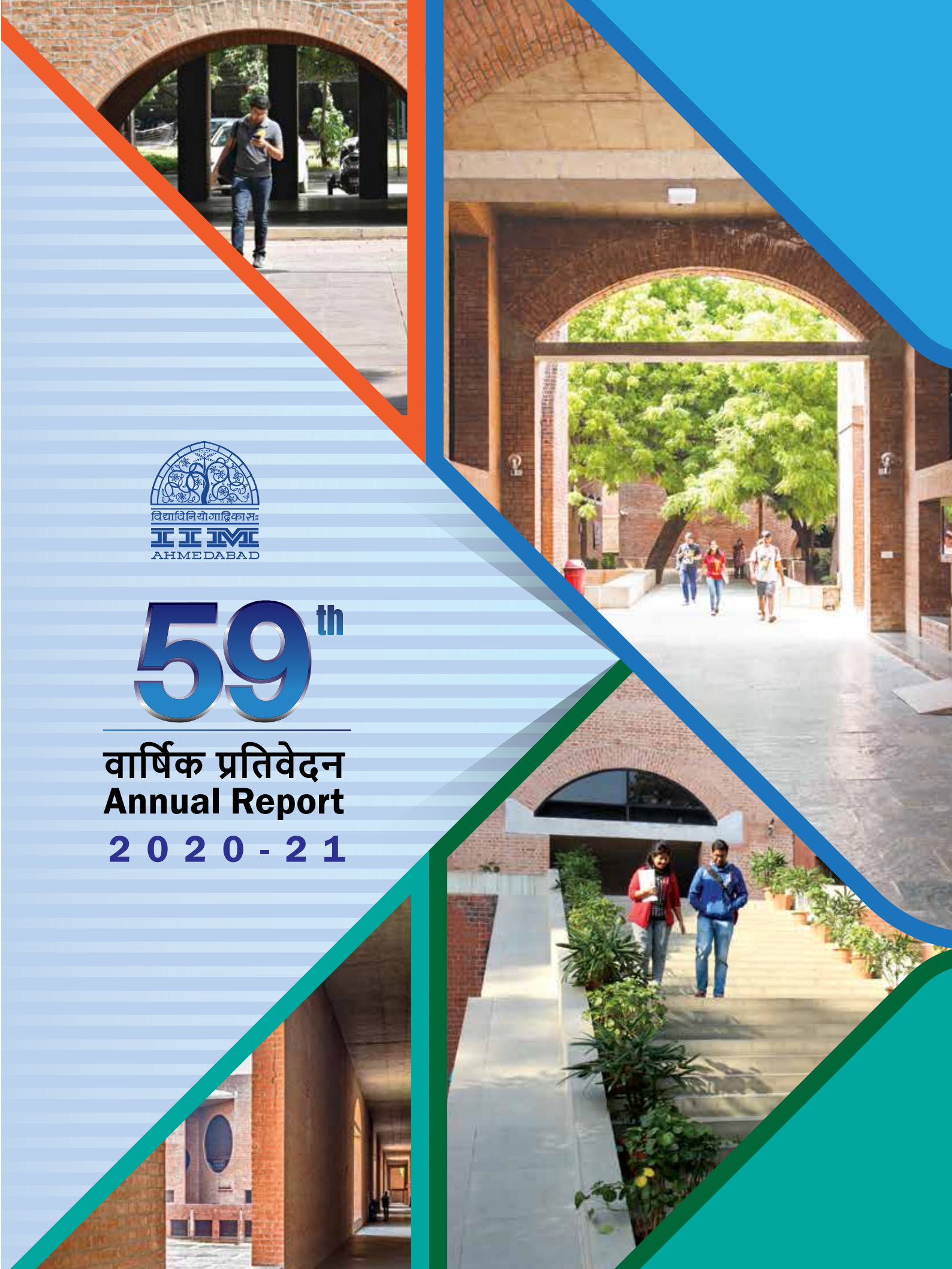




59th

**वार्षिक प्रतिवेदन
Annual Report
2020 - 21**



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

59th

ANNUAL REPORT
2020-21



विद्याविनियोगाद्धिक्वसः
IIM
AHMEDABAD

भारतीय प्रबंध संस्थान अहमदाबाद
Indian Institute of Management Ahmedabad

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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

During the course of a year that has been defined by the COVID-19 pandemic, seven new faculty joined the Institute. Faculty maintained their deep involvement in teaching, case writing, consulting and policy advisory. They also presented research papers in 25 national conferences and 56 international conferences. The faculty designed and offered many new electives during the year across various long duration programmes – Pandemics; Strategic Storytelling; Gender and Work; Health Economics; Auctions; Leading the Digital Transformation; AI and Marketing; AI and HRM; Marketing Services; Privacy Paradox: AI and Digital Platforms; Logistics; The Remains of the MBA; The Indian State, Democracy and Accountability Institutions: Rethinking Good Governance; Probity in Governance and Administration; Managing Self-Limiting Beliefs in Education and Training; Businesses and Constitutional Rights; Designing and Implementing Surveys; Banking and Financial Intermediation; Not for Sale: Psychology of Promotions; Innovation, Social Institutions and Knowledge at the Grassroots; Digital Marketing; Gamification, Technology & Learning Motivation; Managing Operational Performance of Service Systems; Strategic Management of Digital Innovations; Strategic Management of Technology & Innovation; Business, CSR and Human Rights; Coordinating the Crowd; Experiments for Business and Policy Decision making; High Performance

Teams: A Journey; Marketing Luxury; Neuroscience and Consumer Behaviour; Algorithms and Marketing; Development Economics: Microfoundations; Organizational Economics; and a Seminar Course on Derivatives Markets.

Faculty continue to publish in top management journals. Their research has been published in journals such as Operations Research (Debjit Roy on “Modelling and Design of Container Terminal Operations”), MIS Quarterly (Pankaj Setia on “The Take off of Open Source Software: A Signalling Perspective Based on Community Activities”), Research Policy (Chirantan Chatterjee on “Unpacking the effects of adverse regulatory events: Evidence from pharmaceutical relabelling”), Journal of International Business Studies (Sourav Borah on “Chief marketing officers’ discretion and firms’ internationalization: An empirical investigation”), Journal of Business Ethics (Premilla D’Cruz and Ernesto Noronha on “Place matters: (Dis)embeddedness and child labourers’ experiences of depersonalized bullying in Indian Bt cottonseed global production networks” and Rajnish Rai on “Fear and Violence as Organizational Strategies: The Possibility of a Derridean Lens to Analyze Extra-Judicial Police Violence”), Journal of the Academy of Marketing Science (Hyokjin Kwak on “Space between products on display: the impact of interspace on consumer estimation of product size”

and Sourav Borah on “How does the adoption of digital payment technologies influence unorganized retailers’ performance? An investigation in an emerging market”), and Journal of Marketing (Arun Sreekumar on “Marketplace Literacy as a Pathway to a Better World: Evidence from Field Experiments in Low-Access Subsistence Marketplaces”).

Other significant publications on a variety of topics included the following — “Evaluating Adolescents’ Responses to Internet Ads: Role of Ad Scepticism, Internet Literacy, and Parental Mediation” (Akshaya Vijayalakshmi), “Capacitated multi-period maximal covering location problem with server uncertainty” (Sachin Jayaswal), “Alternate Solution Approaches for Competitive Hub Location Problems” (Sachin Jayaswal and Ankur Sinha), “Stochastic Modelling of Parallel Process Flows in Intra-Logistics Systems: Application in Container Terminals and Compact Storage Systems” (Debjit Roy), “A new solution approach for multi-stage semi-open queuing networks: an application in shuttle-based compact storage systems” (Debjit Roy), “Celebrity endorsements in destination marketing: A three country investigation” (Subhadip Roy), “Construction, validation and generalization of SERVSTRESS: a measure for service induced customer stress” (Subhadip Roy), “Does financial reporting quality vary across firm life cycle? (Neerav Nagar), “Shattered but smiling: Human resource management and the wellbeing of hotel employees during COVID-19” (Promila Agarwal), “How Technology is changing Retail” (Pankaj Setia), “Analyzing the role of national culture on content creation and user engagement on Twitter: The case of Indian Premier League cricket franchises” (Adrija Majumdar), “Theoretical foundations of antecedents of internationalization and moderators in multinationality-performance relationship: What is missing?” (Sunil Sharma and Amit Karna), “Ground truthing the cost of achieving the EAT lancet recommended diets: evidence from rural India” (Vidya Vemireddy), “Women’s Disempowerment and preferences for skin lightening products that reinforce colorism: experimental evidence from India” (Chirantan Chatterjee), “Do Big 4 auditors limit classification shifting? Evidence from India” (Neerav Nagar, Naman Desai, and Joshy Jacob), “Competitive hub location problem: Model and solution approaches” (Sachin Jayaswal and Ankur Sinha), “Risk sensitive Basel regulations and

firms’ access to credit: Direct and indirect effects” (Joshy Jacob and Sanket Mohapatra), “Solving Bilevel Optimization Problems using Kriging Approximations” (Ankur Sinha), “Seasonal time trade-offs and nutrition outcomes for women in agriculture: Evidence from rural India” (Vidya Vemireddy), “A systematic review of labour-saving technologies: implications for women in agriculture” (Vidya Vemireddy), “A prescriptive analytics framework for efficient E-commerce order delivery” (Sreekumar Krishnamoorthy and Debjit Roy), “EHR application portfolio and hospital performance: Effects across hospitals with varying administrative scale and clinical complexity” (Pankaj Setia), and “When the unknown destination comes alive: The detrimental effects of destination anthropomorphism in tourism” (Hyokjin Kwak).

Executive education was impacted by the pandemic. New programmes were offered online on the following themes — Artificial Intelligence and Machine Learning for Business; Financial Analysis of Business; Experiments for Business Decisions; and Healthcare management in a post-COVID India. The earlier offerings in the executive education space were redesigned for the online space. These spanned a range of topics such as Leadership and Change Management; Strategies for Growth; Project Management; Manufacturing Strategy; Enhancing Leadership Capacities and Potential among Professional Women; Pricing for Profit; HR Analytics; Restaurant Design and Management; Communicating Corporate Reputation; Logistics Management; Fintech: Business Models, Marketing, Strategy and Tactics; Management and Finance for Experienced Chartered Accountants; Marketing Luxury: Understanding the complexities of a new world of business; Strategy Implementation; Developing Commercial and Financial Skills for Strategic Business Decisions; Interpersonal Effectiveness and Team Building; Mergers, Acquisitions, and Restructuring; Contract Management; Supply Chain Management; Managing Businesses in International Markets; Intelligent Transportation Systems; Effective Data Visualization for the Data Driven Organization; Strategic Leadership for Schools in a Changing Environment; Strategic Cost Management; and Organizational Leadership for the 21st century. In the customized executive education space, 53 programmes were organised for 24 unique

companies. The programmes attracted 170 foreign participants.

Case writing boomed at the Institute with 62 cases written during the year. These spanned a diversity of content as can be seen from some of the case titles – Encore: Convertible bond with Call Spread Overlay; UrbanClap: Marketplace for On-Demand Services; Samardha Infotech: A Specially Abled Organization; HSBC: Facilitating Trade Finance using Blockchain; Prime Broking Default at the NSE; Nestle (dis)entangled! Braving the Maggi noodle crisis in India; Big Basket; IndiGrid: Transitioning into India's First Independent Power Transmission InvIT; VIKAS and SAVE: Combining cause with Commerce; Zomato Gold: The Logout Campaign; Regulatory Independence in India: A Case of the Atomic Energy Regulatory Board; Contracts and Finality of Signature: The Coys of Kensington Case; Electronic Health Records in India; Changing Perceptions and Transforming Outcomes: L&T Acquisition of Mindtree; India's Cricket Academy Limited: Constructing the Financial Statements; Managing Internal Growth at Vedanta Group; All India Police Duty Meet Website; Growth Stall at Tega; Creating a compelling Data Story – Inside a Search Engine's Ad Sales Strategy; Micro Housing Finance Corporation; Sterlite Technologies Limited: From Cables to Solution Selling; Energy Efficient Services Ltd.: Shaping the Industry; Northern Textiles Limited; Tanishq; Pricing, Retail selling and Inventory Management of Jewellery; The Tashkent Files: Disruption by an Indie Film Defying the Film Trade; A Truck is not a Cookie: Matching Supply with Demand at Mahindra Truck and Bus Division; Enrich Development Private Ltd.; Thermax; TEGA Industries Ltd.: Journey of an Indian MNC; Competition in Hyper-Local E-Grocery Space: Tokri.com; Water in the Desert? Oil India's CSR Impact in Assam; ThatsPersonal: Privacy Delivered; Upgradation of the Pump Station Project Phase I in the Naharkatiya-Barauni Pipeline of Oil India Ltd.; Human Engineering at Microsign; Good Food Served Quietly: The Mime Restaurants; Professionalization of HR at Mahindra: Trigger for Transformation; Decathlon India 2009-2019; Rural Piped water Supply Scheme at Village Nirmalpur, Nalanda in Bihar; The Cost of Shareholder Activism: LVB Shareholders vote out management; Zoom's Lightning Bolt is Made of Clouds; and Vodafone Gujarat Case: Growing through Entrepreneurship and Reinforcing Competencies.

In the international rankings, the Institute continues to do well. In the Financial Times (FT) Masters in Management rankings, the Institute's position moved up a slot to the 20th position 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. In The Economist Which MBA Ranking 2021, the Institute ranked at the 51st position. For a few subcategories of ranking such as opening new career opportunities, the Institute attained first position. The one-year full time MBA (Post Graduate Programme for Executives, PGPX) was ranked in the first position in India and 50th position in the Global MBA Rankings 2021. In the National Institutional Ranking Framework, the Institute was ranked in the first place.

A new 16-month diploma programme, the ePost Graduate Diploma in Advanced Business Analytics (ePGD-ABA) was inaugurated. The programme is designed to help working professionals acquire skills for framing questions, addressing them with the analysis of the right kind of data, and gaining insights from the analysis to drive decisions. The Centre for Transportation and Logistics was inaugurated with the objective of promoting research on the themes of passenger and freight transportation, sustainable urban mobility, and logistics. The Institute launched a dashboard to display COVID-19 screening results of the IIMA community which is updated regularly. The Institute launched Emotional Wellness Counselling Services for students and community members to help handle the stress that is affecting many in the current environment of rapid change. Many virtual research seminars were held by various Centres of the Institute on a variety of themes featuring scholars across the world. These can be accessed on the website. The Institute is blessed to have an outstanding commitment from its managers and staff who during a very trying period went out of their way and stepped up their game significantly to ensure the safe and continued functioning of the campus and the delivery of various programmes. The JSW School of Public Policy had the distinction of holding an offline IIMA lecture by the Honourable Finance Minister of India, Smt. Nirmala Sitharaman, on the campus, on The Indian Economy in 2021 and Beyond in February 2021. Several research seminars such as the Behavioural Research in Economics Workshop and the India Gold Policy Annual Conference were

conducted online. The Institute became the first management school in the country to launch an Endowment Fund with the aim to further the charter of IIMA and enable the Institute to make a larger impact in the field of education, entrepreneurial leadership, management practice and public policy.

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

The Institute continues to be focused on its strategic

priority of contributing to 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. The Institute is an equal opportunity employer and through its endeavours seeks to provide the skills and traits for participants from industry and students in its various programmes for competence in critical thinking; respect for the beliefs and opinions of others whilst being self-aware of their own beliefs, prejudices, and privileges; creativity; and the cultivation of character. Whilst being focused on our objectives and delivering our best we endeavour to invest in skills for the future and give back to society as well as provide results that benefit humanity.

2.

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 (Ph.D.) programme.

2.1 POST-GRADUATE PROGRAMME IN MANAGEMENT (PGP)

The registration of the 57th batch (2020-22 batch) of the Post Graduate Programme in Management (PGP) was conducted online between July 29, 2020 and July 31, 2020. A total of 392 students joined the programme.

The second year of the programme commenced on July 4, 2020 with 389 students. At the end of the second year, 405 students (including double degree) graduated, satisfactorily completing the academic requirements.

Details are given in **Appendix A1**.

The category-wise break-up of students is as follows:

Students	GEN	NC-OBC	SC	ST	DA	EWS	Total
First Year	185	105	55	29	09	09	392 _[N1]
Second Year	185	99	57	31	15	-	387 _[N2]

[N1]: Six students discontinued, and one student was granted leave for a year.

Additionally, two students of the previous batch rejoined the first year of the programme.

The final count of first-year students is 387.

[N2]: Additionally, two students of the previous batch rejoined the second year of the programme.

NC-OBC: Non-creamy Layer Other Backward Castes; SC: Scheduled Caste; ST: Scheduled Tribe; DA: Differently Abled; EWS: Economically Weaker Section



Online Inauguration and Orientation of PGP & PGP-FABM 2020-22 Batch

Preparatory Programme

The preparatory programme, meant for those who need to strengthen their skills in communication and mathematics before commencing the programme, was conducted online. One hundred and forty-six students benefitted from the online preparatory programme.

Orientation Programme

An orientation/ induction programme for new students was held from August 2 - 5, 2020. In addition to the 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 and its usage formed part of the orientation programme. Extended sessions on case preparation and 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 term two.

Tutorials

Tutorials were offered 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.

The first-year students took 34 compulsory courses (23.80 credits) spread over three terms, including two flexi-core courses aggregating to 1.50 credits. In the second year, students had to complete a minimum of 18 and a maximum of 21 credits of elective courses in addition to a compulsory course of one credit.

During the second year, 130 courses were offered as electives, of which 25 courses were offered for the first time. Twenty-three courses were offered with two sections each, and four courses were each offered with three or more sections. Two hundred eighty-nine project courses were also offered. The scheduling required managing 168 course-classroom venues during the year even though classes were held online primarily.

New Courses

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

1. Artificial Intelligence and Human Resource Management
2. Artificial Intelligence & Marketing
3. Auctions
4. Banking and Financial Intermediation
5. Businesses and the Constitutional Rights
6. Contract Terms in International Business
7. Designing and Implementing Surveys
8. Gender and Development Policy and Programmes
9. Gender and Work
10. Health Economics
11. Industrialisation: Perspectives from World History
12. Innovation, Social Institutions and Knowledge at the Grassroots
13. Leading the Digital Transformation
14. Logistics
15. Managing Self-Limiting Beliefs in Education and Training
16. Marketing Services
17. Not for Sale: Psychology of Promotions
18. Pandemics!
19. Privacy Paradox: Artificial Intelligence and Digital Platforms



Online Class

20. Private Equity, Hedge Funds and Corporate Finance
21. Probity in Governance and Administration
22. Social Policy in India
23. Strategic Storytelling
24. The Indian State, Democracy and Accountability Institutions: Rethinking Good Governance
25. The Remains of the MBA

Students' Exchange Programme

Given the COVID-19 pandemic, the students of the 2019-21 batch could not benefit from the Exchange Programme. A sole participant from the IE Business School (Instituto de Empresa) Spain participated in the one-term exchange.

Academic Performance and Scholarships

From the batch 2019-21, the students awarded the Institute's Gold Medal for Scholastic Performance is listed in the section 2.8 (Convocation).

Further details of the scholarships and awards are included in **Appendix A2**.

IIMA Special Need-based Scholarships (SNBS)

The Institute has given scholarships amounting to Rs 2,37,50,000 under the SNBS during the academic year. The scholarship amounts ranged from Rs 75,000 to Rs 2,45,000. The programme-wise break-up of students on SNBS are as follows:

Programme	No. of Students	Amount in Rs
PGP-I	64	1,00,95,000
PGP-II	70	96,00,000
PGP-FABM-I	11	17,40,000
PGP-FABM-II	14	23,15,000
Total	159	2,37,50,000

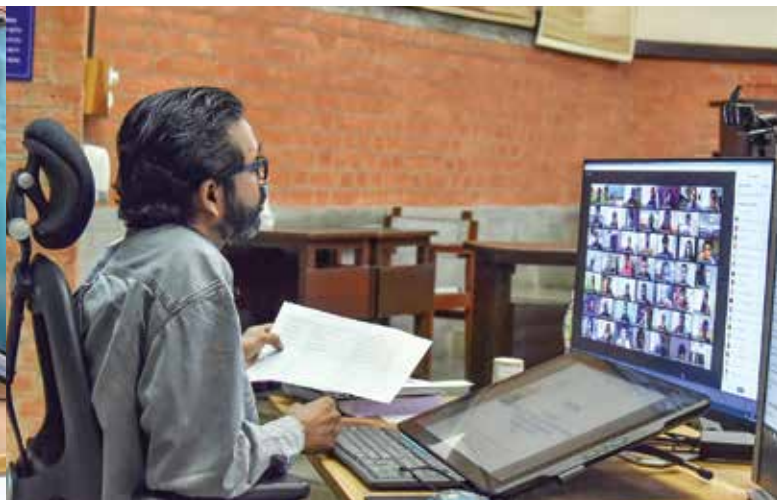
Of the above, Rs 15,15,000 was funded through alumni scholarships, and Rs 10,000 through the Taravati Ram Gopal Mehra Foundation.

Govt. of India - Central Sector Scholarship Scheme For Top Class Education

SC - Nine fresh applications and six requests for renewals received from the students were sent to the Ministry of Social Justice & Empowerment. The grant received was disbursed to the concerned students.

ST - Six fresh applications and seven renewal requests received from the students were forwarded to the Ministry of Tribal Affairs through the National Scholarship Portal (NSP). The grant received was disbursed to the concerned students.

Person with Disabilities (PwD) - Four fresh applications from the students were forwarded to the Department of Empowerment of Persons with Disabilities through the NSP. The grant for these scholarships is disbursed directly to the beneficiary's bank account.



Online Classes



Ministry of Minority Affairs (MOMA) – Seven fresh applications and four renewals received from the students were forwarded to the Ministry of Minority Affairs through NSP. The grant for these scholarships is disbursed directly to the beneficiary's bank account.

Post Graduate scholarship scheme for SC/ST students to pursue professional courses: Three fresh applications and one renewal application were forwarded through NSP.

Admission

CAT 2020 was conducted as a computer-based test on November 29, 2020. Due to the COVID-19 pandemic, CAT was conducted in three shifts instead of the traditional two shifts. All government guidelines were followed in the conduct of the test. To achieve social distancing and other norms, the seating capacity of the test hall was reduced to 50% by adopting an SD-50 Isolation model, ensuring 6 feet distance between each candidate. A separate room was allotted to symptomatic candidates. The duration of the test was reduced to 2 hours from 3 hours to complete the test in one day.

The Post-Graduate Programme, commencing June 2021, attracted 1,76,182 applications including those from overseas/foreign national candidates. The comparative figures for this year and the previous year is given in **Appendix A3**.

More data on the admission process till the interview stage are given in **Appendix A4**.

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 men and women into dynamic professional managers, leaders, and entrepreneurs to take up the challenges faced by organizations in the food, agri-business, rural and allied sectors.

Course Objectives

The objective of the Programme is to develop young men and women into competent professional managers for food and agri-business, rural and allied sectors. Increasing environmental concerns and challenges of working in a highly market-oriented environment requires the agri-food industry to respond dynamically not just to changes in policies but also in managing those changes. The programme prepares students for the arduous task of leading change and managing the process of those changes.

The registration of the 21st batch (2020-22) of the Post Graduate Programme in Food and Agri-business Management (PGP-FABM) was conducted online between July 29, 2020 and July 31, 2020. A total of 47 students joined the programme.

The second year of the programme commenced on July 4, 2020 with 46 students. At the end of the second year, 45 students graduated, satisfactorily completing the academic requirements.

Details are given in **Appendix B1**.

Online Classes



The category-wise break-up of students is as follows:

Students	GEN	NC-OBC	SC	ST	DA	EWS	Total
First Year	25	12	7	1	1	1	47
Second Year	24	15	4	3	-	-	46

Preparatory Programme

The preparatory programme, meant for those who need to strengthen their skills in communication and mathematics before commencing the programme, was conducted online. Forty-seven students benefitted from the online preparatory programme.

Orientation Programme

An orientation/ induction programme for new students was held between August 2 - 5, 2020. In addition to the addresses by the Director, the Dean (Programmes) and the PGP-FABM Chairperson, a dialogue with the PGP-FABM Executive Committee and briefing on the Institute's administration, computer services, and library facilities and its usage formed part of the orientation programme. Extended sessions on case preparation and 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 term two.

Tutorials

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

Curriculum

The first year of the programme is shared with the PGP. The students took 34 compulsory courses (24.05 credits) spread over three terms. In the second year, seven sector-specific compulsory courses and 24 elective courses covering different aspects of agribusiness were offered. 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.

The course "Strategy Capstone" was offered to the PGP-FABM II students for the first time as an elective. This course helped develop an integrated view of several functional areas of management and foster general management and leadership orientation in students.

Rural Immersion Module

The objective of the rural immersion module (RIM) is to give the students exposure to rural life, learning from interaction with the villagers, and becoming familiar with the rural environment, society, institutions and economy. RIM for the current year was cancelled due to the pandemic, and accordingly, students could register for the course of one credit across the programmes.

Students' Exchange Programme

Given the pandemic, students of the 2019-21 batch could not benefit from the Exchange Programme.

Awards & I-Scholarship

The details of the different awards and scholarships are provided in **Appendix B2**.

Admission

The Post Graduate Programme in Food and Agribusiness Management, commencing June 2021, attracted 1,36,481 applications. The comparative figures for this year and the previous year are given in **Appendix B3**.

More data on the admission process till the interview stage are given in **Appendix B4**.

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

PGPX 2020-21

The programme commenced on April 22, 2020 with 140 participants, including 39 females. The batch has an average GMAT score of 690 and GRE score of 317, an average age of 31 years 7 months, work

experience of 8 years 6 months, which included international work experience of around 1 year 3 months. The profile information of the PGPX 2020-21 batch is given in **Appendix C1**.

Programme Structure and Courses

PGPX programme is structured around six segments i.e. induction, building blocks, preparing for top management, international immersion, electives and capstone. Details of new elective courses are provided in **Appendix C2**.

International Immersion Programme

The international immersion programme (IIP) was conducted online due to the pandemic as per the schedule given below. It was compulsory for the students to attend sessions of all the three business schools.



Inauguration of the 15th batch of PGPX

Sr.	Date	Partner School	Theme
1	Feb 13-14, 2021	Esade Business School, Spain	Doing Business in European Countries
2	Mar 6-7, 2021	UBC Sauder Business School, Canada	Doing Business in North American Regions
3	Apr 3-4, 2021	Ganghua School of Management, Peking University, China	Doing Business in China

Academic Performance and Scholarships

All 140 PGPX students graduated successfully. The following commendations were awarded:

- ▶ Gold Medal to the PGPX topper : Deep Kr Bothra
- ▶ Academic Merit Awards carrying cash of Rs 30,000 each to the following students:
(1) Deep Kr Bothra, (2) Dhawal Goyal, (3) Vikas Mitruka, (4) Sunny Talwar, (5) Krupesh Ved, (6) Saagar Chitkara, (7) Ashay Gupta

International Recognition

- ▶ Financial Times Global MBA Ranking 2021 positions PGPX at 48.
- ▶ As per the QS Global MBA Rankings 2021, IIM Ahmedabad has been placed at the 31st rank.

PGPX Student Activities

Details of the various activities undertaken by the students are listed in **Appendix C3**.

Pre-Orientation Programme/Knowledge Transfer

PGPX office organised a three-day pre-orientation programme virtually for the PGPX 2021-22 batch from March 12 - 14, 2021.

More than 120 students from PGPX 2021-22 batch attended the online pre-orientation programme. The programme includes knowledge transfer with the outgoing PGPX 2020-21 batch welcoming the PGPX 2021-22 batch, discussion about the role of various committees and a cultural programme with active participation from faculty and PGPX students. The event concluded with an interaction with Chairperson-PGPX.

Admissions for 2021-22

About 1255 applications were received for PGPX 2021-22 (484 in Round-1, 291 in Round 2, 480 in Round 3). Of these, 562 were shortlisted for interviews (293 in Round-1, 241 in Round-2 and 258 in Round-3). Online Interviews were held. Final offers were made to 164 candidates, and 190 were wait-listed. Finally, 140 candidates (including five from previous year's deferrals) have joined the programme including 34 women students. Eight candidates have deferred their admissions to the next batch starting in April 2022.

The industry mix includes academic and education, advertising/communication / media / entertainment, aerospace and aviation, banking, financial services and insurance, consulting, defence and security, energy and utilities, FMCG, government enterprises and public sector undertaking, infrastructure and construction, IT & ITeS, IT products, manufacturing / engineering, NGO and social services/NGO, others, pharma / bio-tech / healthcare / hospitals, retail / e-commerce, shipping / transportation / logistics, telecom, travel and hospitality.

Inauguration of PGPX 2021-22

The 16th batch of PGPX was inaugurated virtually on April 22, 2021. The batch has 140 students including 34 females, an average GMAT score of 701 and GRE score of 323, average age of 31 years, work experience of 8 years 3 months which included international work experience of around 1 year 1 month.

2.4 ePOST GRADUATE PROGRAMME IN MANAGEMENT (ePGP)

ePGP is a two-year long-duration programme leading to the award of Master of Management Studies (MMS) designed with an added flexibility of completing the course in three years. With this programme, IIMA has expanded its reach across India, as participants can pursue the programme at the place of their choice. For ePGP 2017-19 & 2018-20 batches, IIMA has partnered with Hughes Global Education India Limited. For ePGP 2019-21 & 2020-22 batch VCNow has been appointed as the technology partner.



ePGP 2020-22 Inauguration

Programme Benefits

- ▶ Rigorous blended learning management programme.
- ▶ IIMA is responsible for the academic policies, course design, delivery, admissions, and student evaluation of ePGP. 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/IAT (IIMA Admission Test) scores and a personal interview.
- ▶ Quality interactions with experienced professionals and peer group learning.
- ▶ Five campus modules of one week each are conducted at the IIMA campus.

Pedagogy

The teaching approach is highly interactive using the technological capabilities of the delivery channels. The pedagogy is a blend of lectures, case studies, online lectures, projects, peer-to-peer learning, self-learning, and simulations. Mentoring by IIMA faculty and access to learning resources of IIMA are also made available. The technology service partner ensures uninterrupted technical support in conducting online classes, attendance, quizzes, etc.

Graduation

On December 18, 2020, 49 students of the 2017-19 batch & 58 students of the 2018-20 Batch graduated. They were conferred the degree of Master of Management Studies (MMS).

Awards

The gold medal for the highest CGPA was awarded to Vidolkar Sagar Sunil from the 2017-19 batch and to Somya Agrawal from the 2018-20 batch. Merit awards were given to Vidolkar Sagar Sunil and Saurabh Chandra from the 2017-19 batch, and to Somya Agrawal, Pranab Kumar Das and Anup Sreekumar from the 2018-20 batch.

Batch Status

Batch 2019-21

The ePGP third batch (2019-21) has completed Semester II & III. With 62 students, the batch is currently pursuing Semester IV.

Batch 2020-22

After two rounds of admission 71 students enrolled in the 2020-22 batch. On September 21, 2020, the inaugural session was held and subsequently, semester 1 commenced. Classes are conducted through VC Now.

Details are given in **Appendix D**.

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

ePGD-ABA 2020-21

The pioneering batch of ePGD-ABA, a 16 month diploma programme, commenced on April 25, 2020 through Direct to Device (D2D) mode. The batch comprises of 36 students, including eight females. The average age of the batch is 29 years and 9 months with an average work experience of 7 years and 2 months.

The profile information of the ePGD-ABA 2020-21 batch is given in **Appendix E1**.

Programme Curriculum and Structure

The ePGD-ABA programme curriculum is broadly categorized into six modules:

(1) Pre-term (Foundation courses), (2) Exploratory Data Analysis, (3) Data Analysis Methods and Model Development, (4) Model Communication and Data Concerns, (5) Domain-specific Analytics and (6) Capstone Project

The ePGD-ABA curriculum is designed to give the students in-depth exposure to state-of-the-art analytical tools and techniques and prepare them to solve business problems across industry verticals and functional domains using data. It is a blended learning programme delivered using a thoughtful mix of on-campus classroom sessions, online sessions, and project work.

Campus Modules

Due to the pandemic, the first campus module, originally scheduled at the very beginning of the programme, was conducted from December 23-27, 2020.

The second campus module was delivered from Feb 24-28, 2021. The third campus module was scheduled from April 28 - May 2, 2021. However, with a surge in COVID - 19 cases across the country, it was decided to defer the third module to a later date.

Speaker Sessions & Workshops

As a part of the programme curriculum, 14 industry practitioners were invited to deliver the talks and share market insights. Alongside speaker sessions, the students have also attended two workshops and eight research webinars on analytics-related topics.

The list of guest speakers & workshops is given in **Appendix E2**.

ePGD-ABA 2021-22

Admissions for 2021-22 batch

The admission process for the second batch of the ePGD-ABA programme was concluded in the second week of February 2021. A total of 183 applications were received for the 2021-22 batch. A total of 131 applicants were shortlisted for the online interviews. Admission offers were made to 69 candidates. Finally, 44 candidates including eight females have confirmed their admission by paying the commitment



Classroom Session, e-Post Graduate Diploma in Advanced Business Analytics (ePGD-ABA)

fee. The average age of the 2021-22 batch is around 33 years and seven months, and the average work experience is around nine years. The programme is scheduled to commence on April 18, 2021.

2.6 Ph.D. PROGRAMME IN MANAGEMENT

A total of 408 doctoral students have graduated from IIMA, including the 15 students who graduated in the May 2021 Annual Convocation. The names of the graduating students of 2020-21 are given in **Appendix F1**. At present, There are 75 students in thesis phase and 42 students in course work phase. The strength of the Ph.D. students as on May 9, 2021 is 117.

Ph. D. Admission and Orientation

The Institute received 906 applications for admission into the 2020 batch. The interviews were conducted from May 5-8, 2020. After an intensive selection process that included written tests and interviews by the Areas and Ph.D. Executive Committee, 24 students joined the programme. An orientation programme for the new batch was held on June 30, 2020.

Curriculum

The Ph.D. Programme consists of three stages: course work, comprehensive exam and thesis. During the first two years of course work, a total of 56 compulsory and 40 elective courses are offered to both first- and second-year students. The students are required to complete 30.5 credits during the two years of course work.

Awards

The details of the awardees of Prof. Tirath Gupta Memorial Award for Best Thesis, Industrial Finance Corporation of India (IFCI) Award for Thesis Proposal and Chaudhary-Padmanabhan-Pant Award for Best Scholastic Performance in the First Year are given in **Appendix F2**.

Conference / Doctoral Colloquium / Paper publications

The details related to conference / doctoral colloquium/ consortium attended and paper publications by Ph.D. students are given in **Appendix F3**.

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



Virtual Inauguration of IIMA's Ph.D. Programme

2.7 PLACEMENT

PGP FINAL PLACEMENTS 2021

The final placement process for the PGP class of 2021 at IIM Ahmedabad was completed, with all students being placed across more than 20 cohorts. Firms from multiple domains participated across the three clusters in the final placements.

Placement Process

The final placement process was conducted in two stages. The first was the laterals process, where firms interviewed students with prior work experience and offered them mid-level managerial positions. Twenty-seven firms hired from diverse sectors such as technology, banking, consulting, general management, and analytics. In the second stage of the final placement process, firms were grouped into cohorts based on the profile offered, and groups of cohorts were invited to campus across different clusters. As in previous years, students were provided the flexibility of making “dream” applications to firms of their choice in a subsequent cluster, with an existing offer in hand. There were 86 dream applications this year. This gave students the flexibility and choice to build careers in sectors of their preference. Students also had the opportunity to start their venture under the mentorship of CIIE.CO.

Sectoral Overview

Firms from different sectors and geographies participated in the process at IIM Ahmedabad. Recruiters in the management consulting domain included Accenture Strategy, Bain & Co., Boston Consulting Group, Kearney, KPMG, McKinsey & Co., Monitor Deloitte, Oliver Wyman and Strategy. Prominent 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 regular recruiters like Asian Paints, Cavinkare, Dabur, Hindustan Unilever, ITC, Lenovo, Nestle, Procter and Gamble, Samsung, Tata Sky and Wipro, among others. The General Management cohort saw participation from C.K. Birla, Reliance Industries Limited, Tata Administrative Services and other firms. Retail B2B & B2C cohort consisted of firms like eShakti and Flipkart. The banking, financial services & insurance recruiters included firms like Capital One and Navi. Firms that

participated in the laterals process included Amazon, BrowserStack, Capgemini, Deloitte, FinIQ, Microsoft, Oracle, Paytm, and Sprinklr among others. There were 41 new recruiters this year, including Five Holdings, Power Finance, Lifesight, Intueri Consulting, Indxx Capital and Unacademy. Roles were offered across geographies, including Singapore and the Middle East.

Top Recruiters

One hundred thirty-one firms participated with 170 different roles in the placement process in 2021. In the final placements, firms that made the most offers included McKinsey, Boston Consulting Group and Tata Consultancy Services. Boston Consulting Group made the most offers (including pre-placement offers) at the end of the final placement process with 32 offers, followed by McKinsey & Co. with 30 offers. In the niche consulting cohort, GEP extended 11 offers. Nomura was the largest recruiter among the investment banks, making seven offers, closely followed by Avendus and Goldman Sachs with five offers each. This year, the private equity, venture capital, and asset management cohort witnessed a 40% increase in participating firms vis-à-vis last year, including Gaja Capital and Brookfield. There is a consistent increase in firms participating in this cohort year after year (80% increase last year), reinforcing the trust that diverse industries have in the quality of our PGP programme. Hindustan Unilever and Samsung extended the most offers in the consumer goods and consumer services domain – five each. With six 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 14 offers. In the laterals process, Paytm made the highest number of offers – 14. Amazon (9 offers), FinIQ (6 offers) and Microsoft (5 offers) were the other top recruiters in the laterals process.

Building New Relationships

To further strengthen the reach of the PGP in the industry, new firms representing diverse sectors were invited for placements.

Aggregate Placement Statistics for the PGP 2019-21 batch

More than 492 job offers were made to 376 students who participated in the placements of the 2019-2021 PGP batch.

Pre-Placement Offers

Based on the students' performance in the summer internships, and after students decided to make dream applications, 115 PPOs were accepted.

Lateral Placements

With almost 45% of the batch eligible for lateral placements, 27 firms hired from diverse sectors such as technology, consulting, pharmaceuticals, and analytics. Sixty-two students accepted offers through the lateral placement process.

Entrepreneurship

Two PGP students opted out of placements to start their enterprise with the support of CIIE. In response to the enthusiasm of such entrepreneurs, the Placement Committee is providing them with two years of Placement holiday.

PGP - Summer Placements (2020-22 batch)

A total of 387 students participated in the summer placements of the 2020-2022 PGP batch.

PGP-FABM FINAL PLACEMENTS 2021

The Final Placement Process for PGP - FABM was successfully conducted from March 1-5, 2021. The batch of 2021 comprising of 46 students was presented with job opportunities in 32 firms from food, agri-business, and allied sectors. Recruiters and participants alike appreciated the robust process, efficaciously matching talent with opportunities.

The Industry highly values the niche combination of sector-specific knowledge and managerial competence facilitated by the PGP-FABM Programme. Recruiters further corroborated this by creating new positions to utilize the wide pool of talent offered. A total of 32 firms took part in the process, and 82 roles were offered from varying sectors like FMCG, agri-inputs and services, food processing and supply chain, food and agribusiness PE-VC, food and agri consulting, agri commodity trading, e-commerce, and retail. Firms such as Intello Labs, IFFCO extended three offers each. The process welcomed first-time recruiters like Mahindra Logistics, IFFCO Group, Grant Thornton, Jio Platforms Ltd., Bayer, FMC, and Samunnati. Regular recruiters, including Reckitt Benckiser, Mahyco, Olam, AMUL, Innoterra (earlier Pioneering Ventures), Stryker and RBL Bank, renewed their relationship with the PGP-FABM programme.

The batch attracted a diverse pool of recruiters, ranging from MNCs and upcoming start-up firms in the agri-business domain like DeHaat and Fresh VnF, and Emcure, Hester Biosciences from the healthcare domain. The 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 IIMA to bring about greater transparency in B-school placement reporting across the country. The IPRS report for "Final Placements 2021" will be released within six months from the date of graduation, and the link to the report is shared with all stakeholders once released.

Pre-placement Offers

Based on the students' performance in the summer internships, 11 pre-placement offers were extended by eight companies. The offers were accepted.

Building New Relationships

To further strengthen the reach of the PGP-FABM in the industry, new firms representing diverse sectors were invited for placements.

PGP-FABM Summer Placements (2020-22 Batch)

The summer placement process for the batch of 2022 of the PGP-FABM at IIM Ahmedabad was completed on December 4, 2020.

PGPX FINAL PLACEMENTS 2021

The fifteenth batch of the Post Graduate Programme in Management for Executives (PGPX), with 140 participants, graduated on May 8, 2021.

The PGPX placements started from December 8, 2020 on a rolling basis. The participants were considered for middle to senior-level positions. The focus for PGPX placements is to ensure a fitment between the participant and the potential job/role.

The placement season has attracted a diverse pool of recruiters across multiple sectors. This year's recruiter list spanned Technology Companies, Conglomerates, Consulting Firms, Healthcare Companies, Banking &

Financial Institutions, Manufacturing Sector, Energy Companies, Government Services, Startups and several first-time recruiters at IIM Ahmedabad.

Firms that participated in the placement of PGPX students included Google, Microsoft, Amazon, Flipkart, MasterCard, Accenture, SAP India, Publicis Sapiant, Citi, ICICI Bank, Axis Bank, FinIQ, Open Financial Tech Pvt. Ltd., Rebel Foods, Arete Advisors LLP, Invest Punjab, NISG, RMSI, The Enerji Group, Xynteo, MIT Group, Persistent Systems, Genpact, Avalara, Avataar.me, Bridgei2i Analytics, Datawrkz, Decimal Technologies, Falkonry, Eugenie.ai, FarEye, Incture Technologies, Kloudq Technologies, L&T Infotech, Merilytics, NEC, Searce, Vernacular AI, Virtusa, Optum Healthcare, Indegene, OneFitPlus, Aarti Industries, Agarwal Fabtex, Agnikul Cosmos Pvt. Ltd., Ekniti India Pvt. Ltd., Gujarat Gas, EPL Global, Matter Motor Works, Pravaig Dynamics Pvt. Ltd, ElasticRun and KEC.

PH.D. PLACEMENTS 2021

Corporate Placements

Two Ph.D. Students, one from innovation management in the education area, and one from the information systems area were placed in the corporate sector this academic year.

Summer Internship

Four students have received internship offers from the Ecole Polytechnique-IIM Ahmedabad-HEC Paris Collaboration. A two month field-study research project was given to the students. The internship was facilitated through a faculty member at IIM Ahmedabad.

Academic Placements

Out of the 15 graduating doctorate students of 2020-21, 10 IIMA Ph.D. holders joined various prestigious institutes as Assistant Professors. Three students have received multiple offers and are yet to decide on the same.

Other Initiatives

- ▶ The Summer Internship Debriefing Sessions

were conducted by the 2nd year PGP and PGP-FABM students to give the first-year students a brief idea about the domains and roles during the Summer Internship programme.

- ▶ 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 of PGP, PGP-FABM and PGPX students.
- ▶ Career Planning Sessions for PGP-FABM were held to prepare students for their interviews and future prospects.
- ▶ Contact database softwares for PGP-FABM: - For generating leads, the placement team adopted contact database software which helped in enriching and updating the current recruiter database.
- ▶ Career advisory and counselling services were provided to the PGPX students to make better career choices and select the right job for their profile, skillset and aspirations.
- ▶ A CRM tool was integrated to streamline interactions and maintain & build relationships between the PGPX placement committee and the current and future recruiters.

Details are given in **Appendix H**.

2.8 CONVOCATION

In view of the COVID-19 pandemic, the 56th Convocation was held virtually on May 8, 2021. Mr Kumar Mangalam Birla, Chairperson, Board of Governors presided over the ceremony and also delivered the convocation address.

Fifteen Ph.D. Programme students were awarded the degree of Doctor of Philosophy (Ph.D.); 405 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.



Mr. Kumar Mangalam Birla, Chairperson, Board of Governors, IIMA delivered the Convocation Address at IIMA's 56th Annual Convocation 2021

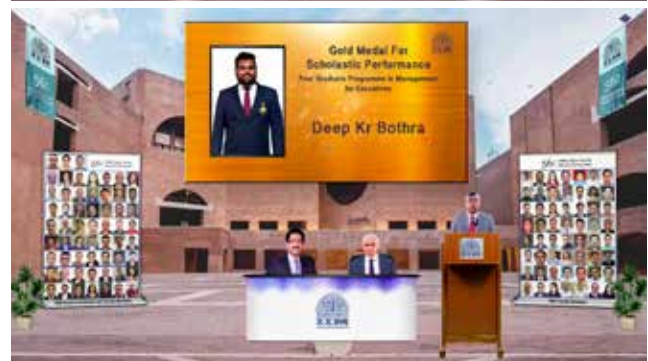
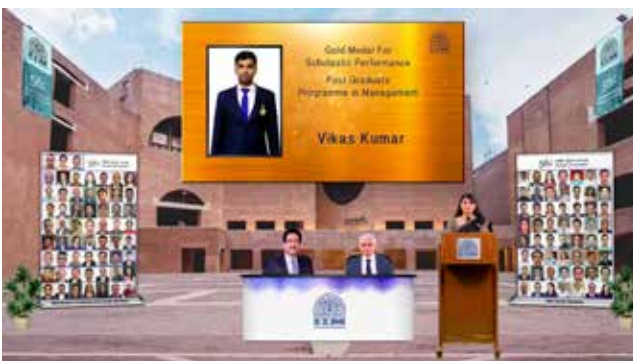
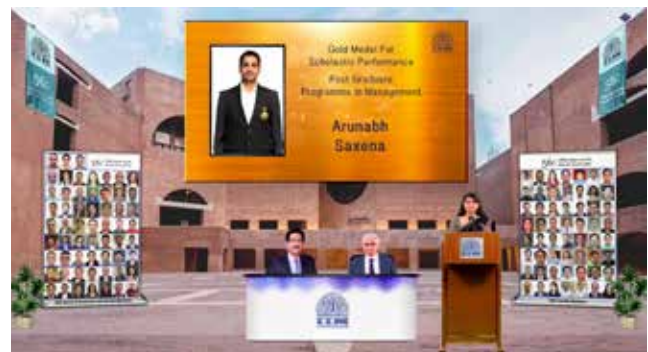
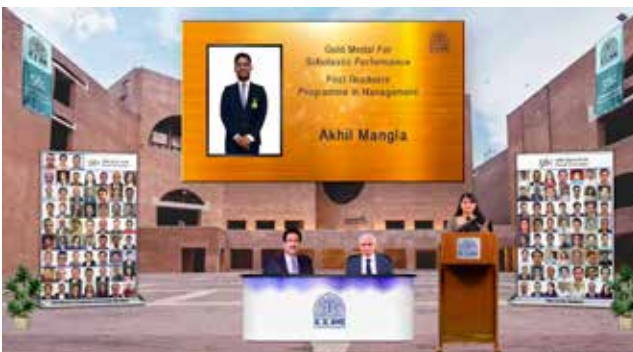
The following students received the Indian Institute of Management Ahmedabad Medal for Scholastic Performance:

PGP

- ▶ Akhil Mangla
- ▶ Arunabh Saxena
- ▶ Vikas Kumar

PGPX

- ▶ Deep Kr Bothra



Graduates of the Class 2021



Ph.D. Batch



PGP-FABM Batch 2019-21



PGP Batch 2019-21



PGPX Batch 2020-21

2.9 ARMED FORCES PROGRAMME

Due to the pandemic, the Armed Forces Programme for the year 2020-21 was cancelled.

2.10 FACULTY DEVELOPMENT PROGRAMME IN MANAGEMENT

The Faculty Development Programme (FDP) is a 15-week residential programme, specially designed for faculty members of management education and

training institutes. The first FDP was offered in 1979.

The developments around the pandemic presented both challenges as well as opportunities to reinvent the programme. The challenge was that the regular on-campus FDP for the year 2020 had to be cancelled. However, the opportunity provided was to design a new online programme that could provide significant value and benefit the professional development of management educators.



Virtual Inauguration of Online FDP in Pedagogy and Research Methods

The first online FDP in pedagogy and research methods was offered from June 22 to July 28, 2020. There was an overwhelming response to the programme. After the selection process, 87 candidates were admitted to the programme. The participants consisted of a diverse group of academicians from various parts of India and Nepal, Bangladesh, Kingdom of Saudi Arabia, UAE, Oman and Tanzania. There were 40 female faculty members among the participants of the programme.

The curriculum was a careful blend of limited sessions that covered a wide range of topics, including case method of teaching, classroom effectiveness, quantitative and qualitative research methods, essentials of crafting & publishing research, statistical methods and modelling techniques. There were two sessions per day from 6.00 pm to 7.15 pm and 7.30 pm to 8.45 pm, for five days per week. Apart from these sessions, two guest sessions, and a virtual campus tour covering the brief history of IIMA was conducted. This was very well received by the candidates.

Although the online FDP was not equivalent to the regular on-campus FDP in terms of the number of sessions held, course content etc. It was still a very successful experiment since it provided the participants with a taste of the rich learning experience at IIMA. The process also allowed them to evaluate if they would want to attend the regular on-campus FDP in the future.

2.11 EXECUTIVE EDUCATION PROGRAMMES

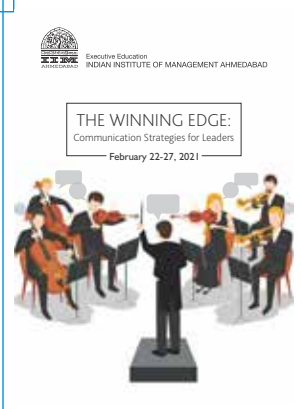
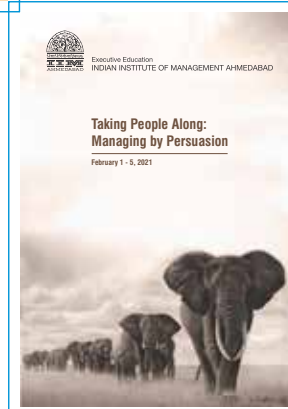
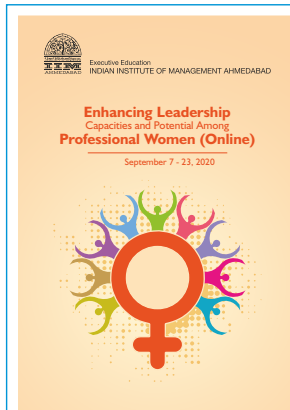
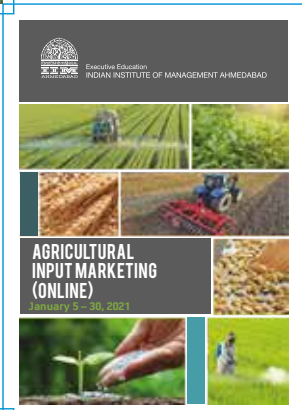
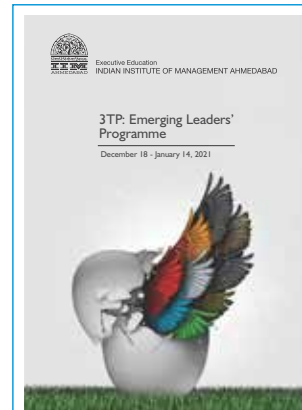
In the 2020-21 pandemic affected year, Executive Education successfully offered 34 programmes under its open enrolment offerings, 53 customized executive education and 11 blended learning programmes. A majority of the programmes were held online. Executive Education attracted 3869 executives from across the private and public sectors, including government departments. Executive Education offered four new open enrolment programmes in four specialized areas during the year. The 53 customized executive programmes curated for clients included six long duration interventions, and a total of 1578 participants attended these in 2020-21. There were eight new clients added to the IIMA roster. Under the Blended Learning Programme, eleven programmes were offered under the hybrid mode, through marketing and technology partners, Jaro Institute of Technology Management Research Ltd., and Unified Collaboration Services LLP. Under the Accelerated General Management Programme (AGMP) programme three batches were conducted. AGMP Batch - 06 with 141 participants concluded in February 2021, AGMP Batch -07 with 125 participants commenced in June 2020 and AGMP Batch - 08 with 149 participants commenced in February 2021. Under the Senior Management Programme (SMP), SMP Batch — 5 with 130 participants concluded in March 2021, SMP Batch — 6 with 148 participants commenced in June 2020 and SMP Batch — 7 with



3-Tier Programme: Senior Leaders' Programme, PP Gupta Auditorium

149 participants commenced in February 2021. Additionally, the Executive Programme in Advanced Business Analytics (EPABA) with 56 participants commenced in November 2020. Also, the second offering of the fully online programme on Strategic Management (SM) was successfully conducted from August 2020 to November 2020 with 64 participants.

Details are given in **Appendix I**.



3.

RESEARCH AND PUBLICATIONS

The Institute supports faculty with short-term, long-term, and collaborative research grants. The table given below provides details of the research grants sanctioned and research projects completed during the academic year 2020-21.

Type of Project	Status		
	Projects Ongoing	Projects Initiated	Projects Completed
Large Research Projects	2	2	-
Small Research Project	42	14	14
Seed Money Project	42	22	14
Internship Projects Completed	35		

Research Developmental and Dissemination Initiatives

During the year, the Institute has made significant progress through need-based outreach initiatives. While research webinars are organized at regular intervals, a value-adding offering in the form of a monthly workshop on research methods has been launched. IIMA faculty-led research workshops on different methodology themes such as 'Quasi-experimental Research Methods in Economics and Marketing, Mixed-Methods Research, Applied Game Theory and Marketing - What makes for an interesting investigation and Historical Research Methods' have been offered towards research capability enhancement. Hundreds of researchers have availed this opportunity. The research community in management has been highly appreciative of this initiative as reflected in the feedback received. Prof. Brad Hughes, (Director Emeritus, The Writing Centre and Writing Across the Curriculum, University of Madison) conducted a two-workshop series on research paper writing and publishing for doctoral students and faculty. Monthly brown-bag seminars were also introduced for researchers to present their early-stage research work to receive feedback for sharpening their research output. The data related to

these initiatives are given below.

Description	No.
Research Workshops	09
Research Webinars	35
Brown Bag Seminars	05

Research Publications

The cumulative effect of the efforts and initiatives is reflected in the rise in research publications in high impact international journals and conferences as given below:

Description	No.
Books	12
Articles in Journals	122
Book Chapters	12
Papers Presented in Conferences	31
Working Papers	30

The details of various research initiatives are given in **Appendices J, K, and L.**

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 46th year of publication, *Vikalpa* is published in arrangement that the Institute has with Sage Publishers.

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

Vikalpa did not face any significant delays in the workflow of the review processes during the COVID-19 pandemic. However, there were challenges in maintaining the timeline of the upcoming issues, with delays in publication.

Vikalpa published a Special Issue on Financial Distress, Bankruptcy and Corporate Finance (Vol 45.2), a sequel to the IIMA-World Bank Financial Distress, Bankruptcy and Corporate Finance Conference held in August 2019. In July 2020, a manuscript development workshop was held virtually to facilitate the development of manuscripts. In collaboration with the University of Jammu, an online workshop on 'Introduction to Structural Equation Modelling' was held in December 2020 with 50 participants.

Vikalpa received 537 manuscripts. More than 40 manuscripts are in different stages of the review process. The average acceptance rate of *Vikalpa* over three years is about 8%.

Vikalpa is in the third quartile of the journal ranking of Scimago. The H-Index, SNIP and Cite Score 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 and funding support to case writers and manages case distribution to various audiences. From April 1, 2020 to March 31, 2021 the Case Centre registered 129 items. These included 61 cases, one case (graphic), 58 teaching notes, six technical notes, two exercises, and one epilogues/supplements. The summary of cases/case (graphic)/technical notes/exercises/audiovisual cases/supplements/teaching notes registered from 2016 to 2021 is as follows:

Type	2016–17	2017–18	2018–19	2019–20	2020–21
Cases	34	46	53	39	61
Cases (graphic)	0	0	0	0	1
Audiovisual cases	0	3	0	0	0
Technical notes	6	7	4	3	6
Exercises	1	0	1	0	2
Epilogues/Supplements	0	0	1	1	1
Games	0	0	0	0	0
Teaching notes	36	48	52	36	58
Total	77	104	111	79	129

Details of the cases registered during the year are provided in **Appendix M1**.

The Case Centre disseminates IIMA cases to various other management institutes, educators, corporate trainers, and individuals.

The summary of the cases used within IIMA, educational institutes, and others during 2020 -21 are given in **Appendix M2**.

In addition, the Case Centre has partnered with various distribution partners for disseminating cases to global audiences. **Appendix M3** gives the list of distribution partners.

The Case Centre has established a liberal royalty-sharing policy with case writers since 2019-20. Accordingly, royalties for 2019-20 were distributed to the case authors. Overall, 2020-21 has been a record year for the Case Centre regarding new article registrations and revenues from sales of cases. The Centre achieved a growth of 63.2% and 34.9% in registrations and revenues, respectively.

The Case Centre honours case writers' efforts by conferring the "Philip Thomas Memorial Case Award" to the authors of the year's best case. The case titled "Tega Industries Ltd.—Journey of an Indian MNC (A) and (B)", STR0451(A) and (B), authored by Professor Chitra Singla and Dr Bulbul Singh was adjudged the best case of the year.



5.

VIKRAM SARABHAI LIBRARY

The Vikram Sarabhai Library (VSL) 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 <https://library.iima.ac.in/> is linked to various online databases 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 effort to fulfil its mission by selecting, acquiring, organizing, retrieving, maintaining, and providing access to a collection of materials (both print and non-print) and electronic resources that address the interest and needs of the members.

Resources

Sr. No.	Particulars	No. of items added during the year 2020-21	Items as on 08.05.2021
1	Books	1904	203727
2	Bound Volumes of Periodicals	164	47597
3	Working Papers	91	2544
4	Thesis	15	392
5	Project Reports	-	2168
6	CDs / DVDs	05	2571
7	Current Subscription to Journals	123	30195
8	News Papers	-	22

E-Resources

The library subscribes to a number of company and industry databases, databases, and e-journals to provide the latest scholarly information to the users. The details are listed in **Appendix N**.

Services

• Circulation	• Reading Facility
• Mail Alert Service	• Reference and Information

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

Institutional Repository

The institutional repository has been created to collect, preserve and distribute the scholarly output of the Indian Institute of Management Ahmedabad. Currently, the repository contains more than 21,000 items consisting of faculty publication, thesis and dissertation, student's project, 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 NICMAN (National Information Centre for Management) Membership to help/facilitate business/management researchers in their research.

6.

INTERDISCIPLINARY CENTRES AND GROUPS

6.1 CENTRE FOR INNOVATION INCUBATION AND ENTREPRENEURSHIP (CIIE)

The year 2020-21 was a year of transition for the Centre for Innovation Incubation and Entrepreneurship (CIIE.CO). Due to the pandemic, most of the operations shifted to a digital mode. The organization adopted many tech tools to function smoothly and build better processes. The start-up support programmes, and other interventions also became virtual, which added a few advantages to the soft support of mentoring and networking.

Overall, the organization experienced better delivery in the engagement programmes. This is because the barriers to the physical presence of mentors and other experts were cleared through the virtual mode.

Apart from many ecosystem building activities, CIIE.CO engaged actively with IIMA to support students and undertook various research initiatives in collaboration with faculty members. Listed below are some of these activities

IIMAVericks Fellowship 2020 - 21

The IIMAVericks provides opportunities to graduating students of PGP and PGPX to choose entrepreneurship through the fellowship. Under the fellowship, students are provided with stipend support for two years along with a placement holiday. CIIE.CO is supporting the following IIMAVericks:

1. Kollie.AI (www.kolie.ai) - Tarun Kumar, Tanmoy Bhunia (PGP 2018-20) - Selected in 2020
2. Healthelicious Foods Private Ltd - Calvin Pinto (PGPX 2019-20) - Selected in 2020



Centre for Innovation, Incubation and Entrepreneurship

3. Brown Soil (<https://brownsoil.in>) - Vikas Gulia (PGPX 18-19) - Continued from 2019
4. Sparklehood (<https://www.sparklehood.com/>) - Anchal Taatya (PGP 2017-19) - Continued from 2019

Student Events

Workshop on BMC & Design Thinking

As part of the Young CEO competition conducted by EntreVC Club for students of IIMA, CIIE.CO facilitated a workshop on business model canvas (BMC) and design thinking. This was conducted by Mr Ajay Batra, an investor, mentor, author and EVP at Wadhvani Foundation. There were 137 participants.

Sponsorship Event

CIIE.CO supported 'The Red Brick Summit' (TRBS) with a sponsorship of Rs.1 Lakh provided through the CIIE.CO partnership with SAP. The sponsorship was used to support the prize to two students winners of the B-Plan competition.

Internship in Product Management

CIIE.CO in partnership with Mr Parag Patankar, an alum of IIMA from the 1999 batch (<https://www.linkedin.com/in/patankarparag/>) facilitated a lab on product management. Three students of PGP-2 were selected and given an opportunity to work with start-ups on product challenges. The students were mentored by Mr. Patankar.

CIIE.CO portfolio start-ups that participated in the Lab included -

- a. CredoChain
- b. Upliftmutuals
- c. Magenta BI

Evaluation and Jury as Part of Competitions and Courses

CIIE.CO team, start-ups and mentors also participated in multiple jury panels of competitions like Hult Prize, Venture Mania, TRBS B-Plan Competition etc. conducted by the EntreVC Club. CIIE.CO team also evaluated student start-up ideas as part of the Entrepreneurship Thoughts & Action conducted for PGP-2s by Prof Mukesh Sud.

Virtual Exchange Programme with Hiroshima University

As part of the ongoing partnership between Hiroshima University and IIMA, one university hosts an idea mining seminar every year. Students of the foreign university travel to the host institution for 7-10 days. In March 2021, CIIE.CO hosted the Idea mining seminar virtually due to the pandemic. Six students from IIMA participated, along with four students from Hiroshima University.

Research at CIIE

Learning resources

A total of 24 learning resources were developed as follows:

- ▶ **Cases**
 - Kaleidofin
 - Rohan at Blue Ocean Tech
 - Eko
 - MHFC
 - Aggois
 - Whrrl
 - Circles Part A 'The Birth of an Entrepreneurial Initiative'
 - Circles Part B 'The End of an Entrepreneurial Initiative'
 - Chara
 - ACT Grants
 - ReMaterials
 - MyT
 - Kaleidofin Mini Version
 - Santa Express
- ▶ **Courses**
 - Financial Inclusion Lab
 - IIMA-McCombs Project Courses
- ▶ **Books and Toolkits**
 - 'The Power of Ideas: Unlocking the Future'
 - 'Start-up Compass'

- Women Entrepreneurs' Toolkit
- Talent Planning

▶ **Workshops and Tutorials**

- Use Case Identification
- Account Aggregators
- MSME packages 2020
- Beta Mini Workshops

Research Studies

A total of 13 research studies were undertaken as follows:

▶ **Financial Inclusion**

- 'Building trust in digital financial services' (BII)
- 'Understanding barriers to mobile phone usage among rural women' (BII)
- 'Impact of market access models on farmers'
- 'Financial inclusion of rural households' (BII)

▶ **Incubation and Start-up Ecosystem**

- 'Indian business incubation ecosystem: A multilevel analysis'
- 'The past, present and future of start-up incubation in India'
- 'Start-up ecosystem in India - Lessons for ASEAN' (IREA)

▶ **Women and entrepreneurship**

- 'Unpacking implications of benevolent sexism for women entrepreneurs in India'
- 'Implications of place and space for female founders'
- 'Unlocking success at scale for women entrepreneurs'
- Three personas of women entrepreneurs

▶ **Innovation evaluation and investment decision making**

- 'What makes Innovations successful?'

▶ **Entrepreneurship Education**

- 'Experiencing live action of business: Reflections on a course'

Sector and Technology Intelligence

A total of eight sector studies were undertaken as follows:

- ▶ Healthtech (Telemedicine)
- ▶ InsurTech & Insurance for Bharat
- ▶ FoodTech (Alternate Protein)
- ▶ Crafts
- ▶ Financial Inclusion
- ▶ Civic Tech
- ▶ Property Rights Tech
- ▶ Legal Tech

Bharat Inclusion Research Fellowship

A total of 8 Fellowships were completed as follows:

- ▶ 'Insuring Bharat: Scaling up people led risk protection'
- ▶ 'How can technology enable better credit access for Micro and Small Enterprises?'
- ▶ 'Scoping Meso Level Insurance in Agriculture sector in India'
- ▶ 'Mobiles for Mobilization: The Role of Mobile Phones in Strengthening Rural Womens' Livelihoods'
- ▶ 'Data Ownership and the Gig worker in the Gig Economy'
- ▶ 'Disentangling the growth of MSMEs: A study of industrial clusters in Tamil Nadu'
- ▶ 'Understanding and Debundling financial risks of small and marginal farmers in Farmer Producer Organisations'

Conferences and Symposia

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

Publication Series

Series Name	Description	Count
People of Bharat ^{BII}	Real stories of the underserved in India to inspire empathy; published on the BII blog	56 articles published

Series Name	Description	Count
Understanding Bharat ^{BII}	Insights from the research fellowships; published on the BII blog	66 blogs published
Of Entrepreneurs and Experiments	Stories of CIIE.CO entrepreneurs (restarted); published on the CIIE.CO blog	50+ entrepreneur stories from CIIE.CO portfolio. 30+ POI founder stories published

Courses & Research supported

- ▶ Assisted and supported ‘New Technologies Applications, Design and Business Models’ by Prof. Rakesh Basant (June 2021).
- ▶ Assisted and supported publication of BIRF 2018 study “Unshrouding product-specific attributes through financial education” by Vimal Balasubramaniam, Aditi Dimitri, Renuka Sane
- ▶ Assisted and supported publication of BIRF 2018 study “Financial Lives or Urban Poor Households” by Monami Dasgupta

6.2 COMMITTEE FOR MANAGING GENDER ISSUES (CMGI)

In addition to the ongoing work of handling harassment cases, the CMGI is involved in many other activities on campus.

Sessions conducted:

- ▶ Informal meeting with all the female participants of PGPX batch on June 10, 2020.
- ▶ Informal meeting with all the incoming PGP batch on June 25, 2020.
- ▶ Session on “Gender Sensitization” for PGP 2020-22 Batch was conducted on August 02, 2020.
- ▶ Session on “Gender Sensitization” during induction for PGPX 2020-21 Batch was conducted on September 4, 2020.
- ▶ Session on “Gender Sensitization” during induction for ePGD-ABA 2020-22 Batch was conducted on September 19, 2020.
- ▶ Session on “Gender Sensitization” during induction for ePGP 2020-22 Batch was conducted on September 20, 2020.
- ▶ An online session on POSH Training for CMGI members was conducted on October 27, 2020.
- ▶ A session on “Sexual Harassment” was conducted on March 8, 2021 during the International Women’s Day celebrations at the Institute.



Online Orientation of Incoming Students by Chairperson, Committee for Managing Gender Issues

- ▶ A session on “Consent and Rejection” was conducted on March 24, 2021 by Prita Jha, External member of the CMGI.

Dissemination of Information and Awareness:

- ▶ The Committee worked with one of the well-known legal associates and revised the CMGI policy guidelines. The revised policy document was shared with the IIMA community on August 11, 2020.
- ▶ The Committee has appointed a Research Associate who has been working on CMGI newsletters and other gender-related projects. CMGI has started disseminating Newsletters to IIMA community from March 2021.

6.3 GENDER CENTRE

The Gender Centre was set up at IIMA in October 2018 to create and promote scholarships related to women and issues of gender equality. The centre aims to increase its research output. Currently, the members are working on issues related to the female labour force, gender equality, the impact of the COVID-19 pandemic on domestic violence, gender bias etc.

6.4 INDIA GOLD POLICY CENTRE (IGPC)

The India Gold Policy Centre (IGPC) started in November 2014 with two broad goals. One was to carry-out and increase the availability of independent research-based insights relating to the gold consumer and industry in India. The second was to enable policymakers and industry managers to make informed decisions in developing the gold market in India based on information that is not biased. The Centre operates through an industry-wide engagement to blend theory and practice such that it complements each other to promote applied research. The engagement has helped the Centre widen the scope of work by researching at each level of the value chain and being able to advise the trade and government.

The results of five years of consistent efforts to engage with industry and government and of attempting to create a consumer-level database for bringing about the change in the Indian gold industry have begun to show.

First, announcements related to creating market infrastructure institutions, mandatory hallmarking



Conference on Gold & Gold Markets Organized by India Gold Policy Centre

and stepping up the compliances through taxes at transactions while rationalising the customs duty are some of the important developments that will shift the industry known for opaque dealings to a transparent business. The Centre has helped create the road map for International Bullion Exchange as a consulting assignment for the International Financial Services Centre Authority. IGPC is also a member of the SEBI's working group on creation of Domestic Gold Exchange and Department of Economic Affairs working group on taking Indian refinery to global standards.

Second, a nationwide survey of gold purchase and consumption behaviour based on a listing frame of 200,000 households has been undertaken. This will be repeated every alternate year. The results of the survey will be available later this year. For the first time, there will be independent data specifically focused on the gold industry available to all stakeholders.

IGPC organised a half-day workshop on Bullion Banking in collaboration with Indian Banks' Association, exclusively for all the scheduled commercial banks.

With growing emphasis on environmental, social and governance practices, the Centre along with OECD has also been at the core of driving the need for responsible sourcing of gold in India.

6.5 CENTRE FOR MANAGEMENT IN AGRICULTURE (CMA)

The Centre for Management in Agriculture (CMA) is an interdisciplinary 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

CMA continues to have a close association with the Ministry of Agriculture & Farmers' Welfare (MoAFW), Government of India and continuously undertakes research studies for the Ministry on various facets of agricultural and allied sector development and management and provides policy analysis and advice to the government.

The Centre has undertaken six research projects during the year. The details of the research projects are as below:

Completed

- ▶ Understanding Performance and Impact of Producer Companies - Cases Studies across States and Promoters in India
- ▶ Improving Water Use Efficiency in India's Agriculture - The performance and Impact of Micro Irrigation: A Study of the Pradhan Mantri Krishi Sinchayee Yojana (PMKSY) - Per Drop More Crop (PDMC)

Ongoing

- ▶ Assessing the Impact of the e-NAM Initiative Linking APMC Markets: Evidence from Villages
- ▶ Farm Labour Migration in India: An Analysis of Factors Influencing the Migration and its Outcomes
- ▶ Determinants of Farmer's Participation within Paramparagat Krishi Vikas Yojana (PKVY), Including Zero Budget Natural Farming (ZBNF)
- ▶ Mechanization and Labour Saving Technologies for Women in Agriculture

TEACHING

The CMA faculty teach in the Institute's Post Graduate Programme (MBA), Post Graduate Programme in Food & Agribusiness Management (MBA-FABM), Ph.D. Programme, Post-Graduate Programmes in Management for Executives (MBA-PGPX), ePost Graduate Programme in Management (e-PGP) and Executive Education Programmes. The details of the courses taught are as follows:

MBA-FABM, MBA, MBA-PGPX and ePGP

Compulsory

- ▶ Agribusiness Entrepreneurship
- ▶ Agribusiness Leadership
- ▶ Agricultural and Food Policy
- ▶ Agricultural Finance
- ▶ Management of Agribusiness Projects
- ▶ Marketing of Agricultural Inputs

- ▶ Rural, Social and Institutional Environment
- ▶ Strategic Food Marketing

Elective

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

Ph.D. Programme

Compulsory

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

Elective

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

PUBLICATIONS

Books (in press)

- ▶ Farmers' Participation in India's Futures Markets: Potential, Experience, and Constraints
- ▶ Pulses for Food and Nutritional Security in India

Agro-Economic Policy Briefs & Agro-Economic Alerts

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

CONFERENCES/ WORKSHOPS/ SEMINARS ORGANISED

The Centre initiated the CMA Research Seminar Series in the year 2020.

The objective of the research series is not only to inculcate research culture and an academic atmosphere, especially among the doctoral students, but also will provide a platform to the Ph.D. students, academic associates, research associates, and faculty to present their research in areas of food, agribusiness, agriculture and other related fields. The output presented in the seminars can include, but may not be limited to, research proposals, work in progress, working papers, final research output and published journal articles. The seminar series also intends to invite external scholars working in areas of interest to CMA to present their research. The details of the seminars organised are as follows:

- ▶ A Workshop on Collective Action and Policy Intervention in the Uptake of Planned Climate Change Adaptation was held in August 2020
- ▶ Workshop on Utilizing a Theory of Change framework to understand the determinants and impacts of participation in agricultural value chains by women was held in October 2020
- ▶ Global versus Local Brand Preference Formation in Food Products was held in November 2020
- ▶ Do Producer Companies help remediate institutional voids in the agricultural product market? Evidence from Telangana, India was held in January 2021
- ▶ Antecedents of Shift towards Millets among Urban Consumers in India was held in March 2021

The Centre also organised one faculty recruitment seminar and one research fellow recruitment seminar during the year.

6.6 CENTRE FOR MANAGEMENT OF HEALTH SERVICES (CMHS)

Centre for Management of Health Services (CMHS) is one of the oldest centres at the Institute. It was set up in June 2004 to recognise IIMA's contributions to the health sector in the past and the felt need to strengthen the management of the health sector in the context of socio-economic developments of the country.

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

CMHS has been actively organizing seminars and podcasts focusing on COVID-19 related issues like hospital preparedness for pandemics, mental health and well-being, health inequalities etc. An executive education programme to address the transformational change in Indian healthcare was conducted in November 2020. Combining expertise from IIMA faculty across various disciplinary competencies, the course aimed to fill the gaps emerging in the ecosystem for healthcare management post-COVID in India. The details of the seminars, podcasts and executive education programme are provided in **Appendix O**.

6.7 PUBLIC SYSTEMS GROUP (PSG)

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

Current research interests of the faculty include energy and climate change, including long term emissions scenarios and modelling, environmental studies, corporate sustainability, global environmental negotiations, and risk assessment; hospital and health systems management covering primary, secondary, and tertiary health sectors; urban management, transportation and aviation management, and infrastructure development and rehabilitation; public finance; education policy; community development; democratic governance; operations research in public systems; impact assessments, and; telecommunications. During the academic year 2020-21, courses offered by PSG Area under different programmers are as follows:

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
- ▶ Gender and Development Policy and Programmes
- ▶ Good Governance & People Living in Poverty
- ▶ Industrialization: Perspectives from World History
- ▶ Innovation, Social Institutions and Knowledge at the Grassroots
- ▶ Innovations in Managing Urban Transport
- ▶ Intelligent Transportation Systems
- ▶ Investigation Corporate Social Irresponsibility
- ▶ Managing Energy Business
- ▶ Manipulation, Myth-Making and Marketing
- ▶ Participatory Theatre for Development
- ▶ Power and Politics in Organizations
- ▶ Probity in Governance and Administration
- ▶ Public Policy
- ▶ Qualitative Research Methods for Understanding Business and Human Development in a Network Society
- ▶ Rail Transport Planning and Management
- ▶ Social Entrepreneurship: Innovating Social Change
- ▶ The Indian State, Democracy and Accountability Institutions: Rethinking Good Governance
- ▶ The Philosophical Underpinnings of Public Policy: Morals, Values and Ethics
- ▶ Transformational Social Movements
- ▶ Urban Economy and Business Environment

Ph.D.

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

ePGP

Compulsory

- ▶ Corporate Sustainability

Electives

- ▶ Experiments for Business Policy Decision-Making
- ▶ Transportation Infrastructure Policy Practice

PGPX

- ▶ Business, Corporate Social Responsibility, and Human Rights
- ▶ Experiments for Business and Policy Decision-making
- ▶ Infrastructure Development and Public Private Partnerships
- ▶ Power and Politics and Public Policy

Executive Education Programmes

- ▶ Experiments for Business Decisions
- ▶ General Management for Shipping
- ▶ Intelligent Transportation Systems

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

COVID-19-related disruptions marked 2020-21. The projects on school climate and helping students deal with gender and adolescent-related issues were delayed. The project on the Clance Impostor Phenomenon Scale (Bengali) was wound up.

However, an online training platform (mentioned in last year's report) was used to provide intensive educational inputs to Gujarat's public school teachers up to May 2020 (<https://covid19.iima.ac.in/school-teachers.php>), and a peer discussion forum was maintained for the rest of 2020-21. The discussions on this forum are being analysed. Three new projects on the low presence of women in Economics academia in India, the impact of COVID-19 on school education, and academic decision-making among graduate students about "failing" were initiated.

The RJMCEI offered the following doctoral courses: Education Theory, Policy and Practice; Change and Innovation in Education; Analysing and Evaluating Educational Policy; Economics of Education; Applied Quantitative Techniques for Educational Research; Qualitative Research Methods in Education; Mixed-Methods Research in Education; How to Motivate Students for Learning; Higher Education in India; and Educational Survey Development and Implementation.

The postgraduate courses included: Second Generation Challenges in Indian Education; Enterprise and Innovations in Education; Gamification, Technology and Learning Motivation; and two new courses, Managing Self-Limiting Beliefs in Education and Training and Designing and Implementing Surveys.

The 21st edition of the programme for school principals, Strategic Leadership for Schools in a Changing Environment, was offered in a fully online mode during February-March 2021. Twenty 75-minute sessions were spread over five weekends. RJMCEI members were also involved in school leadership development programs for the Delhi government. The doctoral programme admitted two students in 2020 and two in April 2021. Two doctoral students graduated in May, 2021. As of May 2021, the programme had 11 students. During the year, the Centre's four primary members brought out 12 peer-reviewed articles.

6.9 JSW SCHOOL OF PUBLIC POLICY (JSW SPP)

The JSW School of Public Policy is a centre of excellence in the making. Established with support from the JSW Group, it seeks to make a distinctive contribution to the field of public policy by engaging



in leading-edge research and training the next generation of policy practitioners. The activities undertaken due the course of 2020-21 are elaborated below.

Research Activities

In light of the COVID-19 pandemic, JSW-SPP initiated a "Policy Briefs Task Force for COVID-19". The objective of the task force was to involve IIM-A students across programmes - PGP (2-year), PGPX (1-year) and Ph.D. - in understanding the impact of the pandemic on the economy, businesses, and society in India. A total of 26 student teams (16 from PGP, 5 from PGPX, and 5 from Ph.D.) participated in the task force and produced policy briefs on topics covering all major sectors of the economy. These policy briefs will be shared with policymakers holding key decision-making roles in the central and state governments.

Public talks and Seminars

JSW-SPP hosted the Honorable Finance Minister of India, Smt. Nirmala Sitharaman on February 25, 2021. The discussion led by two student representatives, revolved around 'The Economic Rebound and the Indian Economy in 2021 and Beyond'. In addition, the school hosted a webinar by Manish

Shakdwipee, Executive Director at Morgan Stanley Capital International (MSCI), in collaboration with the student-led finance and public policy clubs at IIM-A on 'Economic, Social and Corporate Governance'.

Executive Education (EE) and Training

IIM-A faculty will be delivering the academic components of the Mahatma Gandhi National Fellowship programme conducted by the Ministry of Skill Development and Entrepreneurship. The certificates for this programme, co-chaired by Profs. Anish Sugathan and Rama Mohana Turaga, will be co-branded with JSW-SPP.

Discussions with the Development Monitoring and Evaluation Office (DMEO) of the NITI Aayog to develop an EE programme are in the preliminary stage.

6.10 CENTRE FOR DIGITAL TRANSFORMATION (CDT)

The Centre for Digital Transformation was established in 2020. The Centre does cutting-edge research studying organizational dynamics related to the development, strategy, and leadership of digital innovations. Using various conceptual frameworks that integrate theories and developments in



CTL virtual inauguration on January 29, 2021

strategy, economics, information systems, and other business disciplines, the Centre examines digital transformation, emphasizing a focus on:

- ▶ Building online marketplaces and IT-enabled disintermediation
- ▶ Business analytics
- ▶ Digital architectures and governance models
- ▶ Digital business strategy
- ▶ Digital channels for retail
- ▶ Digital processes, products, platforms, and services
- ▶ Digital value chain innovations
- ▶ Digitally enabled customer participation for co-creation and co-innovation
- ▶ Digitally engendered network effects
- ▶ Digitization and transformation of work
- ▶ Effects of digitization on jobs, incomes, and wages
- ▶ Human emotions and sentiments in the digitized world
- ▶ Leadership in digital social networks
- ▶ Neuroscientific dynamics underlying customer interactions with technology
- ▶ Role of Artificially intelligent (AI) technologies in organizational and societal transformation

The Centre plans to engage in various activities that guide thought and action in the digital era, including research, organisational engagement and outreach

activities like workshops, seminars, conferences etc.

The website for the Centre has been created and various faculty members have joined the Centre.

6.11 CENTRE FOR TRANSPORTATION AND LOGISTICS (CTL)

IIM Ahmedabad has a rich legacy in the domain of transportation and logistics. It has contributed immensely to both academic research and practice in the area. To strengthen and scale-up IIMA's presence and impact in transportation and logistics, a new Centre for Transportation and Logistics (CTL) was established in September 2020. The vision of the Centre is to facilitate cutting-edge research in transportation, logistics, and allied areas and thereby contribute to scholarship, practise, and policymaking in India and abroad.

Faculty from across the institute have joined the Centre as members. The Centre plans to address critical passenger and freight transportation and logistics challenges in India through an integrated, multidisciplinary programme of research, post-graduate and executive education, technology transfer, and policy advice. A group of internationally acclaimed professors with outstanding research accomplishments from North American, European, and Asian universities have joined the Centre's research advisory committee to guide the Centre's development.

Events

Virtual Inauguration and Panel Discussion

The Centre organised a virtual inauguration on January 29, 2021. A panel discussion on “Trends and Innovation in Transportation and Logistics” was held on January 29, 2021. Distinguished panelists spanning academia, industry, and government, shared their insights on current trends and future innovations in the transportation and logistics sectors. The panelists provided useful suggestions on how the Centre can address India-specific problems, and thereby support the transportation and logistics ecosystem in India.

IIMA-CTL Research Webinars

The following webinars were organised:

“The Role of Data in Container Transportation” by Prof. Rob Zuidwijk, Rotterdam School of Management, Erasmus University, March 19, 2021.

“Pricing and Matching for Shared Mobility” by Prof. Hai Wang, School of Computing and Information Systems, Singapore Management University, April 23, 2021.

6.12 ASHANK DESAI CENTRE FOR LEADERSHIP AND ORGANISATIONAL DEVELOPMENT (ADCLOD)

The Ashank Desai Centre for Leadership and Organisational Development (ADCLOD) has been set up with a vision to conduct research and inform practice in the domain of leadership and organisational development. The Centre’s vision is to be recognised as a centre of excellence that can build on indigenous research and knowledge to create long-lasting impact on leadership and management of organisations in India and around the world. The Centre has 12 faculty members from varied disciplines such as communication, education, economics, human resource management, law, organisational behaviour and strategy who are interested in or are working on leadership and organisational development issues at the Institute.

Research Themes

The research themes consist of:

- ▶ Leadership for Knowledge Organisations
- ▶ Leadership for Public Sector Organisations
- ▶ Leadership for Non-Profit and Social Enterprises
- ▶ Leadership in Constitutional, Legal and Regulatory Organizations
- ▶ CEO Personality and Strategic Leadership Development

ADCLOD plans to organise the inaugural ceremony on June 18, 2021.

6.13 NSE CENTRE FOR BEHAVIORAL SCIENCE

The NSE Centre for Behavioral Science in Finance, Economics and Marketing at IIMA was formed in March 2020. The Centre started with a grant from the National Stock Exchange of India Limited. The Centre is working on three broad goals:

- ▶ To develop new insights and knowledge in behavioural science drawing from psychology, neuroscience and economics, that is both rigorous and relevant for Indian markets in particular and globally in general.
- ▶ To become a leading center for research in behavioral science in Economics, Finance and Marketing using cutting edge research equipment such as GSR, EEG, eye tracker and fl.
- ▶ To disseminate the ideas relating to behavioural science amongst different stakeholders and citizens of India

The Centre has also successfully established a state of the art lab by acquiring screen-based and wearable eye-tracking systems and imaging methodology such as an EEG machine. The lab envisions contributing in interdisciplinary cutting edge research in the applied disciplines of management.

At present, the Centre is engaged in multiple research projects/proposals, as mentioned below, that connects to both, the industrial as well as academic sector, some of them being:

- ▶ An industry proposal for a stakeholder-specific behaviour change intervention program
- ▶ An empirical study on a Neural Behavioral Pricing Model
- ▶ Nudge based intervention study promoting Covid-19 vaccine uptake
- ▶ Counterproductive behaviour in strategic games (Behavioral Economics)
- ▶ Pilot study on an e-commerce product evaluating value additions through a Behavioral Neuroscience study.

The Centre, over a period, aims to expand the scope of its work by engaging in various surveys at both institutional and retail level.

6.14 MISRA CENTRE FOR FINANCIAL MARKETS AND ECONOMY

The Misra Centre for Financial Markets and Economy (MCFME) is a Centre of Excellence conducting research on the financial markets and economy in India.

The Centre was set up in 2019 with four objectives. The first objective is applied research. The Centre intends to undertake practical and executable research on financial markets and economy in an Indian context with global markets as the reference/

benchmark. The research will address issues related to policy formulation, market structure/regulations, central banks' mandate, monetary policy, fiscal developments, microstructure including commodities, banking, bond markets, real estate, SME Financing, financial inclusion insurance, etc. The Centre also facilitates wider scope for research for faculty and doctoral students working at the intersection of finance and economics. The second objective is about knowledge. The Centre will build quality data, analytics, and insightful knowledge on the Indian financial markets and economy. The third objective is engagement. The Centre will engage with relevant stakeholders who influence policies and those who are significantly affected by policies. The fourth and final objective of the Centre is training. The Centre will develop business case studies for the current and future industry leaders (students).

The Centre has produced 12 working papers, some of which have been published in international journals. The Centre has also published seven articles of contemporary relevance in newspapers. The Centre has initiated a few data-related projects. It is also collaborating with the Ministry of Finance and other organisations. The Centre's web page contains more detailed information on research and other related activities.

7.

DISCIPLINARY AREAS

There are nine disciplinary areas - Communication, Economics, Finance and Accounting, Human Resource Management, Information Systems, Marketing, Organizational Behaviour, Production and Quantitative Methods, and Strategy -that offer various compulsory and elective courses in the Programmes.

7.1 COMMUNICATION

Courses

PGP/PGP-FABM

Compulsory

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

Electives

- ▶ Communicating Corporate Reputation
- ▶ Intercultural Communication
- ▶ Managerial Communication
- ▶ Media and Society: The Economics, Politics, Ethics, and Technologies of Mass Communications
- ▶ Strategic Communication in the Digital Era
- ▶ Strategic Negotiation and Skills
- ▶ Strategic Storytelling

PGPX

Compulsory

- ▶ Management Communication

Elective

- ▶ The Persuasive Manager

ePGP

Compulsory

- ▶ Managerial Communication I
- ▶ Managerial Communication II

Electives

- ▶ Communicating Corporate Reputation
- ▶ Intercultural Communication

FDP/Ph.D. Programme

- ▶ Communication for Management Teachers

Executive Education Programmes

- ▶ Communicating Corporate Reputation
- ▶ The Winning Edge: Communication Strategies for Leaders

7.2 ECONOMICS

PGP

Compulsory

- ▶ Macroeconomics and Policy
- ▶ Microeconomics

Electives

- ▶ Auctions
- ▶ Behavioral and Experimental Economics
- ▶ Behavioral and Experimental Economics
- ▶ Economic Development Policy and Growth
- ▶ Economics of Organization
- ▶ Economics of Strategy
- ▶ Game Theory and Applications
- ▶ Game Theory and Applications
- ▶ Gender and Work
- ▶ Global Finance and Trade
- ▶ Health Economics
- ▶ Hitchhiker's Guide to Business and Economies Across Five Centuries-A
- ▶ Hitchhiker's Guide to Business and Economies Across Five Centuries-B
- ▶ Indian Economy and Society Today
- ▶ Managerial Econometrics
- ▶ Monetary Theory and Policy
- ▶ Pandemics! -A
- ▶ Pandemics! -B
- ▶ Real Estate Management
- ▶ Revisiting Global Health & Pharmaceutical Economics During Covid-19
- ▶ Social Policy in India

- ▶ Urban Economy and Business Environment
- ▶ World Economy: Business, Government, and Policy

Ph.D.

Compulsory

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

Electives

- ▶ Data Envelopment Analysis
- ▶ Development Economics: Micro foundations
- ▶ Economics of Strategy (BP-ECO Joint Area Course)
- ▶ Foundations of New Institutional Economics (ECO-FAB Joint Area Course)
- ▶ Global Business & Economic History
- ▶ Organizational Economics
- ▶ Public Finance (ECO- PSG Joint Area Course)
- ▶ Times Series Analysis

PGPX

Compulsory

- ▶ Firms and Markets
- ▶ Open Economy Macroeconomics

Electives

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

FDP

- ▶ No courses offered

AFP

Compulsory

- ▶ No courses offered

Elective

- ▶ No courses offered

ePGP

Compulsory

- ▶ Macroeconomics
- ▶ Microeconomics

Electives

- ▶ Big Data: Possibilities and Concerns
- ▶ Business, Government And Macro Policy
- ▶ Future of Work and Its Markets
- ▶ Game Theory
- ▶ Indian Economy And Society in Comparative Perspective
- ▶ International Finance and Trade

7.3 FINANCE AND ACCOUNTING

Courses

PGP

Compulsory

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

Electives

- ▶ Alternative Investments
- ▶ Applied Value Investing
- ▶ Banking and Financial Intermediation (New Course)
- ▶ Behavioral Finance
- ▶ Bitcoin and the Block Chain
- ▶ 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
- ▶ Private Equity, Hedge Fund and Corporate Finance
- ▶ Strategic Perspectives in Banking
- ▶ Unlisted Equities & Patient Capital
- ▶ Valuation of Firms

PGPX

- ▶ Corporate Finance (compulsory)
- ▶ 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)

ePGP

Compulsory

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

ePGD-ABA

- ▶ Financial Analytics

Ph.D.

- ▶ 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)

Executive Education Programmes

- ▶ Developing Commercial and Financial Skills for Strategic Business Decision
- ▶ Financial Analysis of Business
- ▶ Investment Decisions and Behavioral Finance
- ▶ Management and Finance for Experienced Chartered Accountants Module I and II
- ▶ Mergers, Acquisitions and Restructuring
- ▶ Strategic Cost Management

7.4 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

- ▶ Artificial Intelligence and Human Resource Management
- ▶ Games People Play: Psychology of HRM
- ▶ Human Resource Management in Service Sector
- ▶ Leading Digital Transformation
- ▶ Making of a CEO
- ▶ Managing Human Capital in Projects

e-PGP

Compulsory

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

Electives

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

Ph.D.

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 Employment Relations Management-II
- ▶ Foundations of Research in Human Resource Management-II
- ▶ International Human Resource Management
- ▶ Knowledge, Organizational Learning & Innovation
- ▶ Qualitative Methods in Human Resource Management
- ▶ Quantitative Techniques in Human Resource Management
- ▶ Theoretical Underpinnings in Human Resource Management

Executive Education Programmes

- ▶ Enhancing Sales Force Performance
- ▶ HR Analytics
- ▶ HR Auditing - Preparing the Ground for Strategic Human Resource Management

7.5 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
- ▶ Digital Inclusion for Development
- ▶ Management of Software Projects and Enterprise
- ▶ Strategic Management of Digital Innovations
- ▶ Strategies for Internet Economy

PGPX

- ▶ Data Visualization for Decision Making
- ▶ Strategic Management of Digital Innovations
- ▶ Strategies for Internet Economy

ePGP

- ▶ Managerial Computing
- ▶ Networked Economy Structural Principles and Applications
- ▶ Strategies for the Internet Economy
- ▶ Transforming Business through Information Technology

ePGD-ABA

- ▶ Big Data Analytics: Analysis of Text and Social Media Data
- ▶ Big Data Management
- ▶ Data Visualization for Analysis and Communication
- ▶ Machine Learning with Big Data

Ph.D.

- ▶ Data Mining Algorithms and Applications
- ▶ Data Structures and Programming
- ▶ Database Management Systems
- ▶ Excel Workshop
- ▶ Exploratory Data Visualization
- ▶ Framework for Information Systems
- ▶ Networks and Distributed Systems
- ▶ Organizational Impacts of Information Technologies
- ▶ Seminar in Online Text and Analysis
- ▶ System Analysis and Design

Executive Education Programmes

- ▶ Effective Data Visualization for the Data-Driven Organization

7.6 MARKETING

Courses

PGP I

Compulsory

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

PGP II Electives

- ▶ Artificial Intelligence and Marketing
- ▶ Brand Management
- ▶ Digital Marketing
- ▶ Driving Better Business Decisions Through Superior Customer Insights and Sensemaking
- ▶ Innovation, Live
- ▶ Managing Customer Value Delivery
- ▶ Managing Retail Businesses
- ▶ Market Research and Information Systems
- ▶ Marketing Luxury
- ▶ Marketing Management in the World of High Tech. and Innovation
- ▶ Marketing Services
- ▶ Mobile Marketing Essentials
- ▶ New Products Creation and Development
- ▶ Not for Sale: Psychology of Promotions
- ▶ Pricing
- ▶ Privacy Paradox: Artificial Intelligence and Digital Platforms
- ▶ Semiotics: Strategies for Media and Brand Communication
- ▶ Strategic Marketing
- ▶ Strategic Marketing-A
- ▶ Strategic Marketing-B
- ▶ Strategic Models in Marketing

PGPX**Compulsory**

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

Electives

- ▶ Digital Marketing
- ▶ Health-tech Products and Delivery Systems
- ▶ Innovation, Live!
- ▶ Management Control and Metrics for Organizational Performance
- ▶ Managing Customer Value Delivery
- ▶ Marketing Luxury
- ▶ Marketing Services
- ▶ Neuroscience and Consumer Behavior
- ▶ Pricing
- ▶ Seminar on Marketing Data Analytic Practices
- ▶ Strategic Marketing

Ph.D.**Compulsory**

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

Electives

- ▶ Algorithms and Marketing
- ▶ Learning by Doing Experiments
- ▶ Qualitative Methods

ePGP**Compulsory**

- ▶ Marketing Management I
- ▶ Marketing Management II

Electives

- ▶ Brand Management
- ▶ Customer Relationship Management
- ▶ Digital Marketing
- ▶ Managing Retail Business
- ▶ Not for Sale: Psychology of Promotions
- ▶ Pricing
- ▶ Seminar on Marketing Data Analytics

Executive Education Programmes

- ▶ B2B Marketing
- ▶ Enhancing Sales Force Performance
- ▶ Fintech: Business Models, Marketing, Strategy and Tactics
- ▶ Managing Businesses in International Markets
- ▶ Marketing Luxury: Understanding the complexities of a new world of business
- ▶ Pricing for Profit

7.7 ORGANIZATIONAL BEHAVIOUR**Courses****PGP****Compulsory**

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

Electives

- ▶ Explorations in Role and Identity

- ▶ High Performing Teams: A Journey
- ▶ Inner Theatre: An Encounter with Self
- ▶ Negotiation Strategy

Ph.D.

- ▶ Advanced Topics in Social Science Research
- ▶ Crafting and Publishing of Research
- ▶ Methods of Qualitative Research: Gathering and Analyzing Data
- ▶ Micro OB I and II
- ▶ Multilevel Modeling in Organizations
- ▶ Organizational Structure and Processes
- ▶ Organizational Theory and its Social Context
- ▶ Psychology I and II
- ▶ Research Approaches within Organizational Behavior
- ▶ Structural Equation Modeling

PGPX

- ▶ Inner Theatre: An Encounter with Self
- ▶ Inspired Leadership through Personnel Mastery
- ▶ Leadership Skills
- ▶ Negotiation Strategy for Managers
- ▶ OB Modules I and II
- ▶ Orientation
- ▶ Potential to Performance: The Journey of Self-Awareness

ePGP

- ▶ Campus Module
- ▶ OB I Micro
- ▶ OB II Macro

FDP

- ▶ Psychometrics and SEM
- ▶ Qualitative Research Methods

Executive Education Programmes

- ▶ Enhancing Leadership Capacities and Potential Among Professional Women (ELCP)
- ▶ Interpersonal Effectiveness and Team Building (IETB)
- ▶ Leadership Change Management (LCM)

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

7.8 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
- ▶ Coordinating the Crowd
- ▶ Elephants and Cheetahs: Systems, Strategy, and Bottlenecks
- ▶ Operations Strategy
- ▶ Statistical Methods in Data Analysis
- ▶ Supply Chain Management
- ▶ 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

- ▶ Coordinating the Crowd
- ▶ Data Science for Business
- ▶ Elephants and Cheetahs: Systems, Strategy and Bottlenecks
- ▶ Logistics Management
- ▶ Managing Operational Performance of Service Systems
- ▶ Service Management

- ▶ Supply Chain Management
- ▶ Understanding and Assessing Risk

Ph.D.

Compulsory

- ▶ Advanced Probability for Management
- ▶ Linear Algebra
- ▶ Mathematics (Ph.D.-I Compulsory course housed under P&QM Area)
- ▶ Operations Management
- ▶ Operations Research

Electives

- ▶ Applied Regression Analysis
- ▶ Auctions, coalitions, and competition – a computational perspective
- ▶ Bayesian Methodology (Analysis) for Business Research
- ▶ Game Theory for Operations Management
- ▶ Large Scale Optimization
- ▶ Non- Linear Optimization
- ▶ Real Analysis
- ▶ Statistics-II (Ph.D.-I Elective course housed under P&QM Area)

FDP

- ▶ Statistical Data Analysis

e-PGP

Compulsory

- ▶ Operations Management I
- ▶ Operations Management II
- ▶ Probability Statistics I
- ▶ Probability Statistics II
- ▶ Quantitative Technique (Decision Making)

Electives

- ▶ Advanced Mathematical Modeling for Managerial Decisions
- ▶ Business Analytics
- ▶ Elephants and Cheetahs: Systems, Strategy and Bottlenecks
- ▶ Managing Operational Performance of Service Systems
- ▶ Quality & Risk Management
- ▶ Supply Chain Management

e-PGD-ABA

Video Lectures

- ▶ Basic Linear Algebra
- ▶ Basic Statistics & Probability
- ▶ Introduction to Python
- ▶ Introduction to R

Module Courses

- ▶ Bayesian Analysis
- ▶ Business Simulation
- ▶ Categorical Data Analysis
- ▶ Model Thinking
- ▶ Optimization Problems in Business
- ▶ Probability & Statistics Using R & Python
- ▶ Regression Analysis (Linear and Logistic)

Elective Courses

- ▶ Operations Analytics

Executive Education Programmes

Artificial Intelligence and Machine Learning for Business (Online)

- ▶ Artificial Intelligence and Machine Learning for Business (Online) (second offering)
- ▶ Logistics Management
- ▶ Manufacturing Strategy
- ▶ Online EEP: Advanced Business Analytics
- ▶ Project Management
- ▶ Restaurant Design and Management
- ▶ Supply Chain Management
- ▶ Warehouse Design and Management

7.9 STRATEGY

Courses

PGP

Compulsory

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

Electives

- ▶ Business and Professional Negligence
- ▶ Business Taxation
- ▶ Businesses and the Constitutional Rights
- ▶ Competence, Capability and Competitive Strategy

- ▶ Consulting and Professional Service Firms
- ▶ Contract Terms in International Business
- ▶ Economics of Strategy
- ▶ Entrepreneurial Thoughts & Action
- ▶ Frontiers of Business Law
- ▶ International Business Dispute Resolution
- ▶ Leadership, Vision, Meaning and Reality
- ▶ Mysteries in Management
- ▶ Reimagining Telecom & Next Generation Businesses
- ▶ Strategy in Emerging Markets

PGP-FABM

Elective

- ▶ Strategy Capstone

PGPX

Compulsory

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

Electives

- ▶ Entrepreneurship & Design Thinking
- ▶ International Business
- ▶ Strategic Management of Technology & Innovation
- ▶ Strategy in Emerging Markets
- ▶ Transformational Leadership and Organizational Impact

Ph.D.

Compulsory

- ▶ Advanced Seminar on Action Research Methodologies
- ▶ Foundations of International Strategic Management
- ▶ Strategic Management - I

- ▶ Strategic Management – II
- ▶ Strategy & Innovation

Electives

- ▶ Advanced Strategy & Innovation
- ▶ Corporate Governance
- ▶ Economics of Strategy
- ▶ Mergers & Acquisitions
- ▶ Seminar on Entrepreneurship

ePGP

Compulsory

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

Electives

- ▶ Business Negligence Liability and Law
- ▶ Entrepreneurship & Creativity
- ▶ Leadership: Vision, Meaning and Reality
- ▶ Mysteries in Management
- ▶ Strategic Management of Technology & Innovation

ePGD-ABA

Compulsory

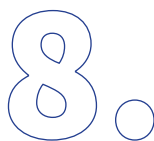
- ▶ Applied Causality and Experiments for Business
- ▶ Ethics, Privacy and Data Security

Electives

- ▶ Strategy Analytics

Executive Education Programmes

- ▶ Contract Management
- ▶ Managing Businesses in International Markets
- ▶ Organisational Leadership for 21st Century
- ▶ Programme on Strategic Management (Blended Learning Programme)
- ▶ Strategies for Growth
- ▶ Strategy Implementation
- ▶ Young Entrepreneurs Programme (Module 1 & 2)



ACCREDITATION AND RANKING

Ranking and Surveys

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

FT Executive Education Rankings 2020 (Open Programmes)

The Institute was ranked at 58th position in the Financial Times Executive Education Rankings 2020 (Open Programmes) announced in May 2020.

FT Masters in Management 2020 Ranking

IIMA was ranked at 20th position in the Financial Times (FT) Masters in Management 2020 Ranking from 90 pre-experience MBA level programmes globally, reviewed for ranking. IIMA's Two-Year Post Graduate Programme in Management was ranked first on four criteria 'Salary today (US\$)', 'Weighted salary (US\$)', 'Employed at three months' and 'Faculty with Doctorates' and ranked fourth on one criteria 'Careers service rank',

In the top 10 schools category for selected subjects, IIMA was ranked at 5th position under 'top for general management' and 'top for marketing'.

The Economist Which MBA Ranking 2021 *

IIMA was ranked at 51st position in The Economist Which MBA Ranking 2021. It moved up by 24 places as compared to its previous year rank.

It was at 8th position in the Asia and Australasia 2021 regional rankings of the Economist. The Institute's flagship programme was listed along with other 90 B-Schools, including 35 B-Schools from the United States and 12 from the United Kingdom.

The Institute attained the first position in 'open new career opportunities' and '% of job-seeking graduates with job offer within three months after graduation',

and 'salary increase, alumni, %' and third position in 'alumnus rating of career service'.

**Note: Usually, The Economist Ranking is published in October-November. However, owing to the pandemic, it was delayed in 2020 and published in 2021.*

QS Global MBA Rankings 2021

IIMA's PGPX stood at the first position in India, 8th position in Asia and at 50th position in the QS (Quacquarelli Symonds) Global MBA Rankings 2021 from among 257 business schools listed.

IIMA showed a stronger performance in Asia with a regional rank in 'employability' at third position and 'entrepreneurship & alumni outcomes' at fourth position.

QS Masters in Management Rankings 2021

IIMA's PGP was ranked at 31st position globally in the QS Masters in Management Rankings 2021 from among 148 Masters in Management (MIM) programmes. The programme ranked at the 11th position in the indicator 'alumni outcomes' and the 12th position in 'employability'.

FT Global MBA Rankings 2021

IIMA's PGPX was ranked 48th in the Financial Times (FT) Global MBA Rankings 2021 from among the top 100 list of B-Schools. The Institute was placed at 1st position in the criteria of 'faculty with doctorates', at the 2nd position in 'salary today (us\$)', 'weighted salary (us\$)' and 'career progress rank', and at the 6th position in 'alumni recommend rank'.

Eduniversal Best Masters Ranking in Agribusiness / Food Industry Management 2021

IIMA's Post Graduate Programme in Food and Agri-Business Management (PGP-FABM) was ranked 1st in the Eduniversal Best Masters Ranking in Agribusiness / Food Industry Management 2021 in the top 50 list of B-Schools.

Details are given in **Appendix P**.

MHRD's National Institutional Ranking Framework (NIRF)

IIMA was ranked 1st in the Management category in the fifth edition of MHRD's National Institutional Ranking Framework (NIRF).

Ministry of HRD Surveys

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

International Accreditation

International accreditation is pursued as part of IIMA's international strategy and to strengthen its brand and visibility globally

EQUIS Re-Accreditation

IIMA continues to maintain EQUIS accreditation status during the year. It was re-accredited by EFMD (European Foundation for Management Development) in 2020 for another five years, the maximum length of time for which EQUIS accredits an institution.

Three development objectives submitted to EQUIS for the next five years.

1. Develop an integrated strategy for the institute for 2020-25.
2. Expand the scope of internationalization within the regulatory constraints.
3. Review and align the programme portfolio.

Protocol Office

During the year, the Institute engaged in bilateral dialogue to support initiatives in higher education with several high-level delegates from foreign institutes/international agencies and key government functionaries.

Some of the distinguished individuals who visited the Institute include:

- ▶ Hon'ble Barry O'Farrell, Australian High Commissioner on November 25, 2020.
- ▶ Dr. Nicolas Gherardi, Deputy Counsellor for Education, Science and Culture and Country Deputy Director, French Institute in India along with Dr. Olivier Fudym the Attaché for Scientific and Academic Cooperation for West India at the Embassy of France / French Institute in India on February 18, 2021.
- ▶ H.E. Emmanuel Lenain, Ambassador of France on February 20, 2021.
- ▶ The Honorable Finance Minister of India, Smt. Nirmala Sitharaman on February 25, 2021.



Hon'ble Barry O'Farrell, Australian High Commissioner on November 25, 2020.



Dr. Nicolas Gherardi, Deputy Counsellor for Education, Science and Culture and Country Deputy Director, French Institute in India along with Dr. Olivier Fudym the Attaché for Scientific and Academic Cooperation for West India at the Embassy of France / French Institute in India with Prof. Errol D'Souza, Director, IIMA and Prof. Saral Mukherjee, Professor, Production and Quantitative Methods Area, IIMA



Campus visit of H.E. Emmanuel Lenain, Ambassador of France with Prof. Errol D'Souza, Director, IIMA



H.E. Emmanuel Lenain, Ambassador of France with Prof. Errol D'Souza, Director, IIMA



Honorable Finance Minister of India, Smt. Nirmala Sitharaman with Prof. Errol D'Souza, Director, IIMA

9

ALUMNI ACTIVITIES

Through various forums, the Alumni office has been working to establish a greater connection with the Institutes alumni.

The WIMWIAN Magazine

The WIMWIAN magazine is published thrice a year. The e-version of the magazine is updated regularly to include chapter/batch activities, videos, podcasts, YouTube link, etc.

The June 2020 issue was released, bringing together many stories from the pandemic and the lockdown. The publication included experiential stories and updates on the IIMA heroes on the frontline and featured updates from special interest groups (SIGs) and important activities on campus.

The October 2020 issue cover story shed light on the alumni special interest groups. The issue carried updates and write-ups, including, various updates under Campus Pulse, Batch Activities from PGP 1970 and 1971, a note on 'Towards sustainable campus', and 'Achievements and Honours'. The issue introduced a new section for the readers, 'From the Archives'.

The February 2021 issue was released with a cover story on Young Alumni Achievers Awards 2020 (YAAA), detailing their journey through interviews.

IIMA Alumni Portal Updates

About 520 records were updated and 1465 new records created.

Young Alumni Achiever's Award

The Young Alumni Achiever's Award is an initiative to recognize young leaders who have made an inspiring impact in various fields. With the pandemic taking a toll on all major events at the Institute, a formal event on campus to celebrate the achievement of the young leaders could not be held. The award function was conducted in a virtual mode on December 11, 2020. The ceremony was live streamed over YouTube. It was attended by students and alumni. Following

were the recipients of the award for the year 2020.

Name	Category	Company	Designation
Mr Suraj Moraje	Corporate Leadership	Qess Corporation	Group CEO
Mr GV Ravishankar	Corporate Leadership	Sequoia Capital	Managing Director
Ms Sonali Dhawan	Corporate Leadership	Proctor & Gamble	Vice President
Mr Siddharth Shah	Entrepreneurship	Ascent Health & PharmEasy	Co-Founder & CEO
Mr Sumeet Mehta	Entrepreneurship	Lead School	Co-Founder & CEO
Mr Abhiraj Singh Bhal	Entrepreneurship	Urban Company	Co-Founder & CEO
Mr Mohit Garg	Public Service	IPS	District Police Chief

Alumni Special Interest Groups (ASIG)

The Alumni Special Interest Groups at IIMA are communities with a shared interest in advancing knowledge and learning. These are platforms that bring together alumni, faculty and students and leverage the collective intellectual resources engaged in specific areas such as healthcare, education, technology, analytics, public policy, entrepreneurial ecosystem etc, to bear on the challenging issues. The ASIGs have organised around 48 events that include webinars, panel discussion, podcasts series and live talk during the reporting period **Appendix Q1** provides details of the ASIG activities during the reporting period.

Synchrony

Due to the pandemic, Synchrony 2020 was conducted in an online format with participation from eight Chapters for the first time. Renowned alumni from every Chapter joined the events and shared their learnings and experiences with the incoming batch. Over 350 PGP 1 students participated in the events, though the number of PGP 2 students had to

be limited due to platform constraints. Every chapter saw interesting discussions between the alumni and the new students, which included introducing them to IIMA culture and activities.

Chapter Activities

The Chapter activities were undertaken virtually. Chapters organised formal events, speaker sessions, talk shows, etc, despite the constraints the pandemic imposed. Ahmedabad, Hyderabad, Delhi, Nagpur, London, Singapore, US, Chennai Chapter organised many interactive events.

Appendix Q2 provides details of chapter activities during the reporting period.

Golden Jubilee Reunion

The PGP 1970 batch created history by being the first Golden Jubilee batch to organise an e-Reunion. It was held on July 31, 2020 and August 01, 2020. Padma Vibhushan Dr C Rangarajan provided the virtual class-room experience with his PGP70 Golden Jubilee talk on the 'Macroeconomic challenges for India, post-covid'. The batch donated Rs. 2 crores towards the restoration of the old campus. The PGP 1974 batch Padma Bhushan alumna Mallika Sarabhai's first virtual performance was also a part of the e-reunion. More than 60 participants attended the reunion.

Reunion

The PGP'90 batch had planned its 30th Reunion on Dec 12 & 13, 2020. However, due to the pandemic, the event was organised online. The reunion saw participation from 142 batch mates, constituting 80% of the batch, the highest ever participation in a batch reunion. The inaugural session was an interaction of the batch with the Director and the Dean. The discussion revolved around the future plans of the Institute and how the alumni could give back to the Institute. The 1990 batch took the initiative to be the 1st Batch to contribute to the IIMA Endowment Fund.

WIMWIAN's Cup

The Students' Alumni and External Relations Committee, in collaboration with the SMAs at IIMA, introduced the first-ever alumni inter-batch event, the WIMWIANs' Cup, on December 11, 2020, which is also celebrated as WIMWIANs' Day. The idea with

WIMWIANs' Cup was to virtually host a series of playful competitions and discussions for the alumni to help them reconnect with the Institute and fellow alumni since all major alumni association activities were suspended due to the pandemic.

Scholarships and Awards

Details of the different awards and scholarships instituted by the alumni to recognize student and faculty contribution are listed in **Appendix Q3**.

EXTERNAL RELATIONS AND PARTNERSHIPS

SMILE (Student Mediated Initiative for Learning to Excel) School

The SMILE School is a collaborative community engagement initiative of IIMA, Ahmedabad Municipal Corporation, and the Wagh Bakri Group, which provides supplementary education to underprivileged children living in areas in the vicinity of the Institute.

The pandemic impacted the students and their families. The teachers and staff engaged with students and their families to understand available resources and capabilities. With the help of Aasman Foundation, SMILE distributed grocery kits to students impacted due to the pandemic. Arrangements for mobile phones and data packs were undertaken for students with significant constraints. As a result, the Centre was fully functional since May 2020. However, the online lectures for the 10th and 12th standard students were started on April 25, 2020. Remedial education, mentoring, basic assessment test, extra-curricular activities like gamification, technology and learning motivation were undertaken. Community



SMILE (Student-Mediated Initiative for Learning to Excel)

engagement activities like food kit distribution, visits to residences of the students to interact with parents of children were also undertaken. SMILE teachers made two community visit to Vrundavan Avas for students from 1st to 5th standard.

Scientists from the Physical Research Laboratory (PRL) participated in interactive sessions with the students to develop scientific temperament and demonstrate science experiments.

The Vikram Sarabhai Science Center provided science experiments/models kits to students. The SMILE teachers were trained and could therefore help the students of 6th, 7th, 8th and 9th to make models like Magic-Box, Ecological Pyramids, 3-D Glasses, etc.

A matter of pride for the SMILE initiative is that one of the students, Harch Panchal got 98.01 percentile and 81% in his board examination. This is the highest percentile achieved by any student in class 12 since the inception of SMILE.

A-League Activities

A-League is an initiative to enhance collaboration amongst 14 Ahmedabad-based institutions. Details of the activities are listed below.

The Red Brick Summit (TRBS): IIMA students extended an invitation for participation in its Flagship Business Summit, TRBS to the A-League institutes and saw substantial participation in several competitions and workshops from the students of other A-League institutes.

Game Grumps: Gamification as a part of recruitment has picked up in recent years and several firms have come-up with innovative gamification strategies on several platforms to improve their overall recruitment.

Conversation with Paddy Padmanabhan on Radical Business Transformation for Organisational Success: The webinar had a discussion focused on the unprecedented pace of transformation that the businesses are undergoing in the current times and also discussed how the emerging business leaders can develop the right skillsets required to make the most of the opportunities at hand and grow professionally in the tide of transformation and change.

Big Data Lab (High-Performance Computing Lab)

As part of engaging with organizations to obtain data for the Big Data Lab (High-Performance Computing Lab), the Institute has been engaging with Big Basket to get data about the orders placed.

Chartered Financial Analyst (CFA) Institute University Affiliation Programme

IIMA has affiliated with the Chartered Financial Analyst Institute (CFAI) University Affiliation Programme. The affiliation signals to potential students, employers and stakeholders that the PGP curriculum is in sync with professional practice globally. Each fiscal year, a fixed number of PGP students will benefit from this partnership, as they will be awarded scholarships to enrol for the CFA Programme.

Student Exchange

Partnership in Management (PIM)

IIMA is a part of the Partnership in Management (PIM) network of management/business schools around the world, with several of whom we have an exchange arrangement. Throughout the lockdown, the Institute has maintained its engagement with the PIM institutions across the world to ensure peer learning on practices and challenges faced due to the pandemic.

European Foundation for Management Development (EFMD)

IIMA is a part of the EFMD network. The EFMD and EFMD Global Network Annual General Assembly 2020 was held virtually late June and early July.

Collaborative Project Courses Between University of Texas, Austin and IIMA:

- ▶ Two student teams that comprise two IIMA students and three University of Texas, Austin students have been created. Each team is working on two projects. The projects include: GTM strategy for TWO12 targeting early stage start-ups based in India looking to access capital
- ▶ Menstrual waste management through eco-friendly, hygienic, and cost-effective sanitary napkin disposal solution, for PadCare Labs.

- ▶ Designing a strategy for Demand-Supply mapping and gauging optimum tipping income for agents of MIMO Technologies.
- ▶ Generating strategic market analysis for FreqSho to support pivot from consumer-focused entertainment product to business-to-business data platform.

Development Office

The Development Office facilitated many fundraising initiatives at the Institute through alumni as well as corporates. The Development Office works closely with the Deans, Director and CAO to identify the Institute's focus areas. During the financial year 2020-21, contribution/donation of Rs 25.17 Crore was received to support various developmental initiatives. This includes Rs 9.23 Lakh received as part of past commitments.

The contribution from Mr. Ashank Desai, IIMA Board Member and PGP 1979 batch alumni, in the form of shares was the unique way to donate and address Institute's priority area. The endowment is earmarked for the Ashank Desai Centre for Leadership and Organizational Development.

The funding received from alumni and corporates support a number of new initiatives on campus. These include the Brij Disa Centre for Data Science and Artificial Intelligence with the funding support of PGP 1985 batch alumni; Seminar Room 1 and iSchols for PGP1 with the funding support of PGP 1970 batch.

The category - wise major contributions by the alumnus, corporate/organizations, and alumni batches are given in **Appendix Q4**.

Alumnus contributions from April 2020 to March 2021 (Rs. 5 Lakh and above) are given in **Appendix Q5**.

10.

ARCHIVES

The IIMA Archives has as its objectives preservation of institutional memory and periodic dissemination of historical information about the Institute to the IIMA community and the general public. During the year, it sourced several items related to the evolution of the Institute from other departments. The IIMA Oral History project continues to be a key initiative capturing the experiences of people associated with IIMA in its early years. The status of the collection of IIMA Archives as of April 30, 2021 is given below.

Items in physical form (artefacts: 23 and books: 187)	210
Items in both physical and digital forms (scanned versions)	14024
Items in only digital form	5852
Total items	20086
Photographs: Only prints	2338
Photographs: Digital photographs	194205
Photographs: Print and Digital formats	125000*
Total photographs	321543
Videos	16448

*Figure rounded off, since some data checks are yet to be completed.

(Note: 'Items' include objects and printed matter such as documents, letters, magazines, cases, brochures, monographs, etc.)

A digital repository using DSpace software has been created; at present, only a small part of the collection is available through the website (<https://archives.iima.ac.in/>), but access will be significantly enhanced in 2021-22. The Archives occupies the ground floor of Dorm-15, one of the dormitories designed by Louis Kahn. This space will hold a permanent exhibition that has been designed by the National Institute of Design, Ahmedabad. COVID-19-related disruptions have delayed the launch of the exhibition.

The Archives is regularly used by researchers interested in the Institute's history or business history in general. It provides scanning and photocopying services and also facilitates the reproduction of IIMA archival material in various publications. The Archives continues to bring out its 'Monthly Snippet' series in which a piece of IIMA history and a document of interest are shared with the community.

IIMA Archives

The IIMA Archives Collection

1. Publications: Books, Articles, Reports, Cases, Conferences, Annual Reports, Bulletins, Catalogues, Magazines, Student Yearbooks, Newsletters, Working Papers
2. Academic Documents: Brochures, Convocation speeches, Course outlines, Review Reports
3. Administrative Documents: Institution Building Files of correspondence (1961-1964), Alumni Office documents, manuals and directories
4. Oral History: Audio-visual recordings of interviews of people associated with IIMA in the past and the interview transcripts
5. Objects: Objects of the past, such as those of the computer centre
6. Photo-Videos: Large collection of photographs since the 1960s and some videos from the 1980s.
7. News Media: Media clips on IIMA since 1961
8. Special Collections: Donations to the archives from alumni and others which include memoirs, CVs and student yearbooks, oral histories of businesses in Ahmedabad and outside, and corporate directories from the early 20th century

Accessibility

The IIMA Archives is open to the general public for research from Monday to Friday from 9am to 5.30pm, except on public holidays. Please contact the IIMA Archives team by phone or email, before your visit.

Website: archives.iima.ac.in | **Email:** archives@iima.ac.in | **Phone:** +91 79 6632 7528
Address: Dorm 15 Ground Floor, IIMA Old Campus, Vatapur, Ahmedabad, India 380015

IIMA ARCHIVES

11.

COMMUNICATION ACTIVITIES

In 2020-21, the communication department assisted various departments with their events, press releases, photography, collateral designing and social media.

Media Amplification

The Institute engaged and disseminated information about various events and institutional achievements to regional, national and international broadcast channels. Fifty seven press releases and 24 faculty articles were featured in different media channels.

Digital Platforms

The Institutes social media platforms focused on the conferences and seminars organised by centres and offices like CMHS, Research & Publication, Executive Education, IGPC, NSE Centre for Behavioral Science, GGPX, Ph.D. etc. The IIMA Facebook page, as on March 2021, has 575950 followers, and the

Twitter page has 206859 followers. The Institute's official Instagram account has 53061 followers and the LinkedIn page has 206153 followers. The Convocation 2021 was hosted virtually and live-streamed on the Institute's Facebook and YouTube channels. The IIMA YouTube channel has 25000 subscribers and has garnered over 968,358 views. In addition, 138 videos of faculty perspectives, alumni interactions, guest interactions, research seminars, etc have been uploaded on YouTube.

The IIMA's podcast channel, "Podcast from IIMA", which is currently present on SoundCloud, Apple, iTunes, and Spotify, featured 34 podcasts, including interviews with alumni and webinars by various centres and programme offices. The channel has been rated 4.4 out of 5 stars on iTunes. The channel has 30,498 subscribers on SoundCloud.



12.

COMPUTER CENTRE

IT Projects and support services at IIMA are managed through its 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, able managers and technical staff.

The Centre continues to develop the IT Infrastructure focusing 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. IIMA 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).

The Institute has opted for Hyper Converged Infrastructure to decrease data centre complexity and increase scalability. This has been built using VMWare's VSAN technology on HP Servers with Veeam software as a backup platform. All buildings, including the hostels, faculty blocks, academic blocks, computer centre and library at IIMA are connected through a Gigabit Ethernet- Switched network. The CC 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. LAN security has been enhanced using virtual LAN methodology. Both Wired and Wi-Fi infrastructure across the campus have been upgraded very recently by deploying 115+ SDN ready Cisco network switches and 1150+ 802.11ac Wi-Fi access points from Cisco to ensure high throughput and maximum coverage. All critical network (Wired and Wi-Fi) components are in a High Availability (HA) setup. The Wired and

Wi-Fi Devices authentication (AAA), guest portal and end-user devices security compliance are managed using Cisco ISE. The entire network is monitored and managed through a single window using the network management software - Cisco Prime. Perimeter level security is managed through a next generation firewall from Fortinet. The endpoints and servers are further secured by deploying antivirus software / updates, Windows updates and security patches as per a defined automated process. The CC has also ensured a standard environment across the campus (for example, Win 10 as OS on all end-user devices) for ease of management. The Centre also shares the Do's and Don'ts with the community to take care of IT security.

IIMA has a total internet bandwidth of 500 Mbps through two different ISPs. In addition, it also has a 1 GBPS link from NKN (National Knowledge Network). The Centre played a pivotal role during the pandemic in ensuring that the Institute activities continue without significant disruptions.

Services for Virtual functioning of IIMA

A media services team has been formed to support the IIMA community for online/virtual mode of functioning and 'work-from-home' mode. This team handled the academic and students' activities held with the use of software-based VC Tool (Zoom) and digital teaching equipment. Some of the major events and activities include:

- ▶ student admission interview processes
- ▶ academic programmes inauguration
- ▶ recruitment of faculty and staff
- ▶ online classes
- ▶ online exams with AI-backed proctoring,
- ▶ campus placement interviews and
- ▶ virtual convocation.

A Video Conferencing facility has also been provided in the placement offices so that companies can screen students remotely.

IIMA 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.

Digital Classrooms

All classrooms are networked and equipped with a projector, a PC and a DVD player. Some of the classrooms are equipped with a video conferencing facility as well. A fully equipped computer classroom is also available in the Computer Centre where online computer-based training can be imparted. All the classrooms and seminar halls are equipped with new-age technology-based AV facilities to conduct classes and sessions in physical, online and hybrid modes. Uninterrupted power systems have also been installed to ensure uptime of power on 24/7 to all areas of campus – classrooms, student dorms, seminar rooms covering network, AV and digital equipment to attend virtual sessions.

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, online submission of assignments, online quizzes/exams, discussion forums (course specific) and assessments integrated with anti-plagiarism software. Moodle LMS is customized to integrate with Zoom VC for online classes, to make the learning process and class lectures easy to attend and access the resources. Media Portal systems have been developed to view class lecture videos (conducted online) by the students with due security measures and time-based access controls.

Academic Software Support Services

The Computer Centre has developed many academic and administrative applications in-house mostly on the LAMP platform. IIMA provides software to faculty members for their academic and research work. Many departments, that undertake promotional and marketing activities, use bulk Mail Solutions deployed by the Computer Centre. There are new software facilities (Arena, ThinkCell, Open-Source

Tools etc) have been added in these services and made available to faculty members and students.

Network Infrastructure

Considering the virtual working mode in the campus either at Programme Offices or at residential area, the internet backbone was strengthened by doubling ILL capacity with multiple internet service provider. This has ensured the redundancy in internet leased line to supply adequate bandwidth services to IIMA community members. On-demand increase of internet capacity at IIMA is also arranged to ensure demand-supply and also uptime of ILL 24/7. In order to ensure IT Security and external threats to computing environment of IIMA, UTM (Unified Threat Management) has been upgraded to latest version of firewall with built in AI based preventive security measures, log analysis and intelligent reporting tools.

Robust IT Help Desk

The Computer Centre has a centralised helpdesk where end users can log IT related incidents/requests over the phone or by email or through a web interface to get technical support. The entire process is based on the ITIL Methodology. It has a hybrid IT services model. IIMA has outsourced some of the non-critical services, while managing critical support functions directly through its internal team. However, the Computer Centre has SLA driven support contracts with the respective OEMs and service providers in all cases. CC Support team was also made available in the campus during lockdown period to ensure core functioning of IIMA continued in virtual environment.

IT Security Measures

With the increased dependency on IT and CC for the virtual functioning, measures against cyber threats and IT risks have been undertaken. A comprehensive VAPT and IT Security audits have been initiated to arrest any gaps and to strengthen the IT security control systems in the Institute.

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. It has put up TDI based SAP infrastructure. The solution components are HP servers, SAN Switches, SAN storage, Veeam as a backup platform, VMWare as a

virtualisation platform and SUSE Enterprise Linux as an Operating system. The total solution is configured considering “High Availability” (minimum downtime in case of any hardware failure).

Implementation of the first phase of SAP was completed in January 2020. Modules like FICO, MM, HCM, Payroll, Project Systems, CRM, BPC, TRM, REFX etc are in use by different departments of the Institute. The Student Life Cycle Management (SLCM), the second phase is under implementation. SAP implementation will help IIMA automate its processes and move towards digital office along with resource optimisation and productivity improvements.

High-Performance Computing (HPC) Lab

The HPC lab is facilitating the academic body at IIMA as follows:

- ▶ **Research:** Different academic areas require high-end computational resources for handling large data and models. Modern economic forecasting methodologies combine economic and financial variables and sentiment data extracted from billions of online queries. Extracting patterns from such a wide range of data and analysing it simultaneously requires high-end computers, which the HPC lab undertakes.
- ▶ **Teaching and executive education** Institute has initiated offering new courses on big data and analytics i.e. ePost Graduate Diploma in Advanced Business Analytics (ePGD-ABA). Long duration programmes have benefitted tremendously from the HPC lab. IIMA aims to

make a mark in data analytics related consultancy in India and abroad.

- ▶ **Public policy** The Institute aims to analyse and create new policies based on large data collected by public agencies.

Currently the HPC lab, in conjunction with the Misra Centre for Financial Markets and Economy at IIMA, is involved in multiple projects that are conducting surveys of economic and financial variables in India.

Upgradation of Telephony Infrastructure

The Computer Centre has upgraded its analog telephony infrastructure to state-of-the-art digital IP (Internet Protocol) telephony in Unified Communications from Avaya. Vodafone will provide the Session Initiation Protocol (SIP) Trunk services. The new technology has integrated all communication channels like chat, voice, video, web, etc., into 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 a considerable amount of time and resources.

IIMA Cloud Services

IIMA has chosen a hybrid model whereby some applications are hosted on the Cloud, while others are hosted by the internal data centre itself. Computer Centre is in the process of increasing its cloud server environment for its various needs such as Disaster Recovery Site for SAP and Non-SAP Applications, BC-DC Portal and new website site.

13.

GRANT-IN-AID

During 2020 - 21, the Institute did not receive any grant-in-aid under Non-Plan (Regular) and Plan (Regular) from the Ministry of Education, Government of India.

14.

INFRASTRUCTURE DEVELOPMENT

The Institute had appointed HCP – DPM as the Master Architect in 2014. The Master Architect created a 25-year visionary master plan of the campus infrastructure to support the development of the Institute. The master plan envisages infrastructure development in three phases.

The first phase of development started with appointment of Architects in 2016 for following projects

SI No	Project	Architect
1	Academic Block and Forum Tower	HCP – DPM
2	Sports Complex and Swimming pool	HCP – DPM
3	JSW School of Public Policy	RMA
4	Student Dormitories	Arcop



SI No	Project	Architect
5	Continuum Block (CIIE extension)	Arcop
6	Faculty and Staff Housing	Arcop

Note: SL 1 to 5 are located in the New Campus and SL 6 is located in the Main Campus.

The designs for these projects (SL 1 to 4, and 6) were finalised in 2018. The contract for construction of these buildings was awarded to PSP Projects Ltd in March 2019. It was envisaged that the first phase will be completed in 2021. However, due to the COVID-19 pandemic and the delay in receiving construction permission for faculty and staff housing, the first phase will now be completed by 2023.

The design for the Continuum Block (SL – 5) was finalised in 2020. The contract for construction was awarded to Goyal & Co in March 2021.



The status of the projects as on March 31, 2021 is as follows:

Name of the Building	Facilities	Built up area in Sq.ft	Start date	Revised completion date including interior works	% of civil work completed up to March 31, 2021
Sports Complex	Swimming pool, gym, yoga room, badminton courts, table tennis courts, cafeteria etc.	57,858	April 1, 2019	December 31, 2021	91%
Multi-purpose Sports field	Outdoor sports field for football/ cricket /tennis / jogging tracks (open to sky sports field)	107,600	-	March 31, 2022	-
JSW School of Public Policy	120 capacity auditorium, two classrooms, one seminar room, 10 syndicate rooms, faculty and programme offices, etc.	56,420	April 1, 2019	December 31, 2021	75%
Student Dormitories (36, 37, 38, 40, & 43)	384 single occupancy air conditioned student rooms with attached toilets	3,47,359	April 1, 2019	March 31, 2022	52%
Student Dormitories 39 and 42					45%
Student Dormitories 41					18%
New Academic Block	10 classrooms, two seminar rooms, 24 syndicate rooms, 250 capacity auditorium, faculty and programme offices, etc.	2,36,924	April 1, 2019	March 31, 2022	55%
Faculty Housing	Two Towers (G+13), 26 units each. Total 52 units (3 bhk + study)	2,21,494	March 01, 2021	May 31, 2023	-
Staff Housing 1	One tower (G+10), 60 units (2 bhk).	93,556	March 01, 2021	February 28, 2023	2%
Staff Housing 2	One tower (G+10), 40 units (2 bhk).	65,262	March 01, 2021	February 28, 2023	1.15%
Continuum block CIIE	One tower (G+7)	63,821	March 04, 2021	Sept 04, 2022	-
Total		11,42,694			

Conservation, Restoration, and Upgradation

The infrastructure at the Main Campus was built in 1960s and 1970s. The buildings, therefore, have begun to show architectural and structural distress. Conservation architects Somaya & Kallapa were appointed in 2014-15 for the preparation of the

Conservation Master Plan and for undertaking the conservation and restoration of following Louis Kahn buildings

SI No	Building	Built up area in sq.ft	Status of works as on March 31, 2021
1	Library	48,000	Completed in November 2018
2	Faculty Block including Ambulatory/ faculty interaction center & Harvard staircase/ Entrance area	71,306	Civil works commenced in October 2020. Non-destructive testing work of various elements of the faculty block is in progress. Due to the pandemic, the work could not commence/progress in full swing.
3	Classroom Complex including Entrance Plaza	80,000	Likely to commence in October 2022.
4	Dormitories for students (468 rooms)	2,11,850	D-15 completed in November 2018.

Condition assessment of other dorms is being undertaken to workout the future course of action.

Temporary Faculty Offices

The faculty block had to be vacated for restoration work. Hence, a temporary faculty block, with a built-up area of 10,460 sq.ft was created in the Main Campus. Construction was completed in March 2020. The ground storey building accommodates 36 faculty offices, committee rooms, faculty lounge and allied facilities. The faculty offices were shifted to KLMD C and this new building in June 2020 to facilitate commencement of restoration of the Faculty Block.

Renovation of Faculty Club

The renovation & upgradation was planned for faculty club (1800 sq.ft built up area). The scope of work included false ceiling, refurbishing of furniture, civil and allied repair works, HVAC and electrification. Due to the pandemic, the work could not commence as per schedule. The work is in progress and likely to be completed in July 2021.

Construction of Pharmacy Store

There was a need felt to create a dedicated space for housing the pharmacy and daily-needs store for students near the underpass. The built-up area of this building is 1238 sq. ft. The ground storey building will have a MS pre-coated PUF roofing sheet. The facility is likely to be ready in October 2021.

Utility Lines Replacement Project at Main campus IIMA

The Main Campus was developed in the 1960s and 1970s. Subsequently, more buildings have been added. Majority of the utilities in these buildings need replacement due to aging. M/s. Sthapati Designers and Consultants Pvt. Ltd. were appointed as Infrastructure (utility) Consultant in August 2020 to prepare a Utility Master Plan. The Utility Master Plan has been developed that include:

1. Water supply system
2. Storm water drainage system
3. Sewerage system including re-use of water through STP
4. Rainwater Harvesting including recharge pits
5. Electrical systems including cable layout
6. Fire-fighting System
7. Road network
8. Supervisory Control and Data Acquisition (SCADA) System.
9. Sewage Treatment Plants
10. Water Softener Plant

The work will be implemented in phases. Preparation of phasing plan and tender specifications is in progress.

15.

MANAGEMENT OF COVID-19 PANDEMIC

Dealing with COVID - 19 Pandemic

The Institute built a strategic plan and framed a standard operating procedure for effective COVID - 19 management. The initiative commenced at a small scale with limited resources, and gradually expanded to full-fledged COVID - 19 care facilities for the community members.

The steps taken for COVID - 19 management, viz., testing camps, COVID - 19 Help Desk, community volunteers, exclusive COVID isolation facility, vaccination camps and other relevant initiatives - considerably helped in overcoming the distress that the community members had to go through with overburdened healthcare infrastructure in the city.

Understanding the COVID - 19 pandemic and initial measures

Right at the time when the COVID - 19 pandemic was knocking the doors of the country, an introductory lecture, detailing the origin, precautions, and methods of prevention of the novel coronavirus was conducted for the IIMA community in the last week of February 2020. Renowned specialist Doctors from Sanjivani Hospital, Vastrapur delivered this lecture.

A training camp was organized on March 17, 2021, for the Housekeeping, F&B, Security, Gardening and other ancillary staff. Importance of hand hygiene, usage of hand sanitizer and mask, social distancing and other important COVID - 19 related measures were covered by the Institute doctors in the training.

Procurement and utilization of material to tackle COVID - 19

Simultaneously, the Stores & Purchase department made war-footing arrangements to procure material like hand sanitizer dispensers, PPE Kits, masks, gloves, digital thermometer, yellow dust bins for collection of bio-medical wastes, and fogger machines for spraying the disinfectants. These were appropriately distributed/ installed across the campus.

Safeguarding measures through the campus security

Digital thermometers were provided to security staff manning all the security gates towards the end of March 2020. Thermal scanning was undertaken for all the entrants. Any visitor/off-campus staff/ contractual staff showing the temperature above normal was denied entry into the campus. Campus residents with body temperature above normal were sent to dispensary for medical advice.

Any new visitor/ programme participant coming to the campus was required to fill the "Self-Declaration Form" and submit it to the security. Security enforced wearing of facemasks in the campus and also imposed fine on the defaulters not wearing masks.

Upgradation of IT Infrastructure to maintain continuity of work

With the announcement of lockdown in the end of March 2020 by the Govt of India, all institutional activities had to be reorganised through online platforms. As the situation evolved, a specialized IT team was formed with specific functions under the guidance of Computer Services Committee (CSC), to enable and ensure smooth online functioning, given the work-from-home directive. The team members were selected from Moodle LMS, Media Services, Audio-Video, IT Helpdesk and Network team. Few members of this team stayed on campus during lockdown months (April to June 2020) to enable online working. Major online initiatives and activities undertaken are listed in **Appendix R**.

Signages

Signages relating to COVID - 19 appropriate behavior were installed at all the strategic locations across the campus in May/June 2020. This created awareness amongst the campus community and visitors to adhere to MHA guidelines. Few photos of the signages are displayed below:



Further Initiatives

With the help of Ahmedabad Municipal Corporation (AMC), on-campus testing was initiated to detect COVID - 19 infection among community members from July 2020. Starting with Rapid Antigen Tests (RAT), the AMC also conducted RT- PCR tests. The Institute benefited immensely throughout the pandemic from the enormous support of the AMC.

The RAT helped the Institute in detecting positive cases among the community members. Those reported positive were immediately quarantined and provided further medical support.

An effective contact-tracing regime was also followed. All those who were in close contact with the personnel who tested positive were immediately tested either on the same day or the next day to eliminate the risk.

They were also advised to quarantine themselves for a week and monitor their health.

The Institute devised an effective quarantine regime as follows:

- ▶ Positive cases among the on-campus community members having separate room and washroom facility were advised to home quarantine.
- ▶ Dorm No 30 & 31 with total of 60 rooms were allocated as quarantine dorms. Both these dorms have attached washroom facility and individual AC.
- ▶ Staff members without separate quarantine facility at home and all students needing quarantine were allocated rooms in dorm 30 & 31.

Following facilities were available/provided at Dorm 30 and 31:

- ▶ Individual room with attached washroom and AC
- ▶ Hot and cold RO water through dispenser
- ▶ Supply of medicines
- ▶ Supply of meals at doorstep
- ▶ Sanitization of dorm
- ▶ Housekeeping staff to clear garbage
- ▶ RT PCR test at doorstep
- ▶ Oxygen cylinder/oxygen concentrator in case of emergency

Institute's doctors and dispensary provided timely and effective treatment to the COVID - 19 patients. As per the protocol, patients consulted doctors/dispensary over telephone for treatment and medicines. They were provided with suitable pre-packed medical kit containing medicines at their respective quarantine places. Patients were to self-monitor certain parameters and report to dispensary/doctors for further advise.

Almost all the staff working in gardening, housekeeping, café, student mess, outsourced staff working for repair & maintenance, security personnel and laborers working on miscellaneous projects were frequently tested to eliminate the risk. As per the needs, both RAT & RT-PCR testing camps were conducted frequently.

Medical Support

IIMA has a medical dispensary (health center) on

campus. Doctors of dispensary provided prompt and continuous consultations, basic medical services, such as medicines, temperature, and oxygen monitoring, recommending RT-PCR tests of suspected or confirmed patients, and recommending admissions of critical patients to hospital etc. Doctors were also available for medical consultation 24x7 over telephone.

Subsequently, in March 2021 during the upsurge of cases, the medical care and support at isolation dorms was supervised and ensured by the Institute doctors round-the-clock. They comforted patients who needed admissions and facilitated the same. They were available for any consultation and medical help during the day or night and kept the family members of the patients at ease. Doctors also helped in keeping track of the patient's parameters and monitoring at the hospitals where the patients got admitted.

The entire administration led by the Director provided crucial, efficient, and timely support in managing the COVID - 19 at IIMA. On the ground, the CAO led the operations and provided constant and transparent flow of information to the community about COVID - 19 situation through mails. The administration maintained a positive and re-assuring demeanor throughout the crisis and was available 24x7 in guiding the staff to handle any emergencies. This helped reduce enormous stress and efficiently tackled evolving challenges.

Administrative departments that worked untiringly and acted in timely manner were SAO, Housekeeping, F&B, Maintenance, S&P, Transport, Security, Estate, IT, Accounts.

The Institute spent about 3.75 cr in capital expenditure and close to 1.00 cr in revenue expenditure since April 2020 in tackling the pandemic.

IIMA COVID - 19 Dashboard

A transparent communication methodology was adopted wherein names and residential location of a member testing positive was communicated via email on the General Notice Board. A dashboard on the Institute's website was created. It was updated regularly to provide details of affected and active cases in the IIMA Community.

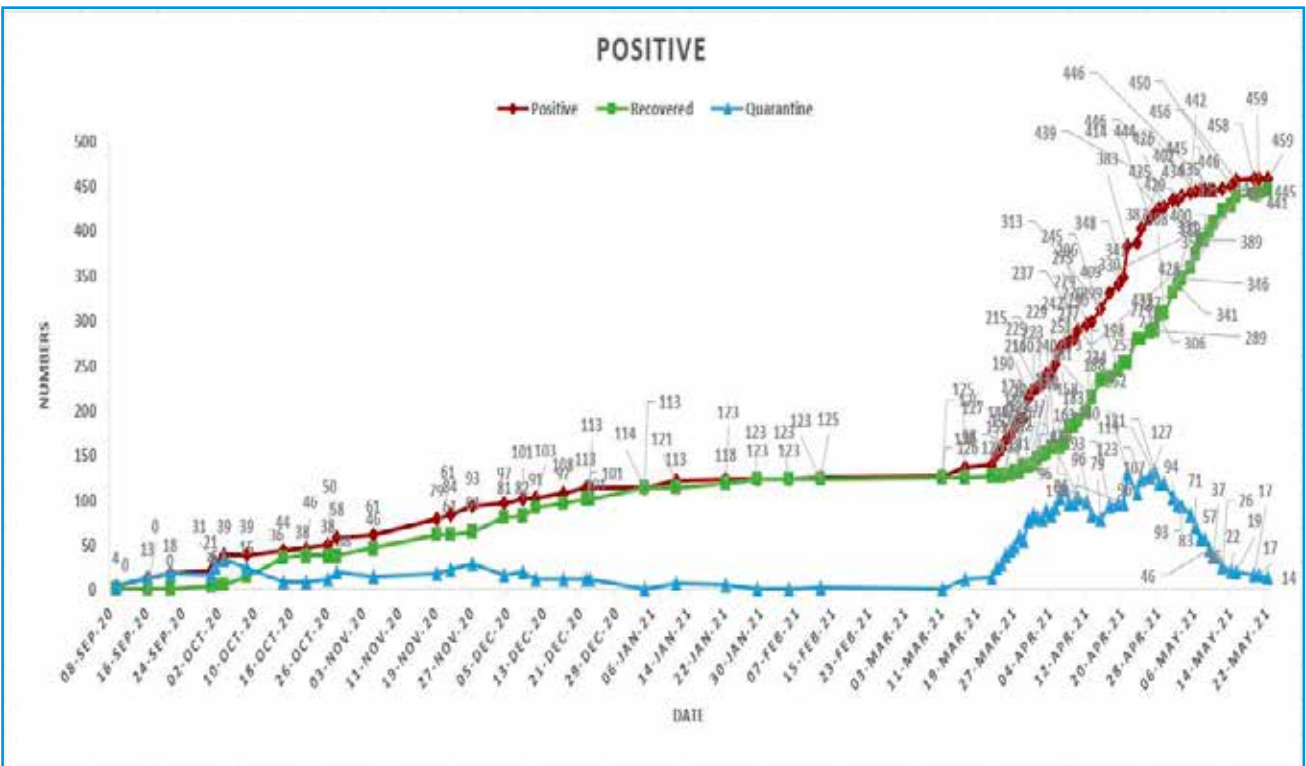
The dashboard was conceptualized with the help of Prof. Chirantan Chatterjee. It displayed results

of the COVID - 19 tests administered by the Institute since 1st September 2020, for faculty, staff, students, community members and contractual staff.

The Dashboard was publicly viewable at: <https://covid19.iima.ac.in/dashboard.php>

Summary of Covid positive cases as on May 25, 2021

	Total	Students	Faculty	Staff		Contractual Staff (Off campus)	Community Members & Others
				On Campus	Off Campus		
Positive (Since 01 Sep 2020)	459	172	13	33	81	44	116
Recovered (till 25 May 2021)	449	171	12	32	81	42	111
Active cases/ Quarantine (as on 25 May 2021)	10	1	1	1	0	2	5



Some data highlights

- ▶ From September 1, 2020 to March 11, 2021, positive cases reported in each test camps were mostly in single digits.
- ▶ Active positive cases were down to near 'zero' between January 30, 2021, to March 11, 2021.
- ▶ There was a sudden spurt in positive cases from March 12, 2021 onwards (the second wave).

- ▶ However, it is observed that recovery rate has been steady all throughout the recorded period. This was possible due to enforcement of effective quarantine protocol as well as timely medical care.

Creation of COVID-19 Helpdesk

From January 2021, weekly RT-PCR testing was arranged on campus through Neuberg Supratech Laboratory. Subsequently, these testing camps were scaled-up to twice a week from April, (every Tuesday and Friday).

After increase in cases of COVID - 19 during last week of April 2021, a 'Covid Help Desk' was set-up, which helped coordinate assistance required to attend to COVID - 19 patients.

A core team consisting of 4-5 staff steered the whole process and 37 staff members carried out the duties at the helpdesk. They monitored the operations and facilities at the quarantine dorms (D-31, and D-30), liaised with the nursing staff on duty there, managed RT-PCT testing, liaised with the patients, and when required with doctors and hospitals.

As part of this initiative an agency - Asilia Healthcare was engaged to provide medical services for COVID - 19 isolation set up at D-31 & D-30. This agency provided one nurse and one attendant round the clock to attend to emergency requirement and routine medication of patients in the isolation dorms.

Additionally, oxygen concentrators and oxygen cylinders were made available on site, which was especially beneficial when there were acute shortages of beds and oxygen.

Each patient was provided with an oximeter and the doctors continuously tracked the oxygen saturation levels.

Maximum peak occupancy at isolation dorms was 57, whereas there were 31 hospital admissions of the community members and six of the students. Two members also contracted Mucor mycosis post COVID - 19.

Three community members succumbed to COVID - 19.

On-campus vaccination drive

A two-day vaccination camp was arranged in the campus with the help of SVP Hospital & Ahmedabad Municipal Corporation on 26 & 27 March 2021. Nearly 550 community members were administered the first dose of vaccination during these two days. The Second camp was conducted on 22 & 23 June 2021 which saw vaccination of 470 community members.

Conclusion

The Institute benefited immensely from the preparatory work done and the process flow established during the first wave. This helped in successful augmentation and operation of the isolation facility during the second wave.

The rewards of the effort are to be found in the care the Institute was able to provide and the hundreds of lives that were touched as the Institute navigated the pandemic.



COVID-19 Antigen Test on Campus



On-campus vaccination drive

16.

OFFICIAL LANGUAGE IMPLEMENTATION

IIMA is committed to promote the use of Hindi language in day-to-day official work as per the Annual Programme issued by the Department of the Official Language, Ministry of Home Affairs. The Official Language Implementation Committee of the Institute is headed by the Director. The Committee decides the strategies to implement the constitutional provisions of the Official Language policies in the Institute in accordance with the instructions issued by the Ministry of Education, Government of India. In pursuance of the official language policies of the Government of India, there is a Hindi Department at the Institute. 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, Government of India.

Hindi Fortnight

The Institute celebrated the Hindi Fortnight from September 14 to 28, 2020. It was inaugurated with the celebration of Hindi Divas on September 14, 2020. During this period various Hindi competitions (essay, poetry, word's knowledge, Hindi general knowledge, Hindi story writing, and handwriting) were organised. Due to the pandemic as per the guidelines of the Ministry of Education, Government of India, all the competitions were organised online. More than 200 Hindi speaking and non-Hindi



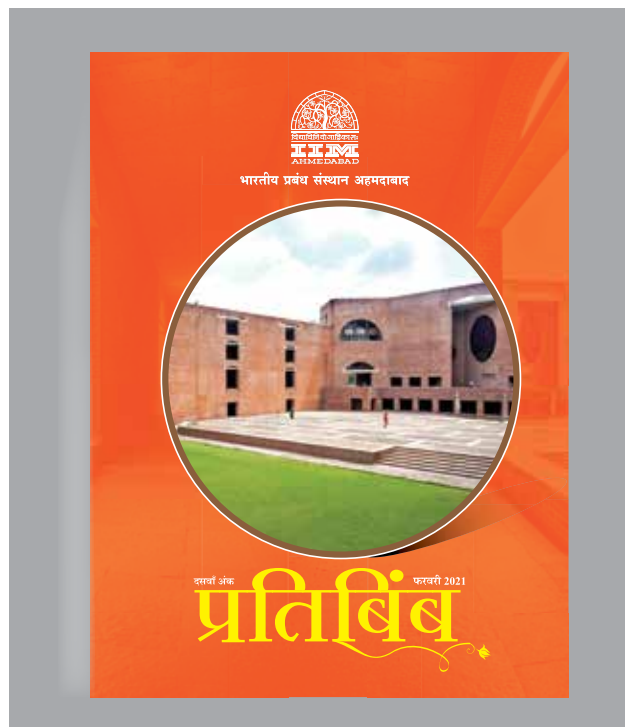
speaking staff members and students participated in these competitions. On September 28, 2020 the closing ceremony of the Hindi Fortnight was organised virtually. Cash prizes and certificates were awarded to the winners of various competitions.

Hindi Language Implementation

Three Committee meetings were held to review and monitor the progress of the official language implementation at the Institute. Three Hindi workshops were organised during the year, in which 108 staff members participated.

Hindi Magazine

The tenth edition of the Hindi magazine *Pratibimb* was published in February 2021. It was shared with many stakeholders including IIMs, IITs, Central Universities, concerned Ministries, board of governors and all the 140 members of town official language implementation committee (TOLIC).



17.

PERSONNEL

The workforce status of the Institute for the year 2020-21 is as follows

	Faculty	Staff
New Recruitment	8	17
Retirement	3	13
Resignations/ Term Completed/ Terminations	3	20

Appendix S8 provides detailed data on the workforce.

Officers and Staff Development Activity

Eighty seven employees, including officers and staff members, were sponsored for training programmes conducted by IIM Ahmedabad, Ahmedabad Management Association, National Productivity Council, New Delhi and other training institutes.

The Institute continued to sponsor several staff members pursuing different supplemental courses.

Staff Awards/Honours

Awards were given to faculty and staff members as follows:

Appreciation Awards on completing two decades of service in the Institute

- ▶ Prof Manjari Singh
- ▶ Prof Biju Varkkey
- ▶ Ms Suganya Sudhakar
- ▶ Mr George P. Mathew
- ▶ Ms Sumitha S. Nair

Long Service Awards to Staff on Retirement

- ▶ Mr Isardin R. Passi
- ▶ Mr Sunil Garg
- ▶ Mr K.V. Ramachandran
- ▶ Mr Ratnaji M. Parmar
- ▶ Mr Hira B. Solanki
- ▶ Mr Kanji S. Rabari
- ▶ Mr Mangaldas R. Kori
- ▶ Mr Ashok S. Vaghela
- ▶ Mr R. Baskaran
- ▶ Dr. Shruti Dave
- ▶ Mr Somnath Bhattacharya
- ▶ Mr Upendra B. Bhavsar
- ▶ Mr Rajeshkumar C. Bhavsar
- ▶ Mr Ramsharan L. Saroj

Details of personnel are given in **Appendix S**.



Appreciation Awards on completing two decades of service in the Institute

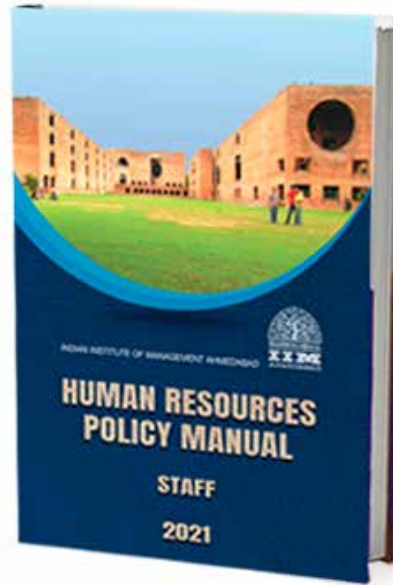
Right to Information Act, 2005

Under the Right to Information Act, 2005, 406 RTI applications and 44 First Appeals were received and responded to during the year. The month-wise break-up is as follows:

Month	RTI	First Appeal
April 2020	29	19
May 2020	95	4
June 2020	62	2
July 2020	41	3
August 2020	33	1
September 2020	15	4
October 2020	11	0
November 2020	14	0
December 2020	26	4
January 2021	24	1
February 2021	18	2
March 2021	38	4
Total	406	44

HR Policy Manual

On December 11, 2020, the Institute Foundation Day, the Director introduced the HR Policy Manual for non-teaching staff. The manual is available on the Institute’s website.



Change of Designation

The Institute has revised the designations for non-teaching staff to create standardization to match the designations given in other corporates or institutes. The revised designations are as follows:

Sr	Current Designations	Revised Designations	Pay Level	Sample Technical Designation
1	Chief Administrative Officer/ Chief Financial Officer	CAO/CFO & Vice President	14	
2	Head	Associate Vice President	13	Associate Vice President, Projects
3	Chief Manager	General Manager	12	General Manager, Engineering Services and Estate
4	Manager	Assistant General Manager	11	Assistant General Manager, Electrical/ Mechanical/Civil
5	Officer	Manager	10	Manager, Electrical/Mechanical/Civil
6	In-charge / Executive Assistant / Area Secretary	Assistant Manager	6/7/8/9	Assistant Manager, Electrical/Mechanical/ Civil
7	Office Assistant	Executive	5	Technician
8	Clerical Assistant	Executive	2/4	Technician/Driver

18.

SPORTS AND RECREATION ACTIVITIES COMMITTEE (SARA)

Sports activities on the campus are taken care of by the SARA Committee. Any employee can become a member of SARA by paying a nominal subscription.

The Institute has the following sports facilities 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

Owing to the pandemic, however, activities and access to the facilities were determined as per the Government guidelines.

SARA also provides tennis coaching to community members and students.

International Yoga Day

The SARA Committee celebrated International Yoga Day on June 21, 2020 through a virtual event.



19.

STUDENT ACTIVITIES

Abacus

Abacus, is the analytics and quant club of IIMA. The club organised various flagship events like Nautilus and Blitzkreig in the TRBS. Events like Mindbend (weekly quiz), Quant from home, Nutcracker, and Abacus Nite were held this year. The club also organised remedials for quant, excel and other quant courses. Various certification courses were held for the students along with online speaker sessions for the IIMA community. Analytics Primer and Puzzle-of-the-day were released for the extra support in the placement process.

Beta - The Finance and Investments Club

Beta focuses on generating awareness in the student community about careers in finance, assisting in the placement process and networking extensively within the financial services industry through a host of initiatives. Beta organised competitions and speaker sessions from industry experts including the Finance Minister to give students a flavour of finance from a practical perspective.

Cultcomm

The Cultural Committee is dedicated towards keeping the culture and the bonds between people at IIMA intact and flourishing. The pandemic, however, impacted the activities of the Committee. Induction week, to initiate the incoming new batch was organised. All festivals were celebrated in a hybrid mode. An ethnic day for Dussehra and a Navratri Dance video with Footloose was organised. A social media contest for Diwali was organised. The campus was decorated the campus for Christmas and the New year. The Committee organised a Secret Santa activity for Christmas. It held the first offline event of the year with the Kite flying event for Makar Sakranti followed by the Prom night event for Valentine's Day.

Consult Club

The objective of the Club is to foster an environment conducive to students interested in Consulting. The Club organised speaker sessions with consultants who gave the students a flavour of consulting as an industry and life as a consultant. In a collaboration, the club also hosted Victor Cheng, Global Case Interview Preparation Expert, to help students crack case interviews. Case-solving workshops and one-on-one case solving sessions were conducted and a revamped casebook, industry reports, a primer and a series of newsletters were published. Competitions like Armageddon, Strategos and Plandemic were also conducted.

Decibel - The Music Club

During such challenging times, spreading positivity through music was Decibel's focus. Starting off with onboarding the new batch, Decibel organised its annual rendition of Antaakshari with participants from all programmes at IIM-A. The Club also organised an online music competition for all IIM-A alumni in collaboration with the alumni cell. Members of Decibel also performed for attendees at the Prom Night.

Eloquence - The Soft Skills Club

Notwithstanding the pandemic and the fall in public speaking activities, the Club took on many initiatives throughout the year, notably the first ever Toastmasters demo sessions, training sessions to provide actionable insights to students on internship interviews and online engagement events like Rant of the Radicals and Mime Contest. Perspicuity, the club's newsletter was launched covering niche topics on communication skills helpful to the students and commentary on general affairs. Eloquence played an integral role in the summer internship process by collaborating with career clubs to hold mock GDs and actively coordinated ClusterX interviews.

Equal Opportunities Students Committee

The Equal Opportunities Students Committee is a committee of students that seeks to support the differently-abled community of IIMA by helping to build an accessible and empathetic campus. Through a mentorship programme, EOSC provides additional touchpoints for differently abled students to reach out for help throughout their time in the Institute and in the future. EOSC works with other student clubs and student managed associations to ensure that no student is left behind in the general activities happening on campus.

Equipoise

Equipoise is the Economics Club that seeks to develop students' interest in the field of economics. It organised various competitions - including the flagship event Tradecraft, a carbon credit trading competition as part of TRBS. Equizzitive - the Economics Quiz was organised for PGP1s. The Club organised remedial sessions to help students in their Microeconomics & Macroeconomics courses. In the wake of the pandemic, the Club also launched its social media handles on which periodic updates on the general economy and selected sectors were posted.

Food and Agribusiness (FAB) Club

The FAB Club facilitated placement preparation for summers and finals with 12 GDs, 86 PIs, and 14 knowledge-sharing sessions. GDPI, Internship experiences, and 20+ KYCs were documented to facilitate effective knowledge transfer to incoming batches. The club hosted eight major workshops and speaker sessions with industry leaders. An engaging panel discussion on Farm bills was hosted with notable professors and industry stalwarts. AGRENOVERA, the annual flagship event of the club under TRBS, saw 1400+ student participation and 40K in cash prizes.

FABM Committee

FABM Committee's mission is to increase the visibility of the FABM programme in the student community and the corporate world. The Committee organised several speaker sessions with the leaders in Food & Agribusiness sector over the past year. Naturalist - the newsletter and the one-pager Start-up series were

published time to time. Agrosol - Agriculture and Strategy event was conducted. Krishi Manthan, the annual flagship event envisioned to bring together all the food and agribusiness sector stakeholders was held. Several workshops, panel discussions and speaker sessions were conducted. Krishi Manthan 2020 has secured 9th position under D2C Popular B-School Festivals 2021 covered in India Forbes.

Finesse - The Fine Arts Club

Finesse - The Fine Arts Club of IIM Ahmedabad aims to rekindle the passion and pleasure of art among the IIMA community and rejuvenate the curiosity and talent lost in the hectic, busy, and mechanical lifestyle. The Club conducted a Pencil sketching workshop, online painting competition, clay ganesha making in collaboration with Prakriti, DIY Series and Inktober calligraphy challenge.

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. The Forum executed 40+ projects and achieved a growth of 80% in the top line. FII also collaborated with international consulting bodies like the Cambridge Consulting Network to launch an international project.

Faculty-Student Interaction Cell

The Cell introduced a mentorship programme for PGP1's even before they joined to reduce the pandemic-induced stress levels. Four hundred and fifty students and 40+ professors were a part of this initiative, which led to 100+ sessions. The Cell also organised the flagship dorm mentorship programme, where we mapped professors with various dorms.

Footloose

In light of the COVID-19 restrictions that were mandated in the campus, the dance club, Footloose, primarily conducted events in the virtual mode. The club members set up performances to welcome the PGP1s to the campus and also for auspicious occasions such as Navratri. A tutorial series, known as #2mins2dance, was initiated for the IIM-A community to help learn a few simple dance steps easily in a short period of time. Six such tutorial videos were released

by the club members. Footloose also conducted a beginner level Salsa workshop for every student that attended the Valentine's Day event 'Prom Night'.

General Management & Leadership Club

The General Management & Leadership Club (GMLC) is a student-run club that intends to cultivate students' interest in the field of general management. The Club published seven editions of the newsletter 'The Roundtable' which provided constant updates on business news pertaining to India Inc. The Club conducted GD's, mock PIs for the summer placements and laterals process. The Club also organised events and competitions.

Virasat - The Heritage Club

Despite the pandemic creating severe restrictions, Virasat conducted various activities. To familiarise the students with the Institute heritage and culture, it organised a discussion led by the Institute faculty. The Club also conducted various competitions and events on various festivals to imbibe the historical importance and meaning of these occasions.

IIMACTS - IIMA Cultural and Theatrical Society

The Club conducted its events online, which included the second edition of the film and theatre triva event Flimistaan 2.0 and Pitch Please, a comical take on the pitch deck presentations. The Club released its Honest Online Classes Sketch receiving special mention by the Director. The Club put together its only live performance of the year, Cutting Chai, in two successive screenings for over 300 viewers while taking all COVID protocols into account.

Media Cell

Media Cell began the year by welcoming the incoming batch with a Welcome video and the official Facebook group. The Cell hosted three webinars with business leaders to strengthen industry connect. The Cell also released the annual magazine "The Writing on the Wall" with 23 articles from students, alumni and faculty alike.

Mentorship Cell

The Mentorship Cell facilitated the smooth on-

boarding of the batch of 2022. The cell organised various facebook activities for the batch which gave them a platform to interact and know their batchmates. The Cell organised online Faccha-Tuccha meets which saw participation from 373 PGP1s and 149 PGP2s. To engage students more, the cell increased its social media activity and also organised the escape room event in association with SAERC. In the placement season, it hosted a workshop, conducted by Roy Eddington-Charles, which helped students in internship interview preparation. The Cell also took the initiative of mentoring students for the interview process and helped 650+ interviewees in the GDPI and AWT session.

Optima - The Operations Club

Optima launched Optimal Point, a simulation competition for the incoming batch and OpsCross, a crossword puzzle solving competition. The Club organises monthly quiz series (OpsMania), case competition for junior batch (Synopsis) and three-round case study competition (Opstruct), as part of TRBS. The Club launched its a monthly newsletter, OpsBulletin and continued with its Six Sigma Green Belt workshops.

Panacea - The Healthcare Club

Panacea is the healthcare club of the Institute. It envisions an accessible health structure for IIM-A, which is inclusive, sustainable, and aids the community to live a holistic and healthy life. The club also focuses on creating awareness about healthcare and the healthcare management in the IIMA and creating opportunities for the same. The Club organised various health awareness drives through social media with the focus on both physical and mental wellbeing of students. Partnerships with UrbanYogi and Headspace were done to provide free subscriptions to the students. Period talks were conducted with Proactive for Her to help improve awareness regarding women's reproductive healthcare. The Club also helped the administration with smooth onboarding of students back to campus during the Pandemic. Vaccination drives and blood donation camps were also organised by the club.

Perspectives - The Photography Club

Perspectives played a significant part in capturing the journey of IIMA community members and

their various on-campus ventures even during the pandemic. The club covered events like Induction week for Fachhas, Prom Nite, Makar Sankranti etc. The club undertook external projects exploring new areas of photography. The club was able to sign up a project on 360-degree photography with an international client. The biggest success of the club is the two campus videos launched on social media, garnering more than 2.5K and 41K views in less than 24 hours.

Prakriti - The Nature and Sustainability Club

Prakriti aims to serve as a knowledge and mindset primer to the managers of tomorrow, who would have to deal with sustainability as part of their decisions. The Club conducted Sustain, a case study competition that challenges participants to arrive at creative solutions to modern problems, balancing business interests and environmental conservation, during TRBS 2020.

Public Policy Club

The Club invited prominent speakers with diverse backgrounds including cabinet minister Smriti Irani, Milind Deora (MP), Suresh Prabhu (MP) and Jayant Sinha (MP) representing the legislative arm, Ashok Khemka (IAS), Ms. Chaya Sharma (IPS), K.V. Chowdary (F CVC), Adv. J Sai Deepak and Kumar Vishwas (Poet). The Club organised 'Blitzkrieg' (online quiz) for the PGP1s. As part of the TRBS, the club organised its flagship event, 'Mock NITI Aayog', to model an interactive discussion among state, center, and non-government representatives. In collaboration with IIM B, IIM L, and ISB, the club organised 'Niti Dvandva' (Public Policy case competition). The club launched a podcast series, Public Policy Podcast.

Sports Committee

Due to the pandemic, very few offline events were held. However, the Committee organised online events such as IIMA Fantasy league for IPL, Chess, Ludo, FIFA etc. The Committee organised, Aakrosh, the high-intensity sports event of IIMA where the five sections of PGP1 and PGPX compete for the trophy. More than 17 games were organised seamlessly minding the COVID protocols.

SASH Club

The SASH club stands for Students Against Sexual Harassment. The Club hosted a case competition, Cognizance, on the D2C platform, which revolved around a case on sexual harassment. It also organised a logo redesigning competition. A series of comic strips were also launched to sensitize people on various issues related to sexual harassment with the help of comics.

SYNERGY - The HR Management Club

Synergy organised various events over the past year in online mode- the first being 'HRbinger' a competition exclusively for the first years, 'HRmony'- HR case competition in collaboration with TRBS where several teams participated. HR quizzes were conducted. A meme-making competition titled 'Breaking Stereotypes' was organised, which invited participants to showcase their wit and creativity to bust the stereotypes associated with HR. Most importantly, 'HRReflection' - the HR newsletter-was introduced that provided insights into various organizations' human resource management aspects.

The Red Brick Summit

The fourth overall and first virtual edition of The Red Brick Summit (TRBS) was held from October 24 to October 25, 2020.

The summit hosted 22 flagship events and saw participation from 60,000+ students and 320+ colleges globally, with the prize money spanning 12 lakhs. The events catered to a multitude of fields like consulting, marketing, finance, operations, entrepreneurship, and several other domains with support from State Bank of India, PSP Projects, Matrix Partners, CII, Business Standard, Spotle.ai, and CIIIE. There were new events under public policy and general management in the fourth edition. Some of the marquee speakers were: Sir Martin Sorrell (Founder & Executive Chairman, S4 Capital Plc), Zarin Daruwala (CEO, Standard Chartered Bank, India), Mukesh Bansal (Co-Founder, Myntra & Cure.fit), Shiv Khera (Author of the international bestseller "You Can Win"), and Sanjeev Bikhchandani (Founder, InfoEdge). There were 17 keynote speaker sessions with a total digital footprint of 20000+. To provide insight into real-time businesses, 16 workshops

were hosted across multiple domains like Marketing, Supply Chain, Artificial Intelligence, Financial Modelling, etc., in collaboration with leading industry players such as PepsiCo, Nielsen, Amazon, and KPMG.

Student Interest Groups (SIG)

Ideos - Social Innovation

IDEOS is the youngest club. It caters primarily to Grassroot Innovations. It reaches out to grassroot innovators and helps them solve managerial problems pertaining to sales, marketing, legal aspects, and more by some of the initiatives such as Aagaz, RISE and STEP Ten projects have been initiated. The Group has received funding ('91 Giving Back Fund) of about Rs 60 lakhs to support social entrepreneurship.

IIM Ally

IIM Ally is the LGBTQ+ resource group of IIM Ahmedabad, working to create a safe space for the queer community. The Group worked with Boston Consulting Group (BCG) and Pride Circle Foundation to release a report on 'Fostering Pride in Higher Education: The Road to Inclusion' - to highlight the challenges faced by the LGBTQ+ community in Indian colleges. The report builds on a survey of 1,700 students in colleges across India to examine inclusivity issues around LGBTQ+ and identify ways of creating a more inclusive learning environment for students. As part of the Pride month celebrations, IIM Ally started a series called "Stories on the Rainbow Wall" to collect the stories around the theme of LGBTQ+. Speaker sessions are also undertaken to sensitize people about misconceptions around sexual and gender identity.

Right to Education Resource Centre

The Right to Education Resource Centre was involved in 3 major events i.e., COVID-19 Fundraiser, COVID-19 Survey and the E-Winter School.

ShARE IIM Ahmedabad

ShARE IIM Ahmedabad is a student-run leadership and management consulting chapter which offers customized training programs to students and provides them with opportunities to advise organizations on critical business issues with a focus on sustainability. ShARE IIM Ahmedabad student members have done consulting projects under the domains of Energy, Technology, Mobility, Global Economy, and City and Consumer.

SMILE

SMILE is a student-mediated initiative aimed at uplifting the underprivileged kids by providing them education and assistance required in their overall development. Details of the activities undertaken by SMILE are listed in the Alumni Chapter.

Stargazers - The Astronomy Club

Stargazers is a hub for discussions on space science, technology, and exploration and study the night sky. The Club launched Voyager, a monthly magazine that presents a balanced mix of articles on science, business, and art.

Women Leadership Society (WLS)

The requirement of WLS was first felt through responses by women in the campus on questions asked about the issues faced by them at workplace and college campuses prior to joining IIMA. In the context of Indian businesses, the share of women in the workforce is still at a nascent stage, where women are either in minority or primarily in non-leadership roles. The Women Leadership Society was formed with the objective of sensitising students about gender related issues at workplace, and to initiate and facilitate activities for interaction between students and women leaders. WLS has organised speaker sessions and webinars.

20.

SUSTAINABILITY AND GREEN INITIATIVES

Tree Plantation Activity

Nearly 350 tree saplings were planted across the campus at various locations. Twenty seven full-grown trees from project sites in the main campus were transplanted to other areas in the campus using scientific translocation methods, thereby avoiding cutting of the tree for infrastructure expansion.

Rainwater 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 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 a pre-monsoon activity every year.

Further, 15 more percolation wells are being created (five in the main campus and 10 in the new campus) along with the infrastructure project work of approximately 1.0 million sq. ft. built-up area is underway in both the campuses.



Tree Plantation Drive and Signature Campaign with SBI



First Solar Power Plant at IIMA

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 to work out the suitability of installation of STPs in the peripheral areas in the Main Campus was carried out. STPs of different capacities are being considered for installation at different drainage outlets without disturbing the existing network of drainage pipelines. Treated water will be used for irrigating the garden in the campus.

Organic Waste Composting

Huge quantities of dry leaves are 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 are composted into fine organic manure.

There is an organic waste composter processing system in operation on the Main Campus. One more organic waste composte system will be operational from July 2021 for dry waste 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

With a view to harness renewable energy, the Institute decided to install rooftop solar power generators wherever feasible. A 365 kWp capacity rooftop solar power plant has been installed over the roof tops of majority of the new campus buildings. A 20 kWp capacity rooftop solar power plant has been installed over the roof of Library building in the main campus.

Others

- ▶ Sprinkler and drip irrigation methods 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 the latest high energy rating ACs. All guest houses and MSHs have been provided with energy saving washing machines and refrigerators.

Sustainability-related Events

The student-led Prakriti Club (nature and sustainability club), runs various campaigns to drive the message of sustainability and green initiatives.

21.

WELFARE ACTIVITIES

Professor B.H. Jajoo Welfare Committee Medical Scheme

Prof. B.H. Jajoo, donated Rs 25,00,000 to set up a fund for the medical needs of the retired employees of the Institute. The sub-committee constituted by the Institute verifies the medical needs and distributes the amount to the retired employees with the help of Welfare Committee. This year Rs 2,14,300 was reimbursed among the retired staff members of Group C & D.

Higher Education Loan for IIMA Community Children

The Staff Welfare Committee caters to the need for higher education of staff members' children, through an interest-free loan scheme for the permanent employees of Group B, C and D. This loan is available only for regular degree/diploma course of AICTE, UGC of recognized College/University/ Institute within India. The educational loan is disbursed twice a year to cater to the fees paid by the employees' semester wise.

In the year 2020-21 during the first phase, two employees benefited from this scheme with a total amount of Rs 2,05,500 disbursed to them. In second phase, three employees sought the loan amounting to Rs 3,30,240.

Educational Initiative - Conducting Tuition Classes

The Staff Welfare Committee in association with an NGO, SAMVAAD, organised free tuition for the children studying in classes Std. I to Std. VIII for Group C & D employees.

Sri Ramakrishna - Shrada Medical Fund

The Staff Welfare Committee created a corpus of Rs 5,00,000 in the name of Shri. Ramakrishna

Sarada Medical Fund, contributed by Prof. Shekar Choudhury, and Ms. Saroja from PGP 1990 Batch. The interest earned from the fund caters to the need of medical expenses of retired group C&D ex-employees and their spouse. This year, Rs 56,600 was released to eligible retired staff members from this fund.

Employees Birthday Celebrations

The Welfare Committee celebrated the birthdays of employees by greeting them with a birthday card. The sweet packet distribution was discontinued due to the pandemic.

Gujarati New Year celebrations 2020

Every year, after Diwali holidays, the Welfare Committee organizes a get-together of IIMA community to celebrate the Gujarati New Year. However, due to the pandemic, the celebrations were cancelled. Chocolate packs were distributed to all the community members. A photography contest was organised. A collage was prepared from the photographs received and the best photograph was awarded on the Institute Day.





Institute Day Celebrations on December 11, 2020

To Commemorate the Institute’s foundation day, the Institute Day is celebrated on December 11th of every year. During the celebrations, various awards are presented by the Director to meritorious children and staff members to promote their talent. There were 58 awards distributed under various categories this year.

A cultural programme is also organised every year by the children of IIMA community, staff and students of the Institute. However, due to the pandemic the cultural programme was not held. Retired employees who completed 15 years or more of continuous years of service in the Institute were recognized. Employees who completed 20 years or more years of continued service were also felicitated.

International Women’s Day Celebrations on March 08, 2021

The Welfare committee celebrated the International Women’s Day on March 08, 2021. Following COVID protocols, activities were organised for the women employees of the Institute. The Committee organised an interactive session on Female Leadership and on ‘Making the Right Choice’.



Food Packet Facility for Quarantined Community Members

It was observed that during the quarantine period, which varies until none in the family are COVID positive, families faced problems procuring food. The Staff Welfare Committee

decided to support such families staying in the campus, by providing food (breakfast, lunch and dinner) from the students' mess to their doorstep. The initiative was much appreciated by the community members.



IIMA Community Supports Relief Work during COVID-19 Lockdown



APPENDICES



POST-GRADUATE PROGRAMME IN MANAGEMENT

A1 STUDENTS IN PGP

	PGP I	PGP II
Joined the Programme	392	387
(-) Discontinued	6	1
(-) Permitted/Asked to rejoin in 2021	1	1
(+) Repeaters	-	1
(+) Permitted to rejoin in 2020	2	1
No. in the First/Second Year	387	387
(-) 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)	-	-
(-) Not Graduated due to non-completion of academic requirements	-	1
(+) Graduating from earlier year	-	-
(+) Students Graduated under Double Degree Programme		19
Total promoted/graduated	387	405

A2 INDUSTRY SCHOLARSHIP

Forty students received industry merit scholarships during the year.

Twenty students from the batch of 2019-21 were awarded the following industry scholarships, based on their academic performance in the first year of the programme:

No.	Name	Scholarship
1	Akhil Mangla	Radha and Sanjeev Chadha
2	Kishan Kashyap	Jet Age Finance Pvt. Ltd.
3	Vikas Kumar	S.M. Shah
4	Arpit Singh	Infosys
5	Rouzif Rasheed Moopan	ICICI
6	Kartik Mittal	SBI Mutual Fund
7	Devansh Anand	IIMA Silver Jubilee/PGP 87 Batch/Faculty Memorial, AUDCO & IIMA I-Schol
8	Arunabh Saxena	IIMA I-Schol
9	Shrey Banka	IIMA I-Schol
10	Aman Choudhary	IIMA I-Schol
11	Darpan Jain	IIMA I-Schol

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No.	Name	Scholarship
12	Dhavala V S Aditya	IIMA I-Schol
13	Anirudh Swaminathan	IIMA I-Schol
14	Anirudh Agarwal	IIMA I-Schol
15	Patel Darshan Pareshbhai	IIMA I-Schol
16	Avinash Chattanathan Iyer	IIMA I-Schol
17	Kshitij Jain	IIMA I-Schol
18	Mukul D Bhambhani	IIMA I-Schol
19	Shubham Singhal	IIMA I-Schol
20	Eeshaan Sharma	IIMA I-Schol

Twenty students from the batch of 2019-21 were awarded the following industry scholarships, based on their academic performance in the second year of the programme:

No.	Name	Scholarship
01	Arunabh Saxena	Mrs. Sharda Bhandari & Mr. P.K.Rath
02	Vikas Kumar	Ajay Banga Industry Scholarship
03	Akhil Mangla	Ritu Banga Industry Scholarship
04	Darpan Jain	Alok Mishra Scholarship
05	Shrey Banka	Colonel Manohar Lal Sarin and s. Sushila Sarin
06	Mundhada Ketan Laxmikant	Jet Age Securities Pvt. Ltd.
07	Rouzif Rasheed Moopan	S.M. Shah
08	Rohan Rajiv Saxena	IFCI Limited
09	Urmi Ashok Badiyani	IFCI Limited
10	Devansh Anand	Monsanto
11	Piyush Arya	Surrendra Paul
12	Kishan Kashyap	Dun & Bradstreet + IIMA I-Schol
13	Kartik Mittal	IIMA I-Schol
14	Dhavala V S Aditya	IIMA I-Schol
15	Soham Dutta	IIMA I-Schol
16	Ashutosh Rungta	IIMA I-Schol
17	Vineet Narang	IIMA I-Schol
18	Shyam Prakash Garg	IIMA I-Schol
19	Harsh Agarwal	IIMA I-Schol
20	Anika Bhasker	IIMA I-Schol

An Ischol for a female participant with the highest overall CGPA titled Chandra Prabha, and Charan Dass Gupta iSchol was introduced. It was awarded to Urmi Ashok Badiyani.

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AWARDS**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. The award was given to Akhil Mangla.

Shri S.K. Seth Memorial Award

Instituted by s Shanti Seth in memory of her husband, late S.K. Seth, the first Librarian of the Institute, the award is given to the student who obtains the highest grade points in the first year of the programme. The award was given to Akhil Mangla.

S. Umapathy Prize

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

Smt. J. Nagamma Memorial Award

The award was instituted in memory of s J. Nagamma by her son Pramod Kunju (PGP 1999) to recognize excellence in academics. It is given to a student who obtains the highest CGPA at the end of the first year. The award was given to Akhil Mangla.

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

The Kollengode V. Srinivas Award was instituted by the parents of late Kollengode V. Srinivas to recognize the all-round performance of an outstanding student and to honour the memory of Srinivas' association with the Institute. The award was given to Mundhada Ketan Laxmikant.

Woman All-rounder Award

The PGP Woman All-rounder Excellence Gold Medal instituted by Quetzal Foundation recognizes the all-round performance of an outstanding woman student. The award was given to Akansha Kashyap.

Outstanding Sportsman Award

The award was instituted by Sunil Chainani (PGP 1980) to recognise a student's all-round performance in sports while at IIMA. The award was given to Sanjay P. Saji.

Sajeev Sirpal Academic and Creativity Excellence Award

The award was instituted in memory of Sajeev Sirpal (PGP 1984) by Ms. Kanaka Sirpal (1984) and friends to recognize excellence in academics and creativity among students. The award was given to Shubham Singhal.

Prof. Abhinandan Jain Gold Medal for Marketing

The award is given to a student who shows excellence in the marketing courses. The award was given to Manoj Joseph.

SCHOLARSHIP

Aditya Birla Group selected the following scholars for their scholarship offering Rs.1,75,000/ to each student during 2020-21.

- | | |
|--------------------------|--------------------------|
| 1. Arunabh Saxena | 3. Ketan Mundhada |
| 2. Kannan Adlakha | 4. Vamika Singh |

SCHOLARSHIPS INSTITUTED BY OTHER AGENCIES

- The OP Jindal Scholarship worth Rs 80,000 per scholarship were awarded to the following PGP-II student:

1. Arpit Singh

2. Arunabh Saxena

- The T. Thomas Scholarship worth Rs 1,00,000 was awarded to R Soorya of PGP I (2020-22 batch).
- IDFC First Bank (formerly, Capital First Ltd) scholarships worth Rs 1,00,000 each was awarded to the following eighteen first year PGP-I/FABM-I batch 2020-22 and eight second-year PGP-II/FABM-II batch 2019-21 students:

First year	Second year
1. Ilavarapu Dharmanjaneyulu	1. Agniv Mukherjee
2. Aditya Goswami	2. Akansha Kashyap
3. Gowri Shankar D	3. Ms. Aarushi Agarwal
4. Prabu S	4. Sanjay P Saji
5. Tanmay Vivek Lad	5. Badri Narayanan S
6. Ms. Preeti Verma	6. Kunal Jain
7. Prince Jain	7. Akshay Verma
8. Rinkesh Binani	8. Siddharth Tikoo
9. Ms. Dhore Samanti Vishnu	
10. Ms. Rashmi Kumari	
11. Bhimana Rama Krishna	
12. Anmol Shukla	
13. Ms. Manisha Bhagat	
14. Ms. Parmar Zeal Rajsinh	
15. Prashanth M	
16. Himanshu Soni	
17. Deekshith M	
18. Rupam Roy	

- The Taravati Ram Gopal Mehra Foundation (TRMF) scholarship worth Rs.80,000 to Basina SSS Swaroop of PGP-II (2019-21 batch).
- Several PGP alumni have generously contributed to the Institute 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.

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The table below gives the details of scholarship given as top-up:

Sponsor	Amount in Rs	Awardee/s	Class/Batch
PGP 1983 Batch (MCM)	75,000	Harish Kumar KR	PGP-II/2018-20
	75,000	Thumukunta Gandla Hari Shankar	
	75,000	Prashant Chawla	
Class of PGP 1969 Endowment Fund	5,00,000	Vikas Kumar	PGP-I/2019-21
	5,00,000	Aman Rathi	
Dainik Bhaskar (MCM)	4,35,000	Y Chakradhar Reddy	PGP-I&FABM-I/ 2019-21
	4,35,000	Raghav Gupta	
	4,35,000	Ghogare Sumedh Gopal	
	4,35,000	Piyush Lakhmani	
	3,75,000	Rishabh Anand	
	3,15,000	Singh Hitesh Kumar Pankajbhai	
	3,15,000	Prerana Preyasi	
Tega Industries 1967	2,50,000	Siddharth Tikoo	PGP-I/2019-21
Gautam Saha, alumnus of PGP 1981 batch	2,00,000	Harsh Agarwal	PGP-I/2019-21
Vignesh Ramdas, alumnus of PGP 2012 batch	1,00,000	Akshay Verma	PGP-I/2019-21

Details of scholarship that were merged with SNBS:

Sponsor	Amount in Rs	Class/Batch
Warburg Pincus	15,15,000	PGP-II
Taravati Ram Gopal Mehra Foundation	10,000	PGP-I

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A

A3 APPLICATIONS RECEIVED FOR PGP

Category	Batch 2021-2023				Batch 2020-2022			
	Male	Female	Trans-gender	Total	Male	Female	Trans-gender	Total
General	79409	45386	1	124796	88558	51294	4	139856
EWS	3937	1216	0	5153	2824	794	0	3618
NC-OBC	21203	8707	0	29910	21932	9285	0	31217
SC	8732	3800	0	12532	9034	4116	0	13150
ST	2074	972	0	3046	2344	1115	0	3459
PwD	579	144	0	723	660	139	0	799
GMAT(Overseas Indian)	10	5	0	15	7	2	0	9
GMAT (SNQ)	5	2	0	7	4	2	0	6
Total	115949	60232	1	176182	125363	66747	4	192114
%	65.81	34.19	0.00	100	65.26	34.74	0.00	100.00

A4 DETAILS OF THE NUMBER OF APPLICATIONS RECEIVED, CANDIDATES CALLED FOR ANALYTICAL WRITING TEST & PERSONAL INTERVIEW (AWT & PI) AND ATTENDED THE AWT & PI FOR PGP 2021-2023 BATCH.

Stages	Gender / Total	General Category			Reserved Category					Total
		CAT	GMAT		EWS	NC-OBC	SC	ST	PwD	
			Over-seas Indian	SNQ						
No. of Applicants to IIMA	Male	79,409	10	5	3,937	21,203	8,732	2,074	579	1,15,949
	Female	45,386	5	2	1,216	8,707	3,800	972	144	60,232
	Trans.	1	0	0	0	0	0	0	0	1
	Total	1,24,796	15	7	5,153	29,910	12,532	3,046	723	1,76,182
No. of Candidates Called for Interview	Male	430	3	4	24	233	116	64	31	905
	Female	131	2	1	6	70	51	25	6	292
	Total	561	5	5	30	303	167	89	37	1,197
No. of Candidates Attended the Interview#	Male	423	3	4	24	217	95	56	30	852
	Female	130	2	1	6	68	46	23	6	282
	Total	553	5	5	30	285	141	79	36	1,134

On account of pandemic, interviews of PGP & PGP-FABM 2021-2023 were conducted online with a Partner assisting us in 10 cities. On account of this, the interview took extra 10 days. The process was concluded on April 10, 2020.

B

POST-GRADUATE PROGRAMME IN FOOD AND AGRI-BUSINESS MANAGEMENT

B1 STUDENTS IN PGP-FABM 2020-21

	PGP-FABM I (2020-21)	PGP-FABM II (2020-21)
Joined the Programme	47	46
(-) Discontinued	--	--
(-) Permitted/asked to re-join in 2017	--	--
(+) Repeaters	--	--
Permitted to re-join in 2017	--	--
No. of the First/Second Year	47	46
(-) Asked to Withdraw	00	Nil
(-) Asked to repeat	Nil	Nil
Not Graduated due to non-completion of academic Requirements (Double Degree and General)	Nil	01
Not Graduated due to Academic indiscipline	Nil	Nil
Graduating from earlier year	Nil	Nil
Students Graduated under Double Degree Programme	Nil	Nil
Total promoted/graduated	47	45

B2 AWARDS AND ISCHOLARSHIPS

Best All-Rounder PGP-FABM Woman Student

This award was introduced and instituted by Smt. Meenakshi Mathur, in memory of her late husband Shri Ratan Chandra Mathur, an alumnus, who was a Post Graduate Management Programme participant in Agriculture Business Management during the year 1971-72. This award was instituted with effect from 2010 for an accomplished and outstanding all-rounder PGP-FABM student (female) who has excelled in academics, extra-curricular and co-curricular activities. The award was given to Ms Sontakke Sampada Premanand.

Anita and Jagdish Lal Garg: Outperformer Award

Outperformer Award was introduced and instituted by Ms Geeta Garg, PGP-ABM Alumni of 2013-15 batch in honour of her parents. The award recognises a student for extraordinary contributions that go beyond academics and the usual sports activities. The award was given to Suresh Kumar Nayak.

Industrial Scholarship (I-Schol)

This scholarship is introduced and instituted by Parmesh Shah, Specialisation Package in Agriculture (SPA) alumni of 1982 at IIMA. The I-Schol is based on outstanding academic performance. The award was given to Agniv Mukherjee.

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B3 APPLICATIONS RECEIVED FOR PGP – FABM

Category	Batch 2021-2023				Batch 2020-2022			
	Male	Female	Trans-gender	Total	Male	Female	Trans-gender	Total
General	61450	33618	1	95069	58356	31422	3	89781
EWS	3506	1024	0	4530	2216	566	0	2782
NC-OBC	17528	6887	0	24415	15692	6189	0	21881
SC	6837	2880	0	9717	6033	2628	0	8661
ST	1517	698	0	2215	1474	646	0	2120
PwD	442	93	0	535	420	80	0	500
Total	91280	45200	1	136481	84191	41531	3	125725
%	66.88	33.12	0.00	100	66.97	33.03	0.00	100

B4 DETAILS OF THE NUMBER OF APPLICATIONS RECEIVED, CANDIDATES CALLED FOR ANALYTICAL WRITING TEST & PERSONAL INTERVIEW (AWT & PI) AND ATTENDED THE AWT & PI FOR PGP - FABM 2021-2023 BATCH.

Stages	Gender / Total	General Category	Reserved Category					Total
			EWS	NC-OBC	SC	ST	PwD	
No. of Applicants to IIMA	Male	61450	3506	17528	6837	1517	442	91280
	Female	33618	1024	6887	2880	698	93	45200
	Trans.	1	0	0	0	0	0	1
	Total	95069	4530	24415	9717	2215	535	136481
No. of Candidates Called for Interview	Male	119	24	70	22	16	7	258
	Female	74	6	30	12	7	0	129
	Total	193	30	100	34	23	7	387
No. of Candidates Attended the Interview#	Male	97	21	53	9	5	5	190
	Female	60	4	22	8	3	0	97
	Total	157	25	75	17	8	5	287

On account of pandemic, interviews of PGP & PGP-FABM 2021-2023 were conducted online with a Partner assisting us in all the cities. This year we had a total of 10 cities. On account of this, the interview took extra 10 days. We concluded the process on April 10, 2020.



POST-GRADUATE PROGRAMME IN MANAGEMENT FOR EXECUTIVES

C1 PROFILE OF STUDENTS

Number of students: 140

Parameter	Average
GMAT	701
GRE	323
Total work experience	8 Years 3 months
International work experience	1 Year 1 month
No of students with International work experience at least one year abroad	30
No of students with International work experience at least three years abroad	14
Age as on March 31, 2021	31 Years

International exposure

- 16 (11.43%) were residing outside India, spread across 10 countries.
- 01 (0.71%) is international student. (1 from United Kingdom)
- 51 (36.43%) have international exposure in terms of work and studies.

Academic background

- 13 (9.28%) have obtained their degree(s) from outside their home country
- 12 (8.57%) have a higher qualification (Professional, Masters) than bachelors
- 123 (88.00%) are engineers
- 29 (20.71%) have graduated from IIT/NITs
- The industry mix includes Academic and Education, Advertising / Communication / Media / Entertainment, Aerospace and Aviation, Banking, Financial services and Insurance, Consulting, Defence and Security, Energy and Utilities, FMCG, Government Enterprises and Public Sector Undertaking, Infrastructure and Construction, IT & ITes, IT Products, Manufacturing / Engineering, NGO and Social Services/NGO, Others, Pharma / Bio-Tech / Healthcare / Hospitals, Retail / Ecommerce, Shipping / Transportation / Logistics, Telecom, Travel and Hospitality
- 34 (24.29%) are women students

Industry Break-up		Functional Break-up	
Academic and Education	1	Client Account Management	2
Advertising / Communication / Media / Entertainment	2	Consulting	27
Aerospace and Aviation	5	Engineering and Maintenance	16
Banking, Financial services and Insurance	9	ERP Professional	2
Consulting	17	Finance and Accounting	5



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Industry Break-up		Functional Break-up	
Defence and Security	3	General Management	13
Energy and Utilities	19	IT based Operations	3
FMCG	1	IT based Project Management	7
Government Enterprises and Public Sector Undertaking	7	IT based Research and Development	5
Infrastructure and Construction	3	Knowledge Worker (BPO/KPO)	1
IT & ITeS	9	Marketing	2
IT Products	6	Non-IT based Operations	1
Manufacturing / Engineering	30	Non-IT based Project Management	8
NGO and Social Services/NGO	3	Non-IT based Research and Development	8
Pharma / Bio-Tech / Healthcare / Hospitals	3	Operations	17
Retail / Ecommerce	6	Others	7
Shipping / Transportation / Logistics	3	Procurement	1
Telecom	2	Programming	3
Travel and Hospitality	2	Sales and Marketing	11
Others	9	System Designing	1
Total	140	Total	140

C2 NEW ELECTIVE COURSES

Sr. No.	Area	Name of Course
1	MKTG	Digital Marketing
2	RJMCEI	Gamification, Technology, & Learning Motivation
3	P&QM	Managing Operational Performance of Service Systems
4	MKTG	Marketing Services
5	IS	Strategic Management of Digital Innovations
6	Strategy	Strategic Management of Technology & Innovation
7	PSG	Business, Corporate Social Responsibility, and Human Rights
8	P&QM	Coordinating the Crowd
9	PSG	Experiments for Business and Policy Decision-making
10	OB	High Performing Teams: A Journey
11	MKTG	Managing Customer Value Delivery
12	MKTG	Marketing Luxury
13	MKTG	Neuroscience and Consumer Behavior



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C3 STUDENT ACTIVITIES

ConneXions 2020 (October 2020)

The “Connexions” arm of The Red Bricks Summit, IIM Ahmedabad’s flagship business summit, donned a virtual avatar due to the ongoing pandemic. Centred around a pertinent theme – “Fast forwarded to the Future”, it covered participation across diverse industries and invited business leaders and academia to learn and derive noteworthy insights. The event was flagged off by Dr Niranjana Hiranandani’s talk on “Thought Leadership” wherein he shared interesting stories around leadership and the journey to developing an entrepreneurial mindset. A panel discussion between experts from the healthcare sector, the administrative wing of the government, and academia, discussed at length the intricacies of planning during the pandemic. The next day witnessed a horde of young Turks painting the Future of modern-day enterprises due to gigantic leaps in technology and artificial intelligence, with a second-panel discussion on “Businesses of the Future”. The conclave concluded with established GGPX alum taking the participants for a ride through the exciting world of product management in the technology and finance landscape.

GGPX Alum Meet: Xpressions 2020

Xpressions is a GGPX Reunion Event, which is organised on campus every year. However, for the first time, it was conducted virtually. After the inaugural ceremony, Prof. Sunil Sharma conducted a master class on Strategy. After the master class, there were three-panel discussions anchored by the Finance, Energy, and Technology club with Alumni as panellists. The event ended with a cultural performance where pre-recorded videos of alumni were shared. The cultural event also included live stand-up comedy by comedy clubs of the last three batches.

GGPX Speaker Series

Speaker Series is a GGPX student initiative where senior corporate leaders and eminent citizens are invited to share their experiences with the GGPX students. This initiative organised entirely by the GGPX students had 16 speakers who were invited to share their experience and ideas online. Details listed below

Speaker Series

Sr.	Name of the Speaker	Designation	Company	Topic
1	Ms. Mansi Wadhwa	Strategy and Operations Manager	Restorative Therapies Group	Healthcare session
2	Mr. Nitin Seth	COO	Ashok Leyland	Economic upheaval and business strategies and policies needed to overcome during Covid crisis
3	Mr. Murali Nair	President	Banking, Zeta India	The World of Fintechs
4	Mr. Naveen Munja	MD	Hero Electric	growth and career prospects in the EV industry
5	Mr. Amit Gupta	Co-Founder & CEO	Yulu & Inmobi	An entrepreneur’s perspective on the future of ride-sharing, and career opportunities post MBA

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Sr.	Name of the Speaker	Designation	Company	Topic
6	Mr. Swapnil Pawar	Founder	ASQI	Role of Tech in Investment Management and credits market
7	Dr Anand Deshpande	Founder and CEO	Persistent	Digital transformation is reshaping the industries, challenges, and the way forward
8	Mr. Sanjay Murdeshwar	Vice Chairman/MD	Novartis India Ltd	Navigating through challenging times and the impact of the pandemic on the healthcare industry
9	Mr. Mahesh Bulchandani	CEO & Director	FinIQ Europe	Reinventing Wealth Management
10	Mr. Shankar Krishnan	Group Head, Strategy and IT	Shapoorji Pallonji Group	Strategy formulation for a global diversified organization
11	Mr. Laxman Narasimhan	CEO	Reckitt Benckiser	“New normal for business, riding the waves of uncertainty”
12	Mr. Salil Gupte	President	Boeing India	Managing crisis in aerospace industry
13	Mr. Jayesh Ranjan	IAS	Principal Secretary to Government of Telangana	Building innovation Ecosystem to attract global investments
14	Mr. Ashutosh Sinha	Group Head - HR & Centre of Excellence	Landmark Group	Navigating Career Choices & Making of the Landmark
15	Dr. Praveer Sinha	CEO & Managing Director	Tata Power Company Limited	The major challenges and transitions happening in power sector
16	Mr. Sahil Barua	Co-founder and CEO	Delhivery	E-commerce Logistics
17	Mr. Harsha Bhogle	Cricket Commentator and Journalist		Conversation with Harsha Bhogle

D

ePOST GRADUATE PROGRAMME IN MANAGEMENT

D STUDENTS IN EPGP 2019-21 & 2020-22

Sr. No	Particulars	2020-22 Batch	2019-21 Batch
1	Total Registrations	3604	2508
2	Total Submitted Applications	375	243
3	IAT Attended Candidates	286	104
4	Shortlisted & Called for Interview	209	153
5	Appeared for Interview	187	134
6	Total number of admissions offered	130	109
7	Total number of candidates in the waiting list	9	--
8	Total number of admissions offered to Waitlisted	9	--
9	Total number of Joined Candidates	69	68
10	Last Year Deferment - Joined Candidates	2	1

ePGP FIRST YEAR COMPULSORY COURSES

Semester 1	Semester 2
Introduction to Learning Method at IIMA	Organizational Behaviour II
Understanding Organizational Behaviour	Transforming Businesses through Information Technology
Managerial Computing	Corporate Finance
Financial Reporting & Analysis	Costing & Control Systems
Financial Markets	Probability & Statistics II
Probability & Statistics I	Quantitative Techniques (Decision Making)
Operations Management I	Operations Management II
Marketing Management I	Marketing Management II
Human Resource Management I	Human Resource Management II
Managerial Communication I	Managerial Communication II
Microeconomics	Macroeconomics
Legal Aspects of Business	Strategic Management
Strategic Management	Corporate Sustainability
Corporate Sustainability	Individual Project

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INDICATIVE LIST OF ELECTIVES OFFERED IN SECOND YEAR

Semester 3	
Rural Marketing	Entrepreneurship & Creativity
Communicating Corporate Reputation	Leadership: Vision, Meaning and Reality
Game Theory	Mysteries in Management
International Finance & Trade	Strategic Management of Technology & Innovation
International Finance & Trade	Semester 4
Corporate Governance	Intercultural Communication Competence
Financial Statement Analysis	Big Data: Possibilities and Concerns
Financial Statement Analysis	Business, Government and Macro Policy
Business Turnaround and Organizational Transformation	Indian Economy and Society in Comparative Perspective
Managing Human Capital in Projects	The Future of Work and Its Markets
Strategies for the Internet Economy	Behavioural Finance
Tapping into Social Media	Valuation of Firms - Numbers and Narratives
Brand Management	Business and Society
Brand Management	Better Work, Better Workplaces and Better World
Digital Marketing	Understanding Bhagavad Gita: Managers' Dilemmas
Managing Retail Business	Managing Firms in Service Sector
Not for Sale: Psychology of Promotions	Structure and Economics of Online Networks
Seminar in Marketing Data Analytics	Networked Economy: Structural Principles and Applications
Business Analytics	Customer Relationship Management
Business Analytics	Pricing
Elephants and Cheetahs: Systems, Strategy and Bottlenecks	Promotions Strategy
Managing Operational Performance of Service Systems	Not for Sale: Psychology of Promotions
Revenue Management and Dynamic Pricing	Advanced Mathematical Modeling for Managerial Decisions
Supply Chain Management	Quality & Risk Management
Managing Transportation: Business Models and Policy Instruments	Experiments for Business and Policy Decision-Making
Educational Innovation and Enterprise	Transportation Infrastructure Policy Practice
Business Negligence, Liability and Law	

ePGP SECOND YEAR CORE COURSE (SEMESTER 4)

Course Name
Course on Ethics
Capstone: Business Simulation Game
Group Project

CONTD. APPENDIX

BATCHWISE PROFILE

Batch	2017-19	2018-20	2019-21	2020-22
Application Submitted	227	193	243	375
Called for Interviews	142	118	153	209
Attended	117	109	134	187
Offered Admission	66	78	109	139
Accepted	53	65	86	101
Joined	49	62	69	71
B.E. B.Tech.	39	44	48	63
B.Sc.	2	7	1	2
B.Com, B.A	3	6	13	4
BBA / BCA	0	5	3	2
B.Pharm / B.Arch	3	0	2	0
MBBS	2	0	2	0
Total	49	62	69	71



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

E1 STUDENTS IN EPGD-ABA 2020-21

Number of Students	36
Average Work Experience	7 Years and 2 months
Average Age as on March 31, 2020	29 Years and 9 months
Number of Women Students	8

Industry Break-up	Counts	Functional Break-up	Counts
IT & ITeS	6	Consulting	7
IT Products	4	Engineering and Maintenance	3
Banking, Financial services and Insurance	5	IT based Operations	3
Consulting	4	IT based Project Management	3
Pharma / Bio-Tech / Healthcare	4	Programming	3
Manufacturing / Engineering	3	Administration	2
Shipping / Transportation / Logistics	3	IT based Research and Development	2
Academic and Education	1	Sales and Marketing	2
Aerospace and Aviation	1	Client Account Management	1
Agriculture	1	ERP Professional	1
Energy and Utilities	1	Knowledge Worker (BPO/KPO)	1
Legal Services	1	Non-IT based Project Management	1
Telecom	1	Non-IT based Research and Development	1
Others	1	Software Maintenance	1
Total	36	Others	5
		Total	36

E2 SPEAKER SESSIONS

Name of the Speaker	Designation	Company	Topic
Mr. Dheeraj Awasthy	Global Head of Analytics and Innovation	HSBC	Challenges and Opportunities of Analytics
Mr. Prithvijit Roy	CEO and Co-founder	BRIDGEi2i Analytics Solutions Pvt. Ltd.	Connecting the dots – Analytics, AI and Digital
Dr. Santanu Bhattacharya	EVP and the Chief Data Scientist	Airtel	Solving “India Class” Data Problems

CONTD. APPENDIX



Name of the Speaker	Designation	Company	Topic
Mr. Deep Narayan Mukherjee	Associate Director, Data Science	Boston Consulting Group	Model Design: Business aspects of analytics with examples from risk analytics
Mr. Yashwanth Kumar	Head of Analytics and Insights	Titan Company Limited	Analytics ROI: Measuring the value of Data & Analytics initiatives
Mr. Sulabh Jain	Executive Director	Impact Analytics	Predictive analytics based Promotions planning & measurement for Retail
Mr. Swadeep Singh	Associate Director, Data Science	UnitedHealth Group	Analytical Problem Formulation
Prof. Galit Shmueli	Distinguished Professor and Director	National Tsing Hua University (NTHU), Taiwan.	“Improving” Prediction of Human Behavior Using Behavior Modification
Mr. Pankaj Rai	Senior Vice President	Wells Fargo	Careers in Analytics
Mr. Abhishek Tripathi	Vice President, Head of AI	Perfios Software Solutions Pvt. Ltd.	A practical perspective on AI for Fintech
Mr. Shantan Kandula	Doctoral Candidate, IS Area	IIM Ahmedabad	A prescriptive Analytics Framework for Efficient E-commerce Order Delivery
Mr. Dipayan Chakraborty	Head of Analytics and Business Insights	Myntra	Applications of AI in E-Commerce
Mr. Ramkumar Narayanan	VP Technology & MD	VMware, India	Data-driven Product Management
Ms. Ujjayini Mitra	Chief Data Officer	Zee Entertainment Enterprises Limited	Use of AI & Neuroscience in Content Decision Making

WORKSHOPS

Speaker/Company	Topic
Fractal Analytics	Consumer and Supply Chain Analytics
Prof. Diptesh Ghosh, Faculty at IIMA	Network Optimization

F

PH.D. PROGRAMME IN MANAGEMENT

F1 GRADUATING STUDENTS

Sl No	Name	Area	Thesis Title	TAC Members
1	Arpita Pandey	MKTG	All for a Good Cause: A Study of Placement of Cause Marketing Advertisements in Consumer Online Decision Journey	Prof. Sanjay Verma (Chair) Prof. Abhishek Prof. Rajeev Batra Prof. Arnab K. Laha
2	Avijit Bansal	F&A	Essays on Behavioural Finance	Prof. Joshy Jacob (Chair) Prof. Ajay Pandey Prof. Abhiman Das
3	Ayushi Tandon	IS	Variations in the Use of Electronic Medical Records in Obstetrics and Gynecology Consultation: Role of Sociocultural Aspects	Prof. Swanand Deodhar (Co-chair) Prof. George Kandathil (Co-chair) Prof. Navdeep Mathur
4	Joel Maria Xavier	IME	Developmentally Effective Experiences in a Graduate Business School and their Role in Self-Authorship among Students	Prof. Vijaya Sherry Chand (Chair) Prof. Neharika Vohra Prof. Rajeev Sharma
5	Ketan Satish Deshmukh	IME	Determining Effects of a Web-Based Teachers' Professional Development Programme on Teaching Self-Efficacy Beliefs and Classroom Practice	Prof. Vijaya Sherry Chand (Chair) Prof. Kathan Shukla Prof. Arnab K. Laha
6	Muneeb Ul Lateef Bandy	OB	Governing Subjectivities: Investigating Employment Relations in the Indian Information Technology (IT) Sector	Prof. Ernesto Noronha (Chair) Prof. Parvinder Gupta Prof. Premilla D'Cruz
7	Prantika Ray	HRM	In the Pursuit of International Assignment Success: Role of Cultural Intelligence	Prof. Sunil Maheshwari (Chair) Prof. Biju Varkkey Prof. Rajesh Chandwani Prof. Amit Karna
8	Rajeshwari Chennangodu	OB	Performing Eating Out: Organizing Food-Spaces and 'New' Forms of Working	Prof. George Kandathil (Co-chair) Prof. Navdeep Mathur (Co-chair) Prof. K V Gopakumar
9	Richa Tiwari	P&QM	Competitive Hub Location Problem	Prof. Sachin Jayaswal (Co-chair) Prof. Ankur Sinha (Co-chair) Prof. Navneet Vidyarthi
10	Saikat Banerjee	STR	Examining Entrepreneurial Orientation from the Lens of CEO Characteristics	Prof. Amit Karna (Chair) Prof. Sunil Sharma Prof. Vishal K. Gupta

CONTD. APPENDIX

Sl No	Name	Area	Thesis Title	TAC Members
11	Saikat Chakraborty	OB	Redefining Dignity in the Context of Precarity: Indian Security Guards' Interface with their Clients, Suppliers and Unions	Prof. Ernesto Noronha (Chair) Prof. Parvinder Gupta Prof. Premilla D'Cruz
12	Saneesh Edacherian	STR	Three Essays on Diversity in Multiple Levels of Strategic Leadership	Prof. Amit Karna (Chair) Prof. Sunil Sharma Prof. Klaus Uhlenbruck
13	Tanvi Mankodi	HRM	Workplace Incivility Antecedents and Outcomes: Implications on HR Practices	Prof. Sunil Maheshwari (Chair) Prof. Rajesh Chandwani Prof. Promila Agarwal
14	Vanita Singh	PSG	Implications of Delivering Healthcare through Strategic Partnerships under Publicly Funded Health Insurance Schemes: Analysis of Equity in Access, Demand for Health Services and Quality of Care in Indian Context	Prof. Amit Garg (Chair) Prof. Arnab K. Laha Prof. Dileep Mavalankar Prof. Sunil Maheshwari
15	Vedant Dev	OB	Incentive Effects of Pay for Performance on Employee Motivation, Performance and Well-Being: A Self-Determination Perspective	Prof. Vishal Gupta (Chair) Prof. Pradyumana Khokle Prof. K. V. Gopakumar

F2 BEST THESIS AWARDS**1. Prof. Tirath Gupta Memorial Award for Best Thesis**

Name	Thesis Title	Award Amount (Rs.)
Saneesh Edacherian (STR Area)	Three Essays on Diversity in Multiple Levels of Strategic Leadership	50,000/-
Avijit Bansal (F&A Area)	Essays on Behavioural Finance	25,000/-
Arpita Pandey (MKTG Area)	All for a Good Cause: A Study of Placement of Cause Marketing Advertisements in Consumer Online Decision Journey	25,000/-

2. Industrial Finance Corporation of India (IFCI) Award for Thesis Proposal

Name	Thesis Proposal Title	Award Amount (Rs.)
Shanthan Kandula (IS Area)	Essays on Machine Learning for Enhanced Decision Support in E-commerce	50,000/-
Harnain Kaur Arora (OB Area)	Exploring the Trajectory of Guilt in Whistleblowing at Work: Actual Whistleblowers' Lived Experiences	25,000/-

CONTD. APPENDIX



Name	Thesis Proposal Title	Award Amount (Rs.)
Atima Singh (IME Area)	Examining the Effects of Gamified Instructional Practice on Students' Academic Outcomes, Learning Motivation and Engagement in India	25,000/-

3. Chaudhary-Padmanabhan-Pant Award for Scholastic Performance in the First Year

Name	Award Amount (Rs.)
Akshay Jyothiram Iyer (MKTG Area)	30,000/-

F3 CONFERENCES/DOCTORAL COLLOQUIUM/CONSORTIUM PARTICIPATION BY STUDENTS/ PAPER PUBLICATIONS

Conferences	
International Conferences	15
Domestic Conferences	6
Total Conferences	21
Total Students Participated	23
Doctoral Colloquium/Consortium	
Total Doctoral Colloquium	1
Total Students Participated	1
Paper Publications	
Total Papers Published	14 (A*-2, A-2, B - 5, C - 4, Others-1)
Total Number of Students Involved	12

G

POST GRADUATE AND PH.D. PROGRAMMES: STUDENT STRENGTH (RESIDENTIAL PROGRAMMES)

	Post Graduate Programme in Management	Post Graduate Programme in Food and Agri- Business Management	Post Graduate Programme in Management for Executives	Ph.D. Programme in Management	Total
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
2020-21	774	93	140	117	1124



PLACEMENT

1. PGP

New Recruiters

Adobe	Estee Advisors	Indus Insights and Analytical Services Pvt. Ltd.	Moelis	Power Finance Corporation Ltd.
Analysys Mason	Eversana	Indxx Capital	Navi	Puma
Angel Broking	Five Holdings	Intel	NIIF	QiLifecare
Arthur D Little	Gaja Capital	Intueri Consulting	Niyo	Searce
Arvind Internet	Godrej Fund Management	Kepler Cannon Kois Invest	OneShield India Private Limited	Sweat Equity Partners
Bharti Enterprises	Godrej Properties Limited	Lifesight	Optum, United Health Group	Titan Company Ltd
Brookfield	IBM India	Maverick Derivatives	Oracle	Unacademy
Capital One	Indian Political Action Committee	Merilytics	Pacifica Group	White Oak

Batch Profile

Educational Background	
Function	% of students
Engineering	75
Arts	3
Commerce & Busi. Admin	18
Others	4
Work Experience	
Duration	% of students
Fresher	31
0 – 1 year	13
1 – 2 years	33
2 – 3 years	18
3+ years	5

Offer Acceptance

Cluster	Acceptance
Cluster 1	126
Cluster 2	28
Cluster 3	45
PPO	115
Laterals	62
Total	376

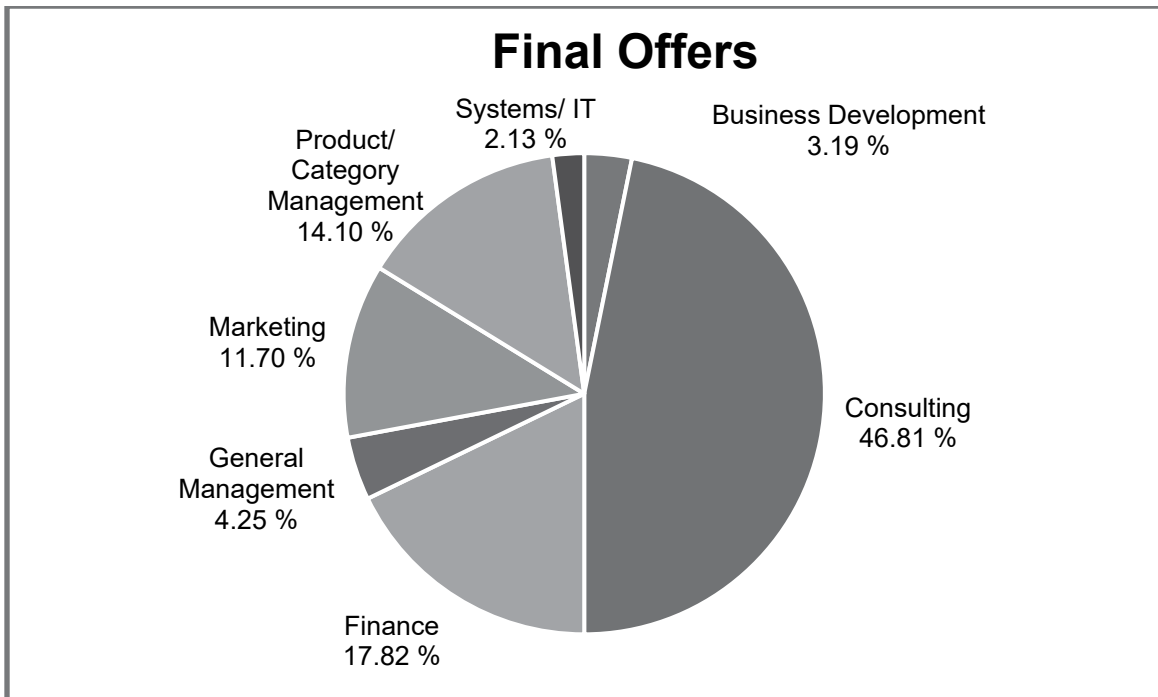
CONTD. APPENDIX



SECTOR/FUNCTION-WISE PLACEMENTS

Sector	Final offers	Percentage
Business Development	12	3.19%
Consulting	176	46.81%
Finance	67	17.82%
General Management	16	4.26%
Marketing	44	11.70%
Product/Category Management	53	14.10%
Systems/IT	8	2.13%
Total	376	100%

PICTORIAL REPRESENTATION OF OFFERS ACROSS SECTORS



CONTD. APPENDIX

SECTOR/FUNCTION-WISE PLACEMENT TRENDS OF LAST THREE YEARS

Sr No	Sector	2019		2020		2021	
		No.	% of Total	No.	% of Total	No.	% of Total
1	Sales/Marketing	43	11.08	59	15.21	44	11.70
2	Finance	52	13.40	54	13.92	67	17.82
3	System IT/Product Management / Category Management	64	16.49	52	13.40	61	16.23
4	Operations	11	2.85	3	0.77	0	0.00
5	Consulting	137	35.31	155	39.95	176	46.81
6	Business Development	17	4.38	3	0.77	12	3.19
7	General Management	52	13.40	42	10.83	16	4.25
8	Others	12	3.09	20	5.15	0	0.00
Total		388	100	388	100	376	100

Note: The data presented for the years 2019 & 2020 is audited and that for the year 2021 is raw data, which may slightly vary after the audit.

FUNCTION WISE TOP RECRUITERS

Sr. No.	Sector	Recruiter	Numbers Recruited	% to total acceptance (376)
1	Consulting	McKinsey & Company	30	7.98
		The Boston Consulting Group	29	7.71
		Bain & Company	22	5.85
		Accenture	19	5.05
		Tata Consultancy Services	14	3.72
		A.T. Kearney	7	1.86
2	Finance	FinIQ	7	1.86
		Nomura	6	1.60
		Avendus	5	1.33
3	General Management	TAS	7	1.86
		CK Birla Group	3	0.80
4	Marketing	Hindustan Unilever	5	1.33
		Samsung	3	0.80
5	Product/ Category Management	Amazon	12	3.19
		Microsoft	10	2.66
		Paytm	10	2.66
6	Business Development	Vedanta	4	1.06
7	Systems/ IT	Ola	5	1.33

ENTREPRENEURSHIP

Sr. No.	Name of student	Name of the Start Up or Title of the Business Plan	Website of the Start Up (if any)	Relevant Sector of the Start Ups
1	Abhishek Sethi	gradCapital	https://www.gradcapital.in/	Venture Capital & Private Equity
2	Hardik Seth	Illuminate	Yet to be registered	Digital Out-Of-Home media

CONTD. APPENDIX

SECTOR WISE DISTRIBUTION OF SUMMER PLACEMENT

Sr. No.	Sector	No. of offers	Sr. No.	Sector	No. of offers
1	Banking, Financial Services and Insurance (BFSI)	76	12	Online Services	16
2	Conglomerates	21	13	Others (E-commerce)	2
3	Consulting	105	14	Others (Automobiles)	1
4	Consumer goods (FMCG)	59	15	Others (Education Technology)	10
5	Consumer Services	7	16	Others (PSU)	1
6	Engineering / Technology	19	17	Others (Retail B2B / B2C)	6
7	Environment & Energy	4	18	Others (Safety Construction)	1
8	Food Processing	5	19	Others (Social organization)	2
9	Information Technology (IT)	25	20	Pharmaceutical/Healthcare	12
10	Manufacturing	5	21	Telecom	6
11	Media/Communications	4		Total	387

2. PGP-FABM

Classification of Placement Pool

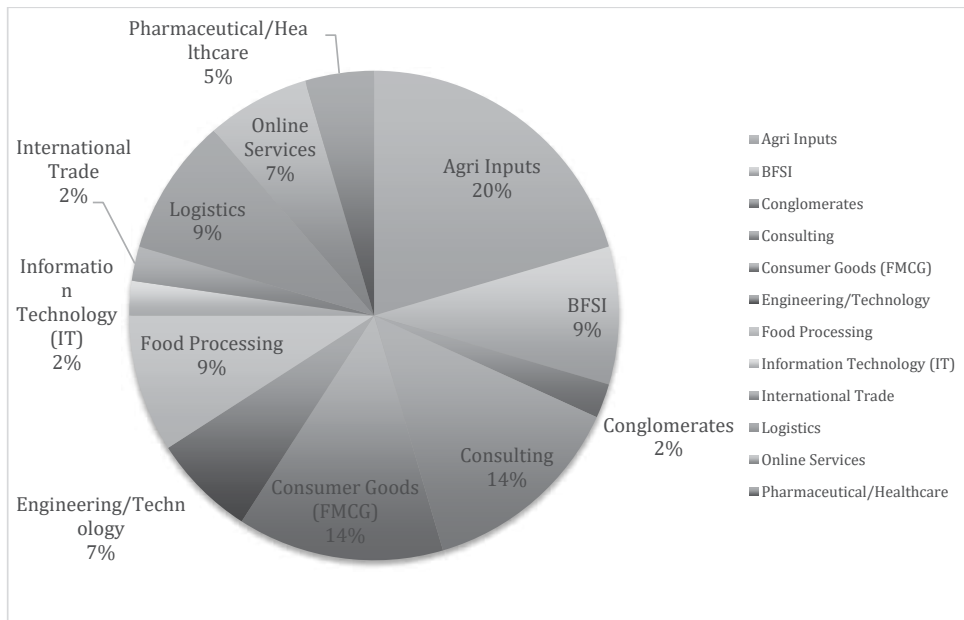
Total PGP-FABM Batch Size	46
Total number of students eligible for placements	46
Number of students not seeking placement through the institute	2
Number of students who went through placements	44
Number of students with offers	44

Offers across sectors

Sector	No. of Students	Percentage (%)	Sector	No. of Students	Percentage (%)
Agri Inputs	9	20	Information Technology (IT)	1	2
BFSI	4	9	International Trade	1	2
Conglomerates	1	2	Logistics	4	9
Consulting	6	14	Online Services	3	7
Consumer Goods (FMCG)	6	14	Pharmaceutical/Healthcare	2	5
Engineering/Technology	3	7	Grand Total	44	100
Food Processing	4	9			

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PICTORIAL REPRESENTATION OF OFFERS



NEW RECRUITERS

IFFCO	Mahindra Logistics	Intello Labs
IFFCO Tokio	Country Delight	Olam
IFFCO Kisan	Jio Platforms Limited	Wazir Advisors
Grant Thornton	FMC	

SUMMER PLACEMENT POOL

Categories	Number
1. Total batch strength	47
1a. Total students eligible for sitting in Summer Placements	47
1b. Total students not eligible for sitting in Summer Placements	0
2. Students seeking internship through the Institute	47
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

SECTOR WISE DISTRIBUTION OF SUMMER PLACEMENT

Sector	No. of Offers	Sector	No. of Offers
Agri Inputs	16	Engineering/Technology	3
BFSI	1	Manufacturing	1
Logistics	1	Environment & Energy	2
FMCG	10	Others*	1
Food Processing	10	Grand Total	47
Consulting	2		

*Others include 1 from the Retail B2B & B2C

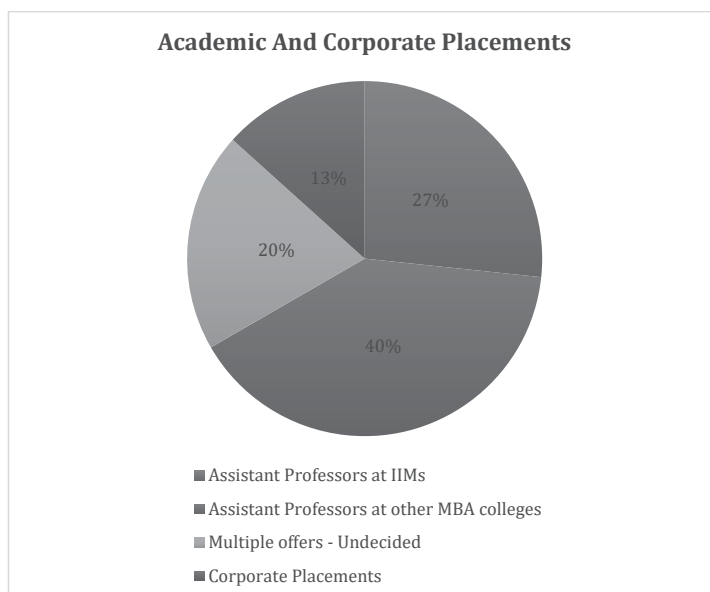
3. PGPX

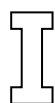
Placement Pool

Total No. of Students	140
Students secured final offers through placement process	113
Students seeking placement on their own (outside placement process)	20
Student opting for placement holiday to start own venture	0
Self Employed	0
CIIE - Maverick Fellowship	1
Student who returned to their previous employer	0
Students in-process (As on June 28, 2021)	6

4. PH.D.

Academic and Corporate Placements





EXECUTIVE EDUCATION PROGRAMMES

DISTRIBUTION OF PARTICIPANTS

Programmes	No. of Programmes	No. of Participants			Total
		Public / Government Sector	Private Sector	Foreign	
General Management Programmes	1	0	0	25	25
New Programmes	4	8	80	13	101
Regular/Repeat Programme	29	130	621	132	883
Total	34	138	701	170	1009

GENERAL MANAGEMENT PROGRAMMES

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
18th General Management Program – Dubai Dec 2020 - May, 2021	0	0	25	25
Total	0	0	25	25

NEW PROGRAMMES OFFERED

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
Production and Quantitative Methods				
Artificial Intelligence and Machine Learning for Business (Online) September 5-30, 2020	0	31	4	35
Public Systems Group				
Experiments for Business Decisions (Online) Nov 21-Dec 13, 2020	1	24	3	28
Centre for Management of Health Services				
Healthcare Management in Post-Covid India (Online) Nov 21, 2020 - Jan 02, 2021	5	9	4	18
Marketing				
Marketing Luxury: Understanding The Complexities of a New World of Business (Online) January 9-February 7, 2021	2	16	2	20
Total	8	80	13	101

CONTD. APPENDIX

REGULAR/REPEAT PROGRAMMES OFFERED

Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
Business Policy				
Strategies for Growth (Online) July 15-August 14, 2020	3	19	5	27
Young Entrepreneurs Programme - Module I & II (Online) December 1-27, 2020 February 2-28, 2021	0	23	4	27
Strategy Implementation (Online) January 15-30, 2021	4	35	1	40
Contract Management (Online) January 23-February 21, 2021	4	19	2	25
Organisational Leadership for 21st Century (Online) February 27-March 21, 2021	6	16	2	24
Communications				
Communicating Corporate Reputation (Online) January 2-24, 2021	4	17	1	22
Finance and Accounting				
Financial Analysis of Business (Online) October 3-18, 2020	1	57	15	73
Management and Finance for Experienced Chartered Accountants (Online) Dec 19, 2020 - Mar 31, 2021	0	39	8	47
Developing Commercial And Financial Skills For Strategic Business Decisions (Online) January 15-February 14, 2021	17	3	5	25
Mergers, Acquisitions And Restructuring (Online) January 23-February 20, 2021	2	31	12	45
Strategic Cost Management (Online) February 13-March 13, 2021	7	10	3	20
Information Systems				
Effective Data Visualization For The Data-Driven Organisation (Online) February 6-28, 2021	13	11	6	30
Marketing				
Pricing for Profit (Online) October 3 - November 12, 2020	0	25	5	30

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Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
Fintech: Business Models, Marketing, Strategy And Tactics (Online) November 21-December 20, 2020	6	23	3	32
Managing Businesses In International Markets (Online) February 1-22, 2021	2	15	2	19
Organizational Behaviour				
Leadership and Change Management (Online) August 3-26, 2020	2	23	6	31
Enhancing Leadership Capacities and Potential Among Professional Women (Online) September 7-23, 2020	4	39	4	47
Interpersonal Effectiveness And Team Building (Online) January 22-February 13, 2021	12	16	2	30
Human Resources Management				
HR Analytics (Online) Dec 12-27, 2020	4	23	3	30
HR Auditing-Preparing the Ground for Strategic HRM (Online) March 13 - 21, 2021	6	10	2	18
Production and Quantitative Methods				
Manufacturing Strategy (Online) August 6-14, 2020	0	25	2	27
Project Management (Online) September 4-20, 2020	6	29	3	38
Warehouse Design and Management (Online) September 21 - October 12, 2020	14	21	6	41
Restaurant Design And Management (Online) Dec 21, 2020 - Jan 13, 2021	0	14	5	19
Logistics Management (Online) January 8-17, 2021	2	2	17	21
Supply Chain Management (Online) January 31-February 27, 2021	5	19	4	28
Artificial Intelligence And Machine Learning For Business (Online) (Second Offering) March 3-26, 2021	3	23	2	28

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Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
Public Systems Group				
Intelligent Transportation Systems (Online) February 5-14, 2021	3	11	2	16
Ravi J. Matthai Centre For Educational Innovation				
Strategic Leadership for Schools in a Changing Environment (Online) February 6-March 7, 2021	0	23	0	23
Total	130	621	132	883

Number of Participants

No. of Participants	
OEP	1,009
CEP	1,578
BLP	1,282
Total	3,869

J

RESEARCH AND SEMINARS

PROJECTS INITIATED

Title of the Project	Principal Investigator/s	Category of Project
Exploring the scarcity effect on shared consumption: The case of a natural disaster	Prof. Subhadip Roy	SRP
Predicting and estimating heterogeneous consumer preferences using Geo-Location data	Prof. Anuj Kapoor	SRP
Measuring economic impact of COVID-19 lockdown in India	Prof. Tarun Jain	SMP
Impact of lockdown on informal sector women	Prof. Pritha Dev	SMP
The future of work after Covid-19: Scope of ALMP in India	Prof. Ajeet Mathur	SMP
A bilevel approach to hyperparameter optimization in machine learning	Prof. Ankur Sinha	SRP
It takes two to tango: Complementarities between trade liberalization and financial reforms, external financial dependence, and profitability of emerging economy firm	Prof. Rajnish Rai	SMP
Quantifying the effect of physiological and psycho-social characteristics on mental health outcomes of HIV+MSM patients across different ethnicities: findings from the Multicenter Aids Cohort Study (Phase 2)	Prof. Dhiman Bhadra	SMP
Risk perception and preventive behavior: New insights from the Covid-19 pandemic	Prof. Rama Mohana Turaga	SRP
A feminist analysis of the Covid crisis	Prof. Ankur Sarin	SMP
Information and behavior during COVID-19	Prof. Jeevant Rampal	SMP
Facing the unknown: Coping with the Covid-19 pandemic and its impact on well-being of vulnerable populations	Prof. Vaibhavi Kulkarni	SMP
Health information seeking behavior during Covid-19 on social media: Evidence from Twitter	Prof. Chirantan Chatterjee	SMP
Workplace bullying and robotization: A literature review	Ernesto Noronha	SRP
Modeling disagreements of inflation expectations and the process of updating inflation expectations	Prof. Tathagata Bandyopadhyay	SRP
Workplace bullying of gays and lesbians	Prof. Premilla D'Cruz & Ernesto Noronha	SRP
Analyzing the determinants of intra-urban residential real estate price variation: A case study of the Kolkata metropolitan region	Prof. Sandip Chakrabarti	SMP
Recovery post Covid-19: Implications for retail stores	Prof. Anuj Kapoor	SMP
Task satisfaction and charitable giving	Prof. Jeevant Rampal	SMP

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Title of the Project	Principal Investigator/s	Category of Project
Investigation and evaluation of the impact of COVID-19 pandemic on tourism and hospitality sector	Prof. Rajat Sharma	SMP
Managing open digital innovations: Role of organizational networks and platforms	Prof. Pankaj Setia	SMP
Regional business cycle synchronization: Role of local and global shocks	Prof. Anindya S. Chakrabarti	SMP
Assessment and management of conflict minerals	Prof. Sourav Borah	SMP
Organizational structure and value of advanced artificially intelligent technologies	Prof. Pankaj Setia	SMP
Study analysis, issues and model generation for electric vehicle charging station placement in India	Prof. Goutam Dutta	SRP
Legal system studies of Indian economy	Prof. M P Ram Mohan	SRP
Feedback provision in creative crowdsourcing: Evidence from field experiment	Prof. Swanand Deodhar	SMP
Climate change law and intersection with human rights: A comparative case law analysis and judicial approaches in Global North and Global South	Prof. M. P. Ram Mohan	SRP
Unbundling the bundling	Prof. Hyokjin Kwak	SRP
The role of brand anthropomorphization on perceived price fairness through social media: A case from Big Basket in India	Prof. Hyokjin Kwak	SRP
How do encounters with sexism impact first generation entrepreneurs?	Prof. Vaibhavi Kulkarni	SMP
Military service, school desegregation and the Black-White educational gap	Prof. Tarun Jain	LRP
Exploring the role of drones in managing humanitarian operations during pandemic like disaster situations	Prof. Rajat Sharma	SMP
Academic decision-making among graduate students in relation to the social construction of “failing”	Prof. Devasmita Chakraverty	SMP
Impact of COVID-19 on educational attainment of the urban disadvantaged: Evidence from Ahmedabad	Prof. Ambrish Dongre	SRP
Responsive governance index: Improving accountability through a digital feedback loop	Prof. Samrat Gupta	SMP
Role of language in international commercial arbitration	Prof. Anurag K. Agarwal	SMP
Leadership in the social media during crisis	Prof. Pankaj Setia	LRP

CONTD. APPENDIX

PROJECTS COMPLETED

Title of the Project	Principal Investigator/s	Category of project
Evidence on the trade-off between cash flow manipulation through real activities manipulation and misclassification or timing	Prof. Neerav Nagar	SMP
Police encounters and the politics of fear: Suspicion dramas and the stigmatization of Justice claims	Prof. Rajnish Rai	SMP
Economic impacts of rural road connectivity investments: A case study of India's Pradhan Mantri Gram Sadak Yojana	Prof. Sandip Chakrabarti	SMP
Designing warranties as add-ons for consumer vehicles	Prof. Aruna Divya T.	SMP
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)	Prof. Dhiman Bhadra	SMP
E-rickshaws in India: Role in growth of electrified vehicles in India	Prof. Saral Mukherjee & Amit Karna	SRP
Workplace bullying and age	Prof. Premilla D'Cruz & Ernesto Noronha	SRP
Significant others vis-à-vis workplace bullying: A literature review	Prof. Premilla D'Cruz	SRP
Identifying the enablers of reverse innovation in emerging markets	Prof. Anand Kumar Jaiswal	SRP
A branch and cut based exact solution method for fixed charge multicommodity directed network design	Prof. Sachin Jayaswal	SMP
Corporate social and financial performance in family firms: A cross country comparison	Prof. Chitra Singla	SRP
Reliable facility location problem: Benders decomposition based exact solution approach	Prof. Sachin Jayaswal	SRP
Understanding agenda-setting and participation of different stakeholders in smart cities 2.0	Prof. Navdeep Mathur	SMP
Whistleblowing at work in India	Prof. Premilla D'Cruz	SRP
Online labour markets in India: An exploratory study	Prof. Ernesto Noronha & Premilla D'Cruz	SRP
Endowment effects and ultimatum game	Prof. Viswanath Pingali & Jeevant Rampal	SRP
Change in hierarchy of justice dimensions: Case of types of service and repeat failures	Prof. Sourav Borah	SRP
Who owns water: People or the government	Prof. Ajeet N. Mathur	SMP
The future of work after Covid-19: Scope of ALMP in India	Prof. Ajeet N. Mathur	SRP
Finland India economic relations	Prof. Ajeet N. Mathur	SRP

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Title of the Project	Principal Investigator/s	Category of project
Assessing Indian Economic Laws: A study of competition, insolvency and trade & investment laws, and its interactions	Prof. M. P. Ram Mohan	SRP
Optimization of customized pricing with multiple overlapping competing bids	Prof. Goutam Dutta	SRP
Measuring economic impact of COVID-19 lockdown in India	Prof. Tarun Jain	SRP
On the choice of hyperparameter for regularized regression	Prof. Karthik Sriram	SRP
The moderating impact of authentic leadership on the relation between entrepreneurial orientation and firm performance	Prof. Mukesh Sud & Sunil Sharma	SMP
Preventing banking crises: where do we stand now?	Prof. T. T. Ram Mohan	SMP
HPWS and union commitment	Prof. Promila Agarwal	SMP
Macroeconomics dynamics on multi-layered networks	Prof. Anindya Chakrabarti	SRP

INTERNSHIP PROJECTS COMPLETED

Title of the Project	Faculty Guide	Name of the Intern/s
Rental housing for single woman	Prof. Chinmay Tumbe	Ms. Shivani Gupta
Fatigued from personalisation: Exploring the role of repetition in mobile in-app advertisements	Prof. Aruna Divya T.	Mr. Ayush Kumar Singh
A review of sustainable dietary transitions to meet food security pandemic resilience and SDG goals	Prof. Ranjan Kumar Ghosh	Mr. Pratik B. Suthar
Supply Chain Disruption during pandemic	Prof. Saral Mukherjee	Ms. Akanksha
Constitutional contestation in energy law in India: A case of hydro-power	Prof. M.P. Ram Mohan	Mr. E V Niranjana
Impact of COVID-19 containment measures, fiscal support, and vaccinations on medium term GDP growth of countries	Prof. Sanket Mohapatra	Mr. Mukul Suri
Development of a scheduling model for finding of electric vehicle charging station	Prof. Goutam Dutta	Ms. Nikita Shroff
Survey of informal workers	Prof. Pritha Dev	Ms. Ananya Choudhary, Ms. Gayathri M.S. & Ms. Payal Upreti
Understanding the interplay of quality and quantity on Airbnb leveraging large scale image analytics: Evidence from a Quasi-Experiment	Prof. Anuj Kapoor	Mr. Moksh Shukla
Understanding user's interaction with music: Evidence from a Quasi- Experiment using a digital music platform	Prof. Anuj Kapoor	Mr. Vanshaj Mittal

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Title of the Project	Faculty Guide	Name of the Intern/s
Employee reviews: A text mining perspective	Prof. Adrija Majumdar	Mr. Anmol Agarwal & Mr. Shadaab Ahmed
Development of a regional transportation system performance monitoring framework	Prof. Sandip Chakrabarti	Mr. Ankon Bhattaharya
Implications of COVID-19 on brands and marketing: A data-centric approach	Prof. Sourav Bikash Borah	Mr. Jishnu Sri Ojaswy Akella
Influence 1918 impact on Indian economy and business	Prof. Chinmay Tumbe	Ms. Mrinal Tomar & Ms. Aasha Eapen
Covid-19 & pharmacist response with HCQ export response	Prof. Chirantan Chatterjee	Mr. Raghav Goyal
Economic impact and policy responses to the Covid-19 crisis: Evidence from developed and emerging economies	Prof. Sanket Mohapatra	Ms. Akiriti Dureja
Development of simulation model and comparison with optimization model in a single buyer multi seller environment	Prof. Goutam Dutta	Ms. Tanya Dhogla
Future of cryptocurrency in India and the impact of blockchain on entrepreneurship	Prof. Abhiman Das	Ms. Khansa Fahad
ESG investment and financial performance of firms	Prof. Amit Garg	Mr. PoojanModi & Ms. Dhruvi Gondalia
Study of consumer motivation to adopt online medicine delivery apps	Prof. Rajat Sharma	Ms. Vasudha Narainia
Customer evaluation of package-size decision at Bottom-of-the-Pyramid (BOP)	Prof. Anand Kumar Jaiswal	Ms. Shreejita Chaudhuri
Trends in growth of private schooling in India	Prof. Ambrish Dongre	Mr. Soham Shevade
Tests of insolvency	Prof. M P Ram Mohan	Mr. Urmil Shah
The impact of Covid-19 on India's infrastructure sector with a focus on domestic and international transportation within and in/out of India, including aviation, port and roads	Prof. Sebastian Morris	Ms. Dharesha Jhaveri
Healthcare business analysis	Prof. Sanjay Verma	Ms. Shreyaa Darakh
A review of sustainable food systems and food security in India	Prof. Namrata Chindarkar	Mr. Ayushmaan Singh
Role of social media in organizational crisis	Prof. Vaibhavi Kulkarni	Ms. Ebani Gupta

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Title of the Project	Faculty Guide	Name of the Intern/s
Consumer emotions and the effect of pandemic: Differences across product categories	Prof. Pankaj Setia	Ms. Aditi Singhania
International economic relations	Prof. Ajeet Mathur	Mr. Dhaval Pandya
When localization backfires: Evidence from a fin-tech platform	Prof. Anuj Kapoor	Mr. Shrey Bansal
Sentiment analysis of online content to understand user reactions	Prof. Vaibhavi Kulkarni	Ms. Shreya Khare
Constructing a measure of environmental regulatory stringency in Indian context	Prof. Rama Mohan Turaga	Ms. N. Krithika
Good faith in Indian contract law	Prof. M.P. Ram Mohan	Mr. Ravi Shankar T.
Corporate communication about blockchain and cryptocurrencies in annual reports	Prof. Pranav Singh	Ms. Subhadra Jena
Artificial intelligence and digital Platforms	Prof. Anuj Kapoor	Mr. Kaushal Banthia

WORKING PAPERS DURING THE PERIOD APRIL 2020 – MARCH 2021

WP No.	Title of the Working Paper	Author/s	Area
2020-04-01	A quick estimate the likely total infections and deaths due to COVID19 in select countries (Version April 1, 2020)	Sebastian Morris	Economics
2020-04-02	Further estimations of the likely total infections and deaths due to COVID19 in select countries (Version 2 dt. April 10, 2020)	Sebastian Morris	Economics
2020-04-03	Strategies for solving wicked problems of true uncertainty: Tackling pandemics like Covid-19 (Version: April 13, 2020)	Ajeet N. Mathur	Economics and Strategy
2020-05-01	Covid-19 Crisis, pandemic resilience and linkages to land: An exposition	Pranab R Choudhury, Ranjan K Ghosh, Sumita Sindhi	CMA
2020-05-02	Merger control for IRPs: Do acquisitions of distressed firms warrant competition scrutiny?	M.P. Ram Mohan, Vishakha Raj	Strategy
2020-05-03	A comparable series of tax revenue foregone	Reetika Khera, Anmol Somanchi	Economics and PSG
2020-06-01	Compensation for environmental damage: progressively casting a wider net, but what's the catch?	M. P. Ram Mohan, Els Reynaers Kini	Strategy

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WP No.	Title of the Working Paper	Author/s	Area
2020-06-02	'Too central to fail' firms in bi-layered financial networks: Evidence of linkages from the US corporate bond and stock markets	Abinash Mishra, Pranjal Srivastava, Anindya S Chakrabarti	Misra Centre for FM&E
2020-07-01	Fractional differencing: (In)stability of spectral structure and risk measures of financial networks	Arnab Chakrabarti, Anindya S. Chakrabarti	Misra Centre for FM&E
2020-07-03	Social enterprises and the pursuit of mission: Form matters	Ankur Sarin, M.S. Sriram	PSG
2020-08-01	Foreign currency borrowing and firm financing constraints in emerging markets: Evidence from India	Sanket Mohapatra, Jay Prakash Nagar	Economics
2020-08-02	Shukranitisara: A political economy text at the cusp of Indian kingdoms and colonial rule	Satish Y. Deodhar	Economics
2020-08-03	Pre-packs in the Indian insolvency regime	M. P. Ram Mohan, Vishakha Raj	Strategy
2020-09-01	Auditors' negligence and professional misconduct in India: A struggle for a consistent legal standard	M.P. Ram Mohan, Vishakha Raj	Strategy
2020-10-01	The Doctrine of Frustration under section 56 of the Indian Contract Act	M.P. Ram Mohan, Pramode Murugavelu, Gaurav Ray, Kritika Parakh	Strategy
2020-10-02	The implications of economic uncertainty for bank loan portfolios	Sanket Mohapatra, Siddharth M. Purohit	Economics
2020-10-03	The Pre-Kautilyan period: Crucible of proto economic ideas and practices	Satish Y. Deodhar	Economics
2020-11-01	A predictive and prescriptive analytics framework for efficient e-commerce order delivery	Shanthan Kandula, Srikumar Krishnamoorthy, Debjit Roy	IS and P&QM
2020-11-02	Public perception of courts in India: Unmeasured gap between the justice system and its beneficiaries	M. P. Ram Mohan, Muhammed Faisal K., Jacob P. Alex, M. V. Shiju	Strategy
2020-12-01	How informative are quantified survey data? Evidence from RBI household inflation expectations survey	Gaurav Kumar Singh	P&QM
2020-12-02	Expectations formation of household inflation expectations in India	Gaurav Kumar Singh	P&QM
2020-12-03	Pandemics and historical mortality in India	Chinmay Tumble	Economics
2020-12-04	Enhancing port performance: A case of Jawaharlal Nehru Port Trust	Aman Rathi, Ambesh Pratap Singh, Sundaravalli Narayanaswami	PSG

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WP No.	Title of the Working Paper	Author/s	Area
2020-12-05	Public-Private Partnership (PPP) in Indian Railways: Models, framework, and policies	K. Sitharamaraju, Santhosh Kumar Beerelli, Saket Anil Yelne, Sundaravalli Narayanaswami	PSG
2021-01-01	Determinants of disagreement: Learning from Indian inflation expectations survey of households	Gaurav Kumar Singh, Tathagata Bandyopadhyay	P&QM
2021-01-02	A 2020 Vision of India's farm market reforms	Satish Y. Deodhar	Economics
2021-02-01	Doctrinal conflict in foreign investment regulation in India: NTT Docomo vs. Tata Sons and the case for "downside protection"	M. P. Ram Mohan, Nobuhisa Ishizuka, Sidharth Sharma	Strategy
2021-02-02	Equity portfolio diversification: how many stocks are enough? Evidence from India	Rajan Raju, Sobhesh Kumar Agarwalla,	F&A
2021-03-01	A general purpose exact solution method for mixed integer concave minimization problems	Ankur Sinha, Arka Das, Guneshwar Anand, Sachin Jayaswal	P&QM
2021-03-02	Central bank gold reserves and sovereign credit risk	Sawan Rathi, Sanket Mohapatra, Arvind Sahay	Economics



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CONFERENCE PRESENTATIONS

- Adhikary, A., Krishna Sunder, D., Borah, S.B., & Sharma, A. (2020, February 14). Investigating the impact of digital payment system adoption by retailers in their multi-dimensional performance in an emerging market. Paper presented at 2020 AMA Winter Academic Conference, California.
- Babbar, K. (2021, March 26-27). How COVID-19 has impacted the menstrual health of the menstruators. Paper presented online at India Public Policy Network (IPPN) Annual Conference.
- Babbar, K., & Rustagi, N. (2021, March 3-5). COVID-19, lockdown, and access to sanitary items in India. Paper presented online at 6th Asia Pacific Public Policy Network (AP-PPN) Annual Conference.
- Babbar, K., & Saluja, D. (2020, August 24-26). How socio-demographics impact sanitary items usage and ovulatory cycle knowledge among women aged 15-24: Findings from NFHS-4 survey. Paper presented online at XV International Conference on Public Policy and Management.
- Babbar, K., & Singh, V. (2020, August 24-26). Women’s relative resources, empowerment and physical abuse in Indian context: Moderating role of husband’s patriarchal attitude. Paper presented online at XV International Conference on Public Policy and Management.
- Babbar, K., & Singh, V. (2020, December 4-5). When the market went viral: Covid-19, stock returns, and firm characteristics. Paper presented online at 15th Annual Conf on Asia-Pacific Financial Markets (CAFPM).
- Bansal, V., & Roy, D. (2020, November 8-13). Stochastic model for integrated storage-order picking system with multi-line orders. Paper presented online at INFORMS 2020.
- Bansal, V., Deep Prakash, C., Roy, D., & Subramanian, S. C. (2020, October 28-30). Modeling strategic and operational policy decisions for autonomous electric vehicle sharing platforms. Paper presented online at 7th International Workshop on Sustainable Road Freight.
- Beyer, RCM., T. Jain., & Sinha, S. (2020, September 9). Lights Out? COVID-19 containment policies and economic output. Paper presented at 6th South Asia Economic Policy Network Conference, World Bank, USA.
- Bose, G., Jain, T., & Walker, S. (2020, December 14-17). Women’s labor force participation and household technology adoption. Paper presented at Econometric Society Winter School, New Delhi, India.

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- Dhar, D., Jain, T., & Jayachandran, S. (2020, November 7). Reshaping adolescents' gender attitudes: Evidence from a school-based experiment in India. Paper presented at North East Universities Development Conference, England.
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- Dongre, A., Singhal, A., & Das, P. (2020, February 26-27). Missing women in economics academia: Evidence from India. Paper presented at 6th International Conference on South Asian Economic Development, New Delhi, India.
- Gupta, V., & Gopakumar, K. V. (2020, August 7-11). Combining profit and purpose: Managing mission drifts with organizational evolution. Paper presented at Academy of Management Meeting 2020 (online) Vancouver, Canada.
- Khan, F., Kumar, N., & Ahmed, W. (2021, March 24-26). Covid-19 and online education: Increasing challenges for the student of Delhi government schools. Paper presented at 1st International Conference on Emerging Trends in ICT in Education, CIET-NCERT, New Delhi.
- Khemani, G., (2020, August 7-11). Is institutional theory a special case of contingency? Paper presented at 80th annual meeting of the Academy of Management (AOM) - OMT Global PDW 2020, Vancouver.
- Kulkarni, V. & Sharma, S. (2020, December 4-6). Women entrepreneurs and sexism: Performing gender and navigating boundaries. Paper presented at European Academy of Management, Dublin.
- Kumar, V., Borah, S.B., Sharma, A., & Akella, Y. L. (2020, February 15). Chief Marketing Officer's discretion and firms' internationalization: An empirical investigation. Paper presented at 2020 AMA Winter Academic Conference, California.
- Kumari, R., Tatavarthy, A., & Sahay, S. (2020, December 21-22). Too many cooks spoil the broth? Number of promotional gifts and impact on consumer choice. Paper presented online at 14th NASMEI International Marketing Conference.
- Raj, G., & Roy, D. (2020, November 7-11). Minimising grocery order fulfillment cost. Paper presented online at INFORMS 2020.
- Sahay, A., Mohapatra, S., & Rathi, S. (2021, February 5-6). Central bank gold reserves and sovereign credit risk. Paper presented at 4th IGPC IIMA Virtual Conference, Ahmedabad.
- Sekhri, S., & Tripathi, S. (2020, December 21-22). My bucket list: How carts and wishlists affect behaviour. Paper presented online at 14th NASMEI International Marketing Conference.
- Sharma, Sharad, Jain, R., & Gupta, V. (2020, December 17-19). Proposed model for effective implementation of IS megaproject in an emerging economy. Paper presented at IFIP WG 8.6 Conference 2020, IIM Trichy.
- Singh, H. & Verma, S. (2021, January 5-8). Evolution of IS Competencies due to Mandatory Telework on Organizational scale- A Work-Systems Approach. Paper presented at Hawaii International Conference on System Sciences (HICSS), Hawaii, USA.
- Singh, H. K. & Verma, S. (2020, December 1-4). Gamification at Workplace: Theories, constructs and conceptual frameworks. Paper presented at International Association for Computer and Information Science, 2020, New Zealand.
- Singh, H.K., & Verma, S. (2020, December 17-19). Understanding the challenges of mandatory telework adoption and its effect on employee engagement. Paper presented at IFIP WG 8.6 Conference 2020, IIM Trichy.

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- Singh, H.K., & Verma, S. (2021, January 4-6). Evolution of IS competencies due to mandatory telework on organizational scale – A work-systems approach. Paper presented online at ACIS 2020 Conference.
- Singh, V. (2020, October 12-16). Promoting antenatal care: Identifying factors using structural equation modeling. Paper presented online at 16th World Congress on Public Health 2020.
- Srivastava, P., Jacob, J., Gopalakrishnan, B. (2020, December 11-12). When the market went viral: COVID-19, stock returns, and firm characteristics. Paper presented at 28th Conference on Theories and Practices of Securities and Financial Markets, National Sun Yat-sen University, Kaohsiung City.
- Waychal, N., Laha, A.K., & Sinha, A. (2020, October 26-28). Adaptive ranking & ensembler algorithm 13X10 (AREA130) -an algorithm for multiple criteria based user-interactive evaluation and combination of time series forecasts. Paper presented online at 40th International Symposium on Forecasting.

RESEARCH WEBINARS ORGANIZED BY R&P COMMITTEE DURING 2020-21

Name of the Faculty & Affiliation	Title of the Seminar	Date
Prof. Adrija Majumdar IIM Ahmedabad	Do tweets create value for firms? An analysis of Twitter use and content of tweets for manufacturing firms	April 29, 2020
Prof. LIM Yun Fong Singapore Management University	Integrating Anticipative Replenishment-Allocation with Reactive Fulfillment for Online Retailing Using Robust Optimization	May 12, 2020
Prof. Sourav Bikash Bohra IIM Ahmedabad	Leveraging service recovery strategies to reduce customer churn in an emerging market	May 21, 2020
Prof. Fabian Sting University of Cologne	Sparking Manufacturing Innovation: How Temporary Interplant Assignments Increase Employee Idea Values	June 10, 2020
Dr. Prakash Loungani, IMF Mr. Sriram Balasubramanian, IMF Prof. Rishabh Kumar, University of Massachusetts	Inequality dynamics amidst rapid growth: A post liberalization Indian perspective	June 18, 2020
Prof. Vishal Gupta IIM Ahmedabad	Geographical Dissimilarity and Team Member Influence: Do Emotions Experienced in the Initial Team Meeting Matter	June 26, 2020
Prof. Tarun Jain IIM Ahmedabad	Women’s labor force participation and household technology adoption	July 3, 2020
Prof. Sylvia He The Chinese University of Hong Kong (CUHK)	Transit-oriented development and residential location in Hong Kong: From economic and socio-spatial perspectives	July 16, 2020
Prof. Anindya Ghose NYU Stern School	Mobile targeting using customer trajectory patterns	July,26, 2020
Prof. Sridhar Narayanan Graduate School of Business, Stanford University	Modernizing retailers in emerging markets: Investigating externally-focused and internally-focused approaches	August 10, 2020

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Name of the Faculty & Affiliation	Title of the Seminar	Date
Prof. Ajeet N. Mathur IIM Ahmedabad	The future of work	August 21, 2020
Dr. Manashvi Kumar IAS, Punjab Cadre	Extricating energy poverty from cultures and spaces of energy consumption	August 24, 2020
Prof. Pranav Singh IIM Ahmedabad	Pledging of shares by promoters: The good, the bad and the ugly	August 28, 2020
Prof. Devi Vijay IIM Calcutta	Strangers at the bedside: Subaltern solidarities and new form institutionalization	September 8, 2020
Prof. Abhiroop Mukherjee Hong Kong University of Science & Technology	Eye in the sky: Private satellites and government macro data	September 16, 2020
Prof. Neharika Vohra IIM Ahmedabad	Women on Boards in India: Numbers, composition, experiences and inclusion of women directors	September 29, 2020
Prof. Pankaj Setia IIM Ahmedabad	The takeoff of open source software: A signaling perspective based on community activities	October 5, 2020
Prof. Adam Auerbach American University, Washington DC	Demanding development: The politics of public goods provision in India's urban slums	October 10, 2020
Prof. Alok Kumar University of Nebraska-Lincoln	Group purchasing organizations: How and when do they facilitate performance in industrial markets?	October 16, 2020
Dr. Kaushalendra Kishore CAFRAL	Credit insurance, bailout and systemic risk	November 17, 2020
Prof. Utpal Bhattacharya Hong Kong University of Science & Technology	Do women receive worse financial Advice?	November 18, 2020
Prof. Stefanus Jasin University of Michigan	Joint product framing and order fulfillment for e-commerce retailers	December 9, 2020
Prof. Johannes Urpelainen SAIS, Johns Hopkins	Can representation reduce inequality? Ethnic parties, electoral quotas, and drinking water access in rural India	December 18, 2020
Prof. Sandip Chakrabarti IIM Ahmedabad	Nature vs. Nurture: Analyzing the effects of network centrality, regional accessibility and local amenities on residential real estate price	December 21, 2020
Dr. Tanmoy Majilla IIM Ahmedabad	Who benefits from private schools in India	December 28, 2020
Prof. Ludvig Levasseur IIM Bangalore	Time perspective and entrepreneurial orientation in family firms: Some theoretical propositions	January 4, 2021

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Name of the Faculty & Affiliation	Title of the Seminar	Date
Prof. Martin Parker University of Bristol	Making management education more relevant to organisational and societal challenges	January 8, 2021
Prof. Gabrielle Kruks-Wisner University of Virginia	Claiming the state: Active citizenship and social welfare in rural India	January 20, 2021
Prof. Matthew J. Higgins University of Utah	Unpacking the effects of adverse regulatory events: Evidence from pharmaceutical relabelling	January 25, 2021
Prof. Anindya S. Chakrabarti IIM Ahmedabad	Financial comovement networks: Instability, centrality and ripples	February 11, 2021
Prof. Mili Mehtrotra The University of Illinois Urbana-Champaign	An analysis of incentive schemes for participant retention in clinical studies	February 19, 2021
Prof. Jelle de Vries Erasmus University	Efforts go to waste? Planet-profit trade-offs in supply chain collaboration	February 23, 2021
Prof. Subodha Kumar Temple University	Emerging business analytics and disruptive technologies related issues in operations management, information systems, marketing, and other related domains	March 1, 2021
Prof. Vivek Sah University of Nevada, Las Vegas	Steering consumers to affiliated financial services: Evidence from mortgage pre-approvals and the cost of credit	March 18, 2021
Prof. Andrew J. Hoffman University of Michigan	How culture shapes the climate change debate	March 26, 2021

BROWN BAG SEMINARS ORGANIZED

Name of the Speaker	Title of the Seminar	Date
Prof. Chitra Singla	Factors impacting power distribution within the top management team of family firms	November 20, 2020
Mr. Ganesh Balasubramanian	Impact of strategic inventories and cost learning in decentralized supply chains	December 11, 2020
Mr. Abhishek Shaw and Mr. Sawan Rathi	Agricultural income support schemes: Measuring the effects of Rythu Bandhu in India	January 8, 2021
Prof. Joshy Jacob	Mutual fund asset allocation during COVID-19	February 12, 2021
Mr. Avijit Bansal	Impact of price path on disposition bias	March 12, 2021

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RESEARCH WORKSHOPS ORGANIZED

Name of the Facilitator & Affiliation	Topic of the Workshop	Date
Prof. Anuj Kapoor IIM Ahmedabad	Quasi-experimental research methods in Economics and Marketing	September 22, 2020
Prof. Chinmay Tumbe IIM Ahmedabad	Census, national sample surveys and historical research methods	October 27, 2020
Prof. Brad Hughes The University of Wisconsin-Madison, USA	Publishing your research: Understanding the structure and the process that lead to successful papers	November 2,4 & 6, 2020
Prof. Brad Hughes The University of Wisconsin-Madison, USA	Improving style in your research writing	November 9,11 & 13, 2020
Prof. Devasmita Chakraverty IIM Ahmedabad	Mixed methods research	November 20, 2020
Prof. Ramanathan S. IIM Ahmedabad	Applied game theory and marketing – What makes for an interesting investigation	December 4, 2020
Prof. Jeevant Rampal IIM Ahmedabad	Experimental-Methods Research	January 5, 2021
Prof. Ernesto Noronha & Prof. Premilla D’Cruz IIM Ahmedabad	Using visual methods in management research	February 10, 2021
Prof. Aditya C. Moses IIM Ahmedabad	Theory Building	March 30, 2021



CASES, RESEARCH, AND CONSULTING

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
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
2020-21	4091	956	3622



CASE CENTRE

M1 CASES/TECHNICAL NOTES/TEACHING NOTES REGISTERED

Reg No	Registration Date	Type	Title	Authors
F&A0550	5/16/2020	Case	Encore: Convertible Bond with Call Spread Overlay	Sinha, Sidharth
F&A0550TN	5/16/2020	Teaching Note	Encore: Convertible Bond with Call Spread Overlay: A Teaching Note	Sinha, Sidharth
MAR0512(A)	5/16/2020	Case	UrbanClap: Market Place for On-Demand Services (A)	Abhishek Mukherjee, Saral Patra, Yogita
MAR0512(B)	5/16/2020	Case	UrbanClap: Market Place for On-Demand Services (B)	Mukherjee, Saral Patra, Yogita Abhishek
MAR0512TN	5/16/2020	Teaching Note	UrbanClap: Market Place for On-Demand Services (A) & (B): A Teaching Note	Patra, Yogita Abhishek Mukherjee, Saral
HRM0245	5/19/2020	Case	Samardha Infotech: A Specially Abled Organisation	Vashisth, Tarun Kumar Varkkey, Biju
HRM0245TN	5/19/2020	Teaching Note	Samardha Infotech: A Specially Abled Organisation: A Teaching Note	Vashisth, Tarun Kumar Varkkey, Biju
MAR0513	5/19/2020	Case	HSBC: Facilitating Trade Finance using Blockchain	Sahay, Arvind Tiwari, Tara
MAR0513TN	5/19/2020	Teaching Note	HSBC: Facilitating Trade Finance using Blockchain: A Teaching Note	Sahay, Arvind Tiwari, Tara
F&A0551	5/22/2020	Case	Institute of Skill Development and Training - An "Eye" on Strategic Cost Efficiency	Desai, Naman
F&A0551TN	5/22/2020	Teaching Note	Institute of Skill Development and Training - An "Eye" on Strategic Cost Efficiency: A Teaching Note	Desai, Naman
F&A0555	5/22/2020	Case	Prime Broking Default at the National Stock Exchange	Varma, Jayanth R Agarwalla, Sobhesh Kumar
F&A0555TN	5/22/2020	Teaching Note	Prime Broking Default at the National Stock Exchange: A Teaching Note	Varma, Jayanth R, Agarwalla, Sobhesh Kumar
COMM0013(B)	5/28/2020	Case	Nestle (dis)entangled ! Braving the MAGGI noodle crisis in India (B)	Chaudhri, Vidhi Kaul, Asha

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Reg No	Registration Date	Type	Title	Authors
COMM0013 (B)TN	5/28/2020	Teaching Note	Nestle (dis)entangled ! Braving the MAGGI noodle crisis in India: A Teaching Note (B)	Chaudhri, Vidhi Kaul, Asha
F&A0552(B)	6/1/2020	Case	IndiGrid: Transitioning into India's First Independent Power Transmission InvIT (B)	Agarwalla, Sobhesh Kumar Pandey, Ajay
F&A0552(B)TN	6/1/2020	Teaching Note	IndiGrid: Transitioning into India's First Independent Power Transmission InvIT (B): A Teaching Note	Agarwalla, Sobhesh Kumar Pandey, Ajay
PROD0320(A)	6/1/2020	Case	BigBasket (A)	Roy, Debjit Anand, Abhishek
PROD0320(A) TN	6/1/2020	Teaching Note	BigBasket (A): A Teaching Note	Roy, Debjit
BP0443	6/12/2020	Case	Godrej Properties Limited Leading Strategic Transformation in Indian Real Estate Markets	Chatterjee, Chirantan Sathyaseelan, Arun P.
BP0443TN	6/12/2020	Teaching Note	Godrej Properties Limited Leading Strategic Transformation in Indian Real Estate Markets: A Teaching Note	Chatterjee, Chirantan Sathyaseelan, Arun P.
OB0239	6/12/2020	Case	VIKAS AND SAVE: Combining Cause with Commerce	Gupta, Vishal Gopakumar, K V Brahmbhatt, Kruti
OB0239TN	6/12/2020	Teaching Note	VIKAS AND SAVE: Combining Cause with Commerce: A Teaching Note	Gupta, Vishal Gopakumar, K V Brahmbhatt, Kruti
BP0445	6/23/2020	Case	Innovassynth Technologies	Mathur, Ajeet
BP0445TN	6/23/2020	Teaching Note	Innovassynth Technologies: A Teaching Note	Mathur, Ajeet
PROD0322	7/6/2020	Case	Zomato Gold: The Logout Campaign	Roy, Debjit Garg, Amit Govil, Eshaan
PROD0322TN	7/6/2020	Teaching Note	Zomato Gold: The Logout Campaign: A Teaching Note	Roy, Debjit Garg, Amit Govil, Eshaan
F&A0553TEC	7/10/2020	Technical Note	Runway to the Future	Sharma, Akhil Supervised by Prof. Naman Desai
OB0242	7/17/2020	Case	Regulatory independence in India: A case of Atomic Energy Regulatory Board	Gopakumar, K V Ram Mohan, M P

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Reg No	Registration Date	Type	Title	Authors
OB0242TN	7/17/2020	Teaching Note	Regulatory independence in India: A case of Atomic Energy Regulatory Board: A Teaching Note	Gopakumar, K V Ram Mohan, M P
CIIE0018	7/22/2020	Case	Eko	Vohra, Neharika Ghoshal, Trisha Sharma, Supriya
CIIE0018TN	7/22/2020	Teaching Note	Eko: A Teaching Note	Vohra, Neharika Ghoshal, Trisha Sharma, Supriya
STR0447	7/23/2020	Case	Contracts and Finality of Signature: The Coys of Kensington Case	Pathak, Akhileshwar
STR0447TN	7/23/2020	Teaching Note	Contracts and Finality of Signature: The Coys of Kensington Case: A Teaching Note	Pathak, Akhileshwar
OB0243	8/13/2020	Case	Jaiveer Roy	Vohra, Neharika Chari, Vijayalaxmi Mendonca, Valerie
OB0243TN	8/13/2020	Teaching Note	Jaiveer Roy: A Teaching Note	Vohra, Neharika Mendonca, Valerie Bajwa, Tanveer
MAR0514	8/21/2020	Case	Shivam Finance – Using Fintech to Consolidate and Grow?	Bohra, Shrenik Sahay, Arvind Tiwari, Tara
MAR0514TN	8/21/2020	Teaching Note	Shivam Finance – Using Fintech to Consolidate and Grow? A Teaching Note	Sahay, Arvind Tiwari, Tara
CIIE0019	8/28/2020	Case	Electronic Health Records in India	Kedas, Satishwar Sinha, Ankur
CIIE0019S	8/28/2020	Supplement	Electronic Health Records in India: Supplementary	Kedas, Satishwar Sinha, Ankur
CIIE0019TN	8/28/2020	Teaching Note	Electronic Health Records in India: A Teaching Note	Kedas, Satishwar Sinha, Ankur
COMM0025	9/10/2020	Case	Changing Perceptions and Transforming Outcomes : L&T Acquisition of Mindtree	Kaul, Asha Agarwalla, Sobhesh Kumar
COMM0025TN	9/10/2020	Teaching Note	Changing Perceptions and Transforming Outcomes : L&T Acquisition of Mindtree: A Teaching Note	Kaul, Asha Agarwalla, Sobhesh Kumar



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Reg No	Registration Date	Type	Title	Authors
F&A0556	9/21/2020	Case	Indus Cricket Academy Limited: Constructing the Financial Statements	Agarwalla, Sobhesh Kumar
F&A0556TN	9/21/2020	Teaching Note	Indus Cricket Academy Limited: Constructing the Financial Statements: A Teaching Note	Agarwalla, Sobhesh Kumar
PROD0328	9/21/2020	Case	Aries Agro - Leveraging IoT in Facility Logistics	Roy, Debjit Srivastava, Prateek
PROD0328TN	9/21/2020	Teaching Note	Aries Agro - Leveraging IoT in Facility Logistics: A Teaching Note	Roy, Debjit Srivastava, Prateek
HRM0246	9/24/2020	Case	Managing Internal Growth at Vedanta Group	Agarwal, Promila Karna, Amit
HRM0246TN	9/24/2020	Teaching Note	Managing Internal Growth at Vedanta Group: A Teaching Note	Agarwal, Promila Karna, Amit
STR0448	9/24/2020	Case	Smartphone Apps and Contract Terms: The Uber Case	Pathak, Akhileshwar
STR0448TN	9/24/2020	Teaching Note	Smartphone Apps and Contract Terms: The Uber Case: A Teaching Note	Pathak, Akhileshwar
PSG0134 (A)	9/29/2020	Case	All India Police Duty Meet Website – (A)	Rai, Rajnish
PSG0134 (B)	9/29/2020	Case	All India Police Duty Meet Website – (B)	Rai, Rajnish
PSG0134 (C)	9/29/2020	Case	All India Police Duty Meet Website – (C)	Rai, Rajnish
PSG0134TN	9/29/2020	Teaching Note	All India Police Duty Meet Website: A Teaching Note	Rai, Rajnish
BP0444	9/30/2020	Case	Growth Stall at Tega	Mathur, Ajeet
BP0444TN	9/30/2020	Teaching Note	Growth Stall at Tega: A Teaching Note	Mathur, Ajeet
IS0140	10/1/2020	Case	Creating a Compelling Data Story - Inside a Search Engine's Ad Sales Strategy	Ranganathan; Kavitha
IS0140TEC	10/1/2020	Technical note	Creating Compelling Stories with Data: The 5 Pronged Approach	Ranganathan; Kavitha
IS0140TN	10/1/2020	Teaching Note	Creating a Compelling Data Story - Inside a Search Engine's Ad Sales Strategy: A Teaching Note	Ranganathan; Kavitha

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Reg No	Registration Date	Type	Title	Authors
CIIE0021	10/15/2020	Case	Micro Housing Finance Corporation	Niendorf, Elisabeth Milap, Akshay Mendonca, Valerie Kathuria, Ajay Kumar Karna, Amit
CIIE0021TN	10/15/2020	Teaching Note	Micro Housing Finance Corporation: A Teaching Note	Karna, Amit Niendorf, Elisabeth Milap, Akshay Mendonca, Valerie Kathuria, Ajay Kumar
MAR0519	10/23/2020	Case	Sterlite Technologies Limited (STL): From Cables to Solution Selling	Sahay, Arvind Tiwari, Tara
MAR0519TN	10/23/2020	Teaching Note	Sterlite Technologies Limited (STL): From Cables to Solution Selling: A Teaching Note	Sahay, Arvind Tiwari, Tara
STR0450	10/24/2020	Case	Energy Efficiency Services Ltd (EESL): Shaping the Industry	Maheshwari, Sunil, Agrawal, Atul Maheshwari, Sudhanshu
STR0450TN	10/24/2020	Teaching Note	Energy Efficiency Services Ltd (EESL): Shaping the Industry: A Teaching Note	Maheshwari, Sunil
F&A0558EX	10/27/2020	Exercise	Estimation of Cost of Goods Sold in a Manufacturing Firm	Nagar, Neerav
F&A0558TN	10/27/2020	Teaching Note	Estimation of Cost of Goods Sold in a Manufacturing Firm: A Teaching Note	Nagar, Neerav
F&A0559	10/27/2020	Case	Northern Textiles Limited (A)	Varma, Jayanth R Ghosh, Rahul
F&A0559TN	10/27/2020	Teaching Note	Northern Textiles Limited (A): A Teaching Note	Varma, Jayanth R Ghosh, Rahul
MAR0518	11/9/2020	Case	Tanishq: Pricing, Retail Selling and Inventory Management of Jewellery	Sahay, Arvind Tiwari, Tara
MAR0518TN	11/9/2020	Teaching Note	Tanishq: Pricing, Retail Selling and Inventory Management of Jewellery: A Teaching Note	Sahay, Arvind Tiwari, Tara
MAR0520	11/26/2020	Case	The Tashkent Files: Disruption by an Indie Film Defying the Film Trade	Sharma, Rajat Uniyal Prasad, Dwarika
MAR0520TN	11/26/2020	Teaching Note	The Tashkent Files: Disruption by an Indie Film Defying the Film Trade: A Teaching Note	Sharma, Rajat Uniyal Prasad, Dwarika



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Reg No	Registration Date	Type	Title	Authors
STR0449	11/26/2020	Case	TEGA Industries: The South Africa Acquisition	Krishnamurthy, Renganathan Dwibedy, Punyashlok Aggarwal, Mayank Karna. Amit
STR0449TN	11/26/2020	Teaching Note	TEGA Industries: The South Africa Acquisition: A Teaching Note	Aggarwal, Mayank Krishnamurthy, Renganathan Dwibedy, Punyashlok Karna. Amit
PROD0326	11/28/2020	Case	A Truck is not a Cookie: Matching Supply with Demand at Mahindra Truck and Bus Division	Roy, Debjit
PROD0326TN	11/28/2020	Teaching Note	A Truck is not a Cookie: Matching Supply with Demand at Mahindra Truck and Bus Division: A Teaching Note	Roy, Debjit
BP0446	12/14/2020	Case	Wicked Problem at Inspiron	Mathur, Ajeet
BP0446TN	12/14/2020	Teaching Note	Wicked Problem at Inspiron: A Teaching Note	Mathur, Ajeet
CIIE0022	12/14/2020	Case	Enrich Development Private Limited	Maheshwari, Bhawana Singh, Manjari
CIIE0022TN	12/14/2020	Teaching Note	Enrich Development Private Limited: A Teaching Note	Maheshwari, Bhawana Singh, Manjari
BP0319(B)TN	12/14/2020	Teaching Note	Thermax (B): A Teaching Note	Mathur, Ajeet
BP0319(C)TN	12/14/2020	Teaching Note	Thermax (C): A Teaching Note	Mathur, Ajeet
CIIE0017	12/29/2020	Case	Kaleidofin	Mendonca, Valerie Sharma, Supriya
CIIE0017TN	12/29/2020	Teaching Note	Kaleidofin: A Teaching Note	Mendonca, Valerie Sharma, Supriya
STR0451 (Part A)	12/31/2020	Case	TEGA Industries Ltd: Journey of an Indian MNC (PART A)	Singla, Chitra Singh, Bulbul
STR0451 (Part B)	12/31/2020	Case	TEGA Industries Ltd: Journey of an Indian MNC (Part B)	Singla, Chitra Singh, Bulbul
STR0451TN	12/31/2020	Teaching Note	TEGA Industries Ltd: Journey of an Indian MNC: A Teaching Note	Singla, Chitra Singh, Bulbul

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Reg No	Registration Date	Type	Title	Authors
F&A0554EX	1/5/2021	Exercise	Technology Upgradation at Microsign Products	Aggarwal, Shalini Kunwar, Kripa
F&A0554TN	1/5/2021	Teaching Note	Technology Upgradation at Microsign Products: A Teaching Note	Aggarwal, Shalini Kunwar, Kripa
MAR0515	1/5/2021	Case	Competition in Hyper-Local E-Grocery Space: Tokri.com	Kiran, B S Sharma, Rajat
MAR0515TN	1/5/2021	Teaching Note	Competition in Hyper-Local E-Grocery Space: Tokri.com: A Teaching Note	Kiran, B S Sharma, Rajat
COMM0027	1/12/2021	Case	Water in the Desert? ‘: Oil India’s CSR Impact in Assam	Chaudhri, Vidhi Kaul, Asha
COMM0027TN	1/12/2021	Teaching Note	Water in the Desert? ‘: Oil India’s CSR Impact in Assam: A Teaching Note	Chaudhri, Vidhi Kaul, Asha
MAR0516	1/18/2021	Case (Graphic Novel)	ThatsPersonal: Privacy Delivered	Roy, Subhadip Mohapatra, Subhalaxmi
MAR0516TN	1/18/2021	Teaching Note	ThatsPersonal: Privacy Delivered: A Teaching Note	Roy, Subhadip Mohapatra, Subhalaxmi
MAR0517	2/9/2021	Case	TEGA Industries: Internationalisation Strategy for Conveyor Products 2011	Jain, Abhinandan Madan, Mohanka Saha, Jahar
MAR0517TN	2/9/2021	Teaching Note	TEGA Industries: Internationalisation Strategy for Conveyor Products 2011: A Teaching Note	Jain, Abhinandan Madan, Mohanka Saha, Jahar
PSG0135	2/9/2021	Case	Upgradation of the Pump Station Project Phase I in the Naharkatiya-Barauni Pipeline of Oil India Limited	Dutta, Goutam
PSG0135TN	2/9/2021	Teaching Note	Upgradation of the Pump Station Project Phase I in the Naharkatiya-Barauni Pipeline of Oil India Limited: A Teaching Note	Dutta, Goutam
HRM0235	2/10/2021	Case	Human Engineering at Microsign	Varkkey; Biju
HRM0235TN	2/10/2021	Teaching Note	Human Engineering at Microsign: A Teaching Note	Varkkey; Biju Menon, Sunanda
OBO240(B)	2/16/2021	Case	Good Food Served Quietly: The Mime Restaurants (B)	Khokle, Pradyumana Kulkarni, Vaibhavi

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Reg No	Registration Date	Type	Title	Authors
OB0240(B)TN	2/16/2021	Teaching Note	Good Food Served Quietly: The Mime Restaurants (B): A Teaching Note	Khokle, Pradyumana Kulkarni, Vaibhavi
STR0458(A)	3/16/2021	Case	Professionalization of HR at Mahindra (A): Trigger for Transformation	Sharma, Sunil Tripathi, Rajeshwar Dalvi, Riya Tikoo, Shivin
STR0458(B)	3/16/2021	Case	Professionalization of HR at Mahindra (B): Transformation and Change Management	Sharma, Sunil
STR0458(C)	3/16/2021	Case	Professionalization of HR at Mahindra (C): Gearing for the Future	Sharma, Sunil
STR0458TN	3/16/2021	Teaching Note	Professionalization of HR at Mahindra (A) (B) and ©: A Teaching Note	Sharma, Sunil
STR0459TEC	3/17/2021	Technical Note	Sale of Goods: The Implied Condition of Description	Pathak, Akhileshwar
STR0460TEC	3/17/2021	Technical Note	Warranty Clauses: Exclusion of Implied Conditions and Warranties	Pathak, Akhileshwar
OB0245	3/22/2021	Case	Decathlon India 2009-2019	Vohra, Neharika Chari, Vijayalakshmi
OB0245TN	3/22/2021	Teaching Note	Decathlon India 2009-2019: A Teaching Note	Vohra, Neharika Chari, Vijayalakshmi
PROD0327(A)	3/22/2021	Case	Rural Piped Water Supply Scheme at Village Nirmalपुरa, Nalanda in Bihar (A)	Dutta, Goutam
PROD0327(A) TN	3/22/2021	Teaching Note	Rural Piped Water Supply Scheme at Village Nirmalपुरa, Nalanda in Bihar (A): A Teaching Note	Dutta, Goutam
PROD0327(B)	3/22/2021	Case	Rural Piped Water Supply Scheme at Village Nirmalपुरa, Nalanda in Bihar (B)	Dutta, Goutam
PROD0327(B) TN	3/22/2021	Teaching Note	Rural Piped Water Supply Scheme at Village Nirmalपुरa, Nalanda in Bihar (B): A Teaching Note	Dutta, Goutam
PROD0327(C)	3/22/2021	Case	Rural Piped Water Supply Scheme at Village Nirmalपुरa, Nalanda in Bihar (C)	Dutta, Goutam
PROD0327(C) TN	3/22/2021	Teaching Note	Rural Piped Water Supply Scheme at Village Nirmalपुरa, Nalanda in Bihar (C): A Teaching Note	Dutta, Goutam

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Reg No	Registration Date	Type	Title	Authors
HRM0249	3/25/2021	Case	The Cost of Shareholder Activism: LVB Shareholders Vote Out Management	Varkkey, Biju Patel, Virangi
HRM0249TN	3/25/2021	Teaching Note	The Cost of Shareholder Activism: LVB Shareholders Vote Out Management: A Teaching Note	Varkkey, Biju Patel, Virangi
IS0141(A)	3/31/2021	Case	Zoom's Lightning Bolt Is Made of Clouds (A)	Ranganathan; Kavitha Pandey, Shreya Kumar, Amit
IS0141(B)	3/31/2021	Case	Zoom's Lightning Bolt Is Made of Clouds (B)	Ranganathan; Kavitha Pandey, Shreya Kumar, Amit
IS0141TN	3/31/2021	Teaching Note	Zoom's Lightning Bolt Is Made of Clouds: A Teaching Note	Ranganathan; Kavitha Pandey, Shreya Kumar, Amit
STR0455(A)	3/31/2021	Case	Vodafone Gujarat Case (A): Growing through Entrepreneurship	Sehgal, Swati Mukherjee, Saral Sharma, Sunil
STR0455(B)	3/31/2021	Case	Vodafone Gujarat Case (B): Reinforcing Competencies	Sehgal, Swati Mukherjee, Saral Sharma, Sunil
STR0455(A) (B) TN	3/31/2021	Teaching Note	Vodafone Gujarat Case (A) and (B): Teaching Note	Mukherjee, Saral Sharma, Sunil
STR0461TEC	3/31/2021	Technical Note	No Oral Modification Clauses: The Riddle of Party Autonomy	Pathak, Akhileshwar
STR0462TEC	3/31/2021	Technical Note	Entire Agreement Clauses: Representations and Misrepresentations	Pathak, Akhileshwar

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M2 CASES USED BY THE INSTITUTE, OTHER EDUCATIONAL INSTITUTES, AND OTHERS DURING 2020–2021

Institution	No. of Copies	Year-on-Year % Growth
Cases procured within IIMA	59,713	-19.31
Cases procured by educational institutes (retail and annual contract agreement)	51,055	23.42
Cases procured by others [including individuals (IIMA and non-IIMA), corporates, and non-IIMA faculty]	2,853	56.67

M3 DISTRIBUTION PARTNERS

Sr. No.	Distribution Partners	Year of Agreement	No. of Cases/ Teaching Notes Distributed	No. of Copies Sold During 2020–2021
01	Richard IVEY Publishing	February 19, 2015	160	713
02	Harvard Business Publishing	June 17, 2015	131	23,018
03	Sage Publications Ltd.	November 03, 2015	386	291
04	The Case Centre UK (ECCH)	February 01, 2016	246	602
05	Emerald Publishing Ltd. (Library Subscription Model)	September 02, 2019	300	300



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ACE Equity (Standalone), ACE Knowledge & Research Portal (Online), ACE Mutual Fund (Standalone), AGM/EGM & Postal Ballot Resolutions Database, Auditors Database, Bloomberg Lab, Board Meeting Resolutions Database, Capitaline AWS, CMIE First Source, CMIE PACE, CMIE Prowess dx, CMIE ProwessIQ, Compustat Executive Compensation (Execucomp), Compustat North America, Corporate Social Responsibility, CRISIL Research, CRSP Mutual Funds, CRSP Stock/Security, Dion INSIGHT, EMIS (Professional), Euromonitor Passport, Financial Results Database, Frost & Sullivan Growth Partnership Services, Indian Boards, Infraline - Coal Sector, Infraline - Oil & Gas Sector, Infraline - Power Sector, Institutional Shareholder Services (ISS), MarketLine Advantage, NASSCOM, Refinitiv Eikon (Standalone), Refinitiv Institutional (13F) Holdings, Refinitiv LoanConnector (LPC), Refinitiv SDC - Joint Venture (Standalone), S&P Global FIG & Real Estate Database (MI Platform), SeekEdgar, Statista, TRACE - Corporate Bond Transaction Data, 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), WatchoutInvestors, WRDS.

ECONOMICS & STATISTICS

CEIC database, CMIE CapEx, CMIE CapEx dx, CMIE Commodities, CMIE Consumer Pyramids dx, CMIE Economic Outlook, CMIE Industry Outlook, CMIE States of India, CMIE Trade dx, Refinitiv Datastream - Incorporating WorldScope (Standalone), District Metrics, DSI Data Service & Information, EPWRF India Time Series, IndiaStat.com, Institute for Studies in Industrial Development (ISID), MICA Indian Marketing Intelligence, OECD & IEA Statistics.

DATASETS

Administrative boundary database, ASI Unit level data (1974-2016), CDP Global Dataset, Census of India (1991, 2001 & 2011), CounterPoint Mobile Handset Data (India & Bangladesh) (India from January 2017 to May 2018 & Bangladesh from January 2016 to March 2018), Daily Rainfall Data (1975 - 2006 & 2012), Daily Surface Data (2004 - 2011), DGCIS monthly time series data (January 2002 to August 2017), District GDP of India (2001-2002 to 2015-2016), District GDP of India (2011-2022 to 2019-2020), District GVA of India (2011-12 to 2019-20), District Wise Monthly Rainfall Data (1901-2010), IEA dataset (CO2 Emissions from Fuel Combustion) 1994, 2000, 2005 to 2007, 2009 to 2014, IMS AntiTB Molecule data (Mar 2010 Feb 2014), India Administrative Districts maps with PCA attribute data (Census 1991, 2001, 2011), IQVIA Medical Audit database (2003-2017), Meteorological Data (Ahmedabad & Gandhinagar 2014-2016), Monthly Surface Data (1961-2014), National Stock Exchange Data (NSE) - CM & FAO (1999 - April 2021), NSS Data (Round No 51-73) (1994-2016).

LEGAL

AIR (All India Reporter) (Standalone), Derwent Innovation, HeinOnline (SCC Online), Kluwer Arbitration Law, LexisNexis Academic, SCC Online, Westlaw (Including INDLAW).

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RESEARCH SUPPORT TOOLS/DATABASES

Avoiding Plagiarism (Online Course), EBSCO American Doctoral Dissertations, 1933 - 1955, EBSCO Research Starters - Business, Emerald eCases, Grammarly, Oxford Bibliographies, ProQuest Dissertations & Theses, Sage Research Methods Online, The New Palgrave Dictionary of Economics, Web of Science, WRDS - Python (JupyterHub), WRDS - R Studio, WRDS - SAS Studio.

NEWS PAPERS & MAGAZINES

Business Standard Newspaper (1997 onwards), EBSCO Newswires, EBSCO Regional Business News, Economic and Political Weekly, ET Prime, FT.com, India Business Insight Database (IBID), Magzter, New York Times/ NYTimes.com, Pressreader.com, ProQuest ABI/INFORM, Science Online, Scientific American, The Economist (1997 onwards), Wall Street Journal.

ARCHIVAL COLLECTION

CLOCKSS, FT Archive (1888-2016), Making of the Modern World, ProQuest Times of India Archive (from 1838 - 2010), South Asia Archive, The Economist - Historical Archive 1843-2015.

eBOOKS

Business Expert Press eBooks (2009-2018), EBSCO eBooks collection, Emerald eBooks, IMF eLibrary, OECD iLibrary (Books, Papers & Statistics), Other eBooks, OUP eBooks Oxford Handbooks (Economics and Finance – Online), ProQuest eBook Central (ebrary: Academic Complete), Sage eBooks, Taylor & Francis eBook, World Bank eLibrary, World eBook Library (NDL).

eJOURNALS

Academic Search Premier, ACM Digital Library, Annual Review, ASCE (American Society of Civil Engineers), Business Source Ultimate, Cambridge University Press, Coronavirus Research Database, Emerald Insight, Expert Insights Article, IEEE Xplore (ASPP + POP), IGI Global, IndianJournals.com, INFORMS PubsOnline, Journal of Derivatives, JSTOR, Nature: International Weekly Journal of Science, Neuroleadership Journal, Oxford University Press, Project MUSE, ProQuest ABI/INFORM, ProQuest EconLit, ProQuest PscARTICLES, Risk.Net (Premium), SAGE Journals, Science Direct (Elsevier), Springer, Taylor and Francis, University of Chicago Press Journals, Wiley online (Including HSS collection).

OTHERS

Encyclopaedia Britannica, Films on Demand, Finshots (Free for IIMA), Indian Economy & Business Analysis, Power Lingo Fx25 (Standalone), Sprinklr (Free Research Tool for IIMA), The KEN.

SPECIALIZED SEARCH TOOLS

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



CENTRE FOR MANAGEMENT OF HEALTH SERVICES (CMHS)

LIST OF SEMINARS, PODCASTS AND EXECUTIVE EDUCATION PROGRAMMES

CHMS has organised the following seminars during 2020 – 21:

- “Mortality Effects and Choice Across Private Health Insurance Plans” by Prof. Amanda Starc on May 08, 2020.
- “Diagnosing Quality: Learning, Amenities and the Demand for Health Care” by Prof. Achyuta Adhvaryu on May 15, 2020.
- “Guarantee Food Security to Inter-State Migrants in India During Covid19 Lockdown” by Prof. Tarun Khanna on May 26, 2020.
- “Effects of Pharmaceutical Price Regulation: Evidence from India” by Prof. Saravana Jaikumar on June 05, 2020.
- “The Economic Impact of Mental Health Care in India” by Prof. Daniel Bennett on June 19, 2020.
- “Information and Facilitation Interventions for Accountability in Health and Nutrition: Evidence from a Randomized Trial in India” by Prof. Manoj Mohanan on July 10, 2020.
- “Expected Profits and the Scientific Novelty of Pharmaceutical Innovation” by Prof. Manuel Herosilla on July 24, 2020.
- “Comparative Messaging, Learning and Forgetting: Evidence from Pharmaceutical Drug Detailing” by Prof. Xiaojing Dong on July 31, 2020.
- “Heterogeneous Actions, Beliefs, Constraints and Risk Tolerance During the COVID-19 Pandemic” by Prof. Yesim Orhun on August 03, 2020.
- “Giving Away to Increase Profits? Price-Discrimination and the Effect of Free Goods” by Prof. Ravi Anupindi on August 07, 2020.
- “Private Hospital Behavior Under Government Health Insurance: Evidence from India” by Radhika Jain on August 14, 2020.
- “Origins of the Opioid Crisis and Its Enduring Impacts” by Prof. Abby Alpert on August 21, 2020.
- “Graduate Student Mental Health: Lessons from American Economics Departments” by Prof. Valentin Bolotny on August 28, 2020.
- “Top-Up Design and Health Care Expenditure: Evidence from Cardiac Stents in Taiwan” by Prof. Ginger Zhe Jin on September 4, 2020.
- “Exponential Growth Bias in the Prediction of COVID-19 Spread and Economic Expectation” by Prof. Ritwik Banerjee on September 28, 2020.
- “Heterogeneity in Disease Resistance and the Impact of Antibiotics in the US” by Prof. Justin Cook on October 2, 2020.
- “Robots and Labor in the Service Sector: Firm-level Evidence from Nursing Homes” by Prof. Karen Eggleston on October 9, 2020.
- “YouTube Video Analytics for Health Literacy and Chronic Care Management: An Augmented Intelligence Approach to Assess Content and Understandability” by Prof. Rema Padman on October 16, 2020.
- “Heterogeneity in The Impact of Privatizing Social Health Insurance” by Prof. Mark Duggan on October 23, 2020.

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- “Multichannel Delivery in Healthcare: The Impact of Telemedicine Centers in Southern India” by Prof. Sarang Deo on October 30, 2020.
- “Revisiting the Zero-price Effect Hypotheses: Evidence from Consumer Drug Choices in Sweden” by Prof. Andrew Ching on November 13, 2020.
- Digital Panel/Webinar on Future of E-Pharmacies in India on October 3, 2020.
- “Mums Go Online: Is the Internet Changing the Demand for Healthcare? “ by Prof. Mattia Nardotto on December 4, 2020.
- “Women’s Empowerment and Intimate Partner Violence: Evidence from a Multidimensional Policy in India” by Prof. Somdeep Chatterjee on December 15, 2020.
- “Inequality of Opportunity in Health Among Urban, Rural, and Migrant Children: Evidence from China” by Prof. Naata Chindarkar on December 22, 2020.
- “Merchants of Death: The Effect of Credit Supply Shocks on Hospital Outcomes” by Prof. Richard T. Thakor on January 22, 2021.
- “Fairness over Time in Dynamic Resource Allocation with an Application in Healthcare” by Prof. Sriram Sankaranarayanan on February 01, 2021.
- Seminar on “Can Democracy work for the Poor?” by Prof. Rohini Pande on February 18, 2021.

IIMA-CMHS PODCASTS:

Date	Title of the Podcast	Speakers and Affiliation
March 24, 2020	Hospital Preparedness During Pandemics	Dr. Raja Narayanan, Director and Network Head, LV Prasad Institute, Dr. R Venkatesh, Chief Medical Officer, at Aravind Eye Hospital, Pondicherry
March 26, 2020	Digital Health and Wellness During COVID-19	Prem Sharma, CEO and Founder of DayToDay Health
April 8, 2020	The Future of Global Equitable Distribution of Quality Medicines with COVID-19	#NYT Best Selling Author of #BottleofLies & Andrew Carnegie Fellow Katherine Eban with Global Public Health Activist Dinesh S. Thakur
April 12, 2020	Global Health Inequalities, COVID-19 & the Future of OneWorld	Dr. Anil Deolalikar, UC Riverside Founding Dean of School of Public Policy, Chair of UC Global Health Initiative, also Professor of Economics,
April 19, 2020	Mental Wellness during Covid-19	The panel consisted of Dr. Soumitra Pathare, CMHLP, Pune, Ms. Rajvi Mariwala, Director of Mariwala Health Initiative, Mumbai, Dr. Aparna Joshi, TISS, Mumbai and Project Director, iCALL & Sukoon and Abhay Singhal, Founder, TickTalkTo.com
May 1, 2020	Cancer Care & Indian Healthcare Resilience during Covid-19	Dr. BS Ajai Kumar, Chairman, Healthcare Global Enterprises Ltd. (HCG)

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Date	Title of the Podcast	Speakers and Affiliation
May 9, 2020	COVID-19 & The Role of National Healthcare & Innovation Policy: Insights from Germany	Prof. Dietmar Harhoff, Director-Innovation and Entrepreneurship Research, Honorary Professor at the University of Munich. Prof. Reiner Leidl, Chair at Ludwig Maximilians University in Munich and Director of an Institute of Health Economics within the Helmholtz Association. Prof. (Dr.) Carolin Heussler, Chair of Organisation, Technology Management and Entrepreneurship at University of Passau, Germany. Prof. Georg Graevenitz, Senior Lecturer in Quantitative Methods, School of Business and Management at Queen Mary University of London. Dr. Fabian Gaessler, Senior Research Fellow in the Department for Innovation and Entrepreneurship Research at the Max Planck Institute for Innovation and Competition in Munich
May 29, 2020	Private Entrepreneurship and Global Health	Prof. Anita M. McGahan, University Professor of Strategic Management and George E. Connell Chair in Organizations & Society at Rotman School, University of Toronto along with Prof. Will Mitchell, Anthony S. Fell Chair in New Technologies and Commercialization & Professor of Strategic Management at Rotman School, University of Toronto
June 1, 2020	COVID-19 & To Test or Not To Test: Organizational Policies & Strategies	Prof. Anup Malani, Lee & Brena Freeman Professor of Law and Medicine at University of Chicago, Manoj Mohanan, Associate Professor of Public Policy at the Sanford School, Duke University and Anu Acharya, CEO at www.mapmygenome.in , a personal genomics and molecular diagnostic company from Hyderabad.
June 2, 2020	Economics in the Age of Covid-19	Prof. Joshua S. Gans, Jeffrey S. Skoll Chair of Technical #Innovation and #Entrepreneurship Professor of Strategic Management at Rotman School of Management, University of Toronto

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Date	Title of the Podcast	Speakers and Affiliation
June 24, 2020	Health, Wealth and Dignity - Towards a New Social Contract For India's Internal Migrant Workers	The panellist were B K Jha, Chief Commissioner Income Tax Ludhiana and Citizen Representative, Migrant Workers Social Philanthropy Initiatives, Ludhiana. Deepak Sapra, Former Chevening Scholar & Fulbright Fellow, Global Head of Business (PSAI), Dr. Reddy's Laboratories & Citizen Representative, Migrant Workers Social Philanthropy Initiatives, Hyderabad. Padmashree Professor Anil Gupta, Visiting Faculty IIM Ahmedabad, CSIR Bhatnagar Fellow 2018-21, Founder, Honey Bee Network, SRISTI, GIAN & NIF. Professor Rishiksha Krishnan, Incoming Director, IIM Bangalore, Former Director IIM Indore. Professor Michael Spence, 2001 Nobel Laureate in Economic Sciences, Berkley Professor @Stern School-NYU, Philip H. Knight Professor of Management, Emeritus, and Dean, Emeritus, at the Stanford GSB & Senior Fellow, Hoover Institution, Stanford University. Professor Elizabeth Cobbs, Melbern Glasscock Chair in American History at Texas A&M University and Senior Fellow, Hoover Institution, Stanford University, Author of Several Books including Broken Promises: A Novel of the Civil War, The Hello Girls: America's First Women Soldiers & All You Need Is Love: The Peace Corps and the Spirit of the 1960s. Professor Prithwiraj (Raj) Choudhury, Luy Family Associate Professor, Harvard Business School. Pradeep Nair, Regional Director for Ford Foundation India, Nepal and Sri Lanka. Professor Chinmay Tumbe, Assistant Professor IIM Ahmedabad
July 2, 2020	Science, Epidemiology & Covid-19	Dr. Sunetra Gupta Professor of Theoretical Epidemiology at University of Oxford.
July 27, 2020	COVID-19 and the Future of Stakeholder Capitalism	Prof. R Edward Freeman, Elis and Signe Olsson Professor of Business Administration at Darden School of Business, the University of Virginia
October 23, 2020	Pandemics, Informational Autocracy & The Future of Liberal Societies	Prof. Sergei Guriev Economics at Sciences Po, Paris
October 26, 2020	Towards Global & Local Frameworks for Equitable Allocation of Covid-19 Vaccines	Prof. Daniel Polsky, Bloomberg Distinguished Professor of Health Policy and Economics at Johns Hopkins University

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Date	Title of the Podcast	Speakers and Affiliation
November 28, 2020	Modeling COVID 19 as a Humanitarian Data Scientist	Dr. Bhramar Mukherjee, Professor of Global Public Health, The University of Michigan School of Public Health
January 12, 2021	Vaccine Innovation & The Future of Clinical Trials Post Covid-19	Dr. Mehul Mehta, Chief Medical Officer, Albright Stonebridge Group & Visiting Faculty in Ophthalmology and Global Health at Harvard Medical School; also Honorary Clinical Staff at Massachusetts Eye & Ear in Boston.
January 29, 2021	Digitization of Healthcare Insights with Dr. Anindya Ghose	Dr. Anindya Ghose, Heinz Riehl Chair Professor of Technology and Marketing, NYU Stern School of Business.
March 21, 2021	A shot of justice: Priority-setting for Addressing Child Mortality with Dr. Ali Mehdi	Dr. Ali Mehdi, Senior Fellow and Lead, Health Policy Initiative, ICRIER, New Delhi

EXECUTIVE EDUCATION PROGRAMMES UNDER CMHS

- Healthcare Management in Post-Covid India coordinated by Prof. Chirantan Chatterjee

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ACCREDITATION AND RANKING

INTERNATIONAL RANKINGS: FINANCIAL TIMES EXECUTIVE EDUCATION RANKING 2020 (OPEN PROGRAMMES)

Business school rankings

Executive Education - Open - 2020

PUBLISHED: May 10 2020 | TOTAL SCHOOLS: 75 | YEAR: 2020

Country: [Filter]

#	Name	Country
1	IMD Business School	Switzerland / Singapore
2	University of Oxford Saïd	UK
3	Insead	France / Singapore / Abu Dhabi
3	University of Michigan Ross	US
5	Stanford Graduate School of Business	US
6	University of Chicago Booth	US / Hong Kong / UK
7	University of Pennsylvania Wharton	US
8	HEC Paris	France
9	ESHT Berlin	Germany
10	Isef Business School	Spain / US
11	Columbia Business School	US
12	UCLA Anderson School of Management	US
13	Fundacao Dom Cabral	Brazil
14	Washington University Olin	US
15	Esade Business School	Spain
16	Essec Business School	France
17	University of Toronto Rotman	Canada
17	Stockholm School of Economics	Sweden / Russia / Latvia
19	University of Cambridge Judge	UK
20	Western University Ivey	Canada / China
21	London Business School	UK / UAE
22	Hult Ashridge Executive Education	UK
22	Henley Business School	UK
24	Kyong College of Business	South Korea
25	SDA Bocconi School of Management	Italy
26	University of St Gallen	Switzerland
27	Queen's University Smith	Canada
27	Nyenrode Business Universiteit	Netherlands
29	Caixa	China / Switzerland / Ghana
29	Shanghai Jiao Tong University Antai	China
31	Vlerick Business School	Belgium
32	Cranfield School of Management	UK
32	Gordon Institute of Business Science at UP	South Africa
34	ACQU at UNSW Business School	Australia
34	National University of Singapore Business School	Singapore
34	NHH Norwegian School of Economics	Norway
37	IE Business School	Spain
37	WHU - Otto von Guericke School of Management	Germany
39	Incae Business School	Nicaragua / Costa Rica
39	Edhec Business School	France
41	ESCP Business School	France / UK / Spain / Italy / Germany / Poland
42	University College Dublin Smurfit	Ireland
42	Thunderbird School of Global Management at ASU	US / Russia / Switzerland / UAE
44	Universidad de los Andes School of Management	Colombia
45	York University Schulich	Canada
46	Eada Business School Barcelona	Spain
47	University of British Columbia Sauder	Canada
47	Nova School of Business and Economics	Portugal
49	Rutgers Business School	US
50	University of Arizona Eller	US
50	Frankfurt School of Finance and Management	Germany
52	Isade Business School	Mexico
52	Tias Business School Tilburg University	Netherlands
54	Rotterdam School of Management, Erasmus University	Netherlands
55	IAE Business School	Argentina
55	Copenhagen Business School	Denmark
55	Indian Institute of Management Bangalore	India
58	Indian Institute of Management Ahmedabad	India

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INTERNATIONAL RANKINGS: FINANCIAL TIMES MASTERS IN MANAGEMENT 2020 RANKING

FINANCIAL TIMES

HOME WORLD UK COMPANIES TECH MARKETS CLIMATE OPINION WORK & CAREERS LIFE & ARTS HOW TO SPEND IT

WORK & CAREERS > BUSINESS SCHOOL RANKINGS

Business school rankings

Masters in Management 2020

PUBLISHED: September 27 2020 TOTAL SCHOOLS: 90 YEAR: 2020

Show more filters >

Country

Show more columns >

Country Weighted salary (US\$)

# ^	Name	Country
1	University of St Gallen	Switzerland
2	HEC Paris	France
3	Essec Business School	France
4	London Business School	UK / UAE
5	Rotterdam School of Management, Erasmus University	Netherlands
6	ESCP Business School	France / UK / Spain / Italy / Germany / Poland
7	Stockholm School of Economics	Sweden
8	University College Dublin: Smurfit	Ireland
9	SDA Bocconi/Università Bocconi	Italy
10	Imperial College Business School	UK
11	WU (Vienna University of Economics and Business)	Austria
12	WHU — Otto Beisheim School of Management	Germany
13	Cems Global Alliance	See table note 1
14	Esade Business School	Spain
14	Global 3: McIntire/Lingnan/Esade	US / China / Spain
16	Warwick Business School	UK
16	Edhec Business School	France
16	Nova School of Business and Economics	Portugal
19	IQS/FJU/USF	Spain / Taiwan / US
20	Indian Institute of Management Ahmedabad	India
21	Indian Institute of Management Calcutta	India
22	Prague University of Economics and Business	Czech Republic
23	Shanghai Jiao Tong University: Antai	China
23	HHL Leipzig Graduate School of Management	Germany
25	IE Business School	Spain

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INTERNATIONAL RANKINGS: THE ECONOMIST WHICH MBA RANKING 2021

Rank	Business School	Country	Rank	Business School	Country
1	IESE Business School	Spain	46	European School of Management and Technology - ESMT Berlin	Germany
2	HEC Paris Business School	France	47	The University of Queensland Business School	Australia
3	University of Michigan - Stephen M. Ross School of Business	United States	48	Boston University - Questrom School of Business	United States
4	New York University - Leonard N Stern School of Business	United States	49	Texas Christian University - Neeley School of Business	United States
5	Georgia Institute of Technology - Scheller College of Business	United States	50	University of Hong Kong - HKU Business School	Hong Kong
6	SDA Bocconi - School of Management	Italy	51	Indian Institute of Management Ahmedabad	India
7	EDHEC Business School	France	52	ESSEC Business School	France, Singapore
8	University of Washington - Foster School of Business	United States	53	University of St.Gallen	Switzerland
9	Carnegie Mellon University - The Tepper School of Business	United States	54	University of Tennessee, Knoxville - Haslam College of Business	United States
10	IMD - International Institute for Management Development	Switzerland	55	University of Nottingham - Nottingham University Business School	United Kingdom
11	University of Minnesota - Carlson School of Management	United States	56	Western University - Ivey Business School	Canada
12	University of Florida - Warrington College of Business	United States	57	Queen's University - Smith School of Business	Canada
13	Indiana University - Kelley School of Business	United States	58	Sun Yat-sen University - Sun Yat-sen Business School	China
14	University of Georgia - Terry College of Business	United States	59	University of Edinburgh Business School	United Kingdom
15	Hult International Business School	United States	60	Cranfield School of Management	United Kingdom
16	University of North Carolina at Chapel Hill - Kenan-Flagler Business School	United States	61	Leeds University Business School	United Kingdom
17	University of Warwick - Warwick Business School	United Kingdom	62	EADA Business School Barcelona	Spain
18	Vanderbilt University - Owen Graduate School of Management	United States	63	WHU - Otto Beisheim School of Management	Germany
19	University of Wisconsin-Madison - Wisconsin School of Business	United States	64	Copenhagen Business School	Denmark
20	ESADE Business School	Spain	65	University of Exeter - University of Exeter Business School	United Kingdom
21	York University - Schulich School of Business	Canada	66	Lancaster University - Lancaster University Management School	United Kingdom
22	EMLYON - EMLYON Business School	France	67	University College Dublin - Michael Smurfit Graduate School of Business	Ireland
23	Arizona State University - W. P. Carey School of Business	United States	68	Concordia University - John Molson School of Business	Canada
24	University of Notre Dame - Mendoza College of Business	United States	69	University of Birmingham - Birmingham Business School	United Kingdom
25	University of Rochester - Simon Business School	United States	70	Grenoble Ecole de Management	France
26	University of Mannheim - Mannheim Business School	Germany	71	University of Glasgow - Adam Smith Business School	United Kingdom
27	Georgetown University - Robert Emmett McDonough School of Business	United States	72	University of Arizona - Eller College of Management	United States
28	Pennsylvania State University - Smeal College of Business	United States	73	International University of Japan - Graduate School of International Management	Japan
29	The Ohio State University - Fisher College of Business	United States	74	University of California, San Diego - Rady School of Management	United States
30	University of Pittsburgh - Katz Graduate School of Business	United States	75	Fordham University - Gabelli School of Business	United States
31	Michigan State University - Eli Broad College of Business	United States	76	Tilburg University - TIAS School for Business and Society	Netherlands
32	Brigham Young University - Marriott School of Business	United States	77	University of Miami - Miami Herbert Business School	United States
33	International University of Monaco	Monaco	78	The University of Liverpool - The University of Liverpool Management School	United Kingdom
34	University of Melbourne - Melbourne Business School	Australia	79	Case Western Reserve University - Weatherhead School of Management	United States
35	University of Maryland - Robert H Smith School of Business	United States	80	Audencia Business School	France
36	North Carolina State University - Poole College of Management	United States	81	Yonsei University	South Korea
37	Durham University - Durham University Business School	United Kingdom	82	Trinity College Dublin - School of Business	Ireland
38	Nanyang Technological University - Nanyang Business School	Singapore	83	Ryerson University - Ted Rogers School of Management	Canada
39	IE University - IE Business School	Spain	84	HEC Montréal	Canada
40	University of California at Irvine - Paul Merage School of Business	United States	85	Aston University - Aston Business School	United Kingdom
41	Macquarie Business School	Australia	86	Politecnico di Milano School of Management	Italy
42	University of California at Davis - Graduate School of Management	United States	87	ESIC Business and Marketing School	Spain
43	National University of Singapore - The NUS Business School	Singapore	88	Pan-Atlantic University - Lagos Business School	Nigeria
44	Indian School of Business	India	89	The Lisbon MBA	Portugal
45	George Washington University - School of Business	United States	90	City University of Hong Kong - College of Business	Hong Kong

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INTERNATIONAL RANKINGS: FINANCIAL TIMES GLOBAL MBA RANKING 2021

FINANCIAL TIMES

Business school rankings

Global MBA Ranking 2021

PUBLISHED February 7 2021 TOTAL SCHOOLS 100 YEAR 2021

Country, by primary campus Salary percentage increase

#	Name	Country, by primary campus
1	Insead	France / Singapore
2	London Business School	UK
3	University of Chicago Booth	US
4	Ise Business School	Spain
4	Yale School of Management	US
6	Northwestern University Kellogg	US
7	Ceibs	China
7	HEC Paris	France
9	Duke University Fuqua	US
10	Dartmouth College Tuck	US
11	University of Virginia Darden	US
12	SDA Bocconi School of Management	Italy
13	New York University Stern	US
14	National University of Singapore Business School	Singapore
15	Cornell University Johnson	US
16	University of Cambridge Judge	UK
17	Georgetown University McDonough	US
17	University of Oxford Saïd	UK
19	IHD Business School	Switzerland
20	Esade Business School	Spain
21	University of Michigan Ross	US
22	HKUST Business School	Hong Kong SAR (China)
23	Indian School of Business	India
24	University of Southern California Marshall	US
25	Washington University Olin	US
26	University of North Carolina Kenan-Flagler	US
27	Carnegie Mellon Tepper	US
28	University of Washington Foster	US
29	HKU Business School	Hong Kong SAR (China)
30	Alliance Manchester Business School	UK
31	Vanderbilt University Owen	US
32	Rice University Jones	US
32	Warwick Business School	UK
32	Fudan University School of Management	China
35	Indian Institute of Management Bangalore	India
35	Sungkyunkwan University GSB	South Korea
37	Nanyang Business School NTU Singapore	Singapore
38	Indiana University Kelley	US
39	IE Business School	Spain
40	University of Texas at Austin McCombs	US
40	University of Florida Warrington	US
42	University of California at Irvine Merage	US
43	Michigan State University Broad	US
44	Imperial College Business School	UK
44	Indian Institute of Management Calcutta	India
46	Babson College Olin	US
47	Pennsylvania State University Smeal	US
48	CUHK Business School	Hong Kong SAR (China)
48	Indian Institute of Management Ahmedabad	India
50	Emory University Goizueta	US

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INTERNATIONAL RANKINGS: QS GLOBAL MBA RANKINGS 2021

World University Rankings - Full Time MBA: Global

Discover the top full-time MBA programs around the world with the QS World University Rankings: Global MBA Rankings 2021.

QS World University Rankings

Filter by: All | Search: [] | Global | []

Rank	University	Country
1	INSEAD	Singapore
2	London Business School	United Kingdom
3	MIT Sloan	United States
4	McGill University	Canada
5	HEC Paris	France
6	Yale University	United States
7	INSEEC	Vietnam
8	London Business School	United Kingdom
9	University of Toronto	Canada
10	University of Cambridge	United Kingdom
11	University of Oxford	United Kingdom
12	University of Michigan	United States
13	University of Toronto	Canada
14	University of Toronto	Canada
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48	University of Toronto	Canada
49	University of Toronto	Canada
50	University of Toronto	Canada

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INTERNATIONAL RANKINGS: QS MASTERS IN MANAGEMENT RANKINGS 2021

QS Business Masters Rankings: Management

Discover the top master's degrees in management with the QS World University Rankings: Masters in Management Rankings 2021.

For the first time ever, this year's QS Business Masters Rankings has been expanded to include a ranking of the top supply chain management programs around the world. This is in addition to the prior...
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Rank	University	Overall Score
1	HEC Paris/MSc Strategic Management Paris, France	95.5
2	London Business School/Masters in Management London, United Kingdom	95.3
3	HEC Business School/MSc in Strategy & Innovation Brussels, Belgium	90.8
Henley Masters in Finance		
4	INSEAD Business School/MSc in International Business Brussels, Belgium	87.8
5	Copenhagen Business School/MSc in Economics and Business Copenhagen, Denmark	87.5
6	INSEAD Business School/MSc in Management Brussels, Belgium	87.3
7	ECF Business School/Master in Management Paris, France	86
8	Imperial College Business School/MSc in Business London, United Kingdom	85.5
Be Outstanding.		
9	Bocconi University/MSc in International Business Milan, Italy	85.5
10	WU Business School/MSc in Management Vienna, Austria	82
11	WU Vienna MSc Strategy, Innovation & Management Vienna, Austria	82
12	INSEAD Business School/MSc in Global Management Brussels, Belgium	81.8
13	London School of Economics/MSc Management and Economics London, United Kingdom	81.3
14	EDHEC Business School/MSc in Global & Sustainable Business Brussels, Belgium	81
15	McGill (Purdue) Master of Management London, United Kingdom	79.9
16	CEMS Master in International Management Warsaw, Poland	79.9
17	WZL (E.ON) Bachelor/Master of Science in Business Worms, Germany	79.7
18	University of Galles/Master in Business Cardiff, United Kingdom	77.6
19	Warwick Business School/MSc Management Coventry, United Kingdom	77.1
20	Duke (Purdue) Master of Management Studies London, United Kingdom	76.3
21	TUM School of Management/Master in Management Munich, Germany	75.9
22	Erasmus Business School/Master in Management Rotterdam, Netherlands	75.7
23	HEC Business School/Master in Management Brussels, Belgium	75
24	Manchester (Purdue) MSc International Business Manchester, United Kingdom	75.6
25	University of Mannheim Business School/MSc in Business Mannheim, Germany	75
26	Cardiff Business School/MSc in Business Cardiff, United Kingdom	75.4
27	Edinburgh Business School/MSc in Business Edinburgh, United Kingdom	75.9
28	University of Surrey Business School/Master of Business Surrey, United Kingdom	75.3
29	HEC Business School/Masters in International Business Brussels, Belgium	75.1
30	Rotterdam Management School/MSc in Global Business Rotterdam, Netherlands	83.7
31	WU International Post Graduate Programme in Business Vienna, Austria	68.6
32	Trinity College Dublin/MSc in International Business Dublin, Ireland	68.7
33	ICU (Purdue) MSc in International Management Istanbul, Turkey	68.3
34	University of Edinburgh Business School/MSc in Business Edinburgh, United Kingdom	67.8
35	WU International Post Graduate Programme in Business Vienna, Austria	67.7

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INTERNATIONAL RANKINGS: EDUNIVERSAL BEST MASTERS RANKING IN AGRIBUSINESS / FOOD INDUSTRY MANAGEMENT 2021:

HOME RANKING BY FIELD OF STUDY BEST MASTERS BY COUNTRY METHODOLOGY ABOUT US

TOP 50 - 2021
EDUNIVERSAL BEST MASTERS
RANKING
Agribusiness / Food Industry
Management

Home > Agribusiness / Food Industry Management

Key icons

Additional information / brochure Video interview with the program director Request info / Application Available spots Apply now Available spots

See filters

COUNTRY	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 ★★★★	
U.S.A.	4. Master of Science in Food Industry Management Cornell University - Johnson Cornell SC Johnson College of Business ★★★★	
Canada	5. Master of Food and Resource Economics University of British Columbia - Faculty of Land and Food Systems ★★★★	
France	6. Mastère Spécialisé® Management International Agro-alimentaire (MS MIA) ESSEC Business School ★★★★	
Australia	7. Master of Agribusiness The University of Melbourne - Melbourne School of Land and Environment ★★★★	
France	8. Mastère Spécialisé® Management des Entreprises du Vivant & de l'Agroalimentaire emlyon business school ★★★★	
U.S.A.	9. Agricultural and Resource Economics (Graduate program and PhD) University of California, Berkeley - Department of Agricultural and Resource Economics ★★★★	
Argentina	10. Agronegocios Universidad de Buenos Aires (UBA) ★★★★	



ALUMNI ACTIVITIES

Q1 ACTIVITIES TOOK PLACE IN THE ALUMNI SPECIAL INTEREST GROUPS (ASIG)

Sr. No.	ASIG	Date	Topic	Speaker	Moderator
1	PP-ASIG	04/07/2020	[Webinar]Financing India's Infrastructure Post COVID-19	Vinayak Chatterjee	Prof. Ajay Pandey
2	PP-ASIG	25/07/2020	[Webinar]Public Policy: By the people, for the people	Prof. Rama Bijapurkar	Prof. Akshaya Vijayalakshmi
3	PP-ASIG	08/08/2020	[Webinar]Transforming Agriculture during Covid-19	Dr. Y K Alagh	Prof. Sebastian Morris
4	PP-ASIG	14/08/2020	[Webinar]Technology-led growth: How policy, business & academia can collaborate better	Prof. K VijayRaghavan	Prof. Rakesh Basant
5	PP-ASIG	22/08/2020	[Webinar]Atmanirbhar Bharat	Sanjeev Sanyal	Prof. Sebastian Morris
6	Tech & Analytics	29/08/2020	[Panel Discussion] Product Management Global Opportunities	Bala Girisaballa, Anand Subbaraman Bhaskar Chatterjee, Navneet Singh	Parag Patankar
7	PP-ASIG	29/08/2020	[Webinar]Transformation in Education Policy post Covid-19	Ashish Dhawan	Meeta Sengupta
8	Healthcare	04/09/2020	[Live Talk]Government Industry Collaboration During Covid-19 and Way Forward for the Industry	Satish Reddy	Prof. Arvind Sahay
9	Women-ASIG	-	[Podcast Serires]In Conversation with Rama Bijapurkar (PGP 77)	Prof. Rama Bijapurkar	-
10	PP-ASIG	19/09/2020	[Webinar] Long-term Impact on Employment post Covid-19	Mr. Mahesh Vyas	Prof. Rakesh Basant
11	Women-ASIG	-	[Podcast Series]In Conversation with Usha Bora (PGP 97)	Usha Bora	-
12	Entre-ASIG	25/09/2020	[Webinar]The Invincible Company: How to unleash the growth potential of established corporations and new ventures	Dr. Alexander Osterwalder.	-



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Sr. No.	ASIG	Date	Topic	Speaker	Moderator
13	TDA-ASIG	27/09/2020	[Webinar] Analyzing real-time unstructured data: Unlocking the value of Indian Business News	Prof. Ankur Sinha and Satishwar Kedas, PGP 2017	Prof. Ankur Sinha
14	Women-ASIG	-	[Podcast Series] In Conversation with Priyanka Agarwal (PGP 2000)	Priyanka Agarwal	-
15	Healthcare-ASIG	7/10/2020	[Panel Discussion] Investors perspective on opportunities in healthcare	Prem Pavor, Dhiraj Poddar, Shashank Singh	Manish Gupta
16	Education-ASIG	10-10-2020	[Webinar] Quality Education for All	Sridhar Rajagopalan	Vardan Kabra, Vivek Tuteja
17	Women-ASIG	-	[Podcast Series] In Conversation with Kitty Agarwal (PGP 12)	Kitty Agarwal	-
18	TDA-ASIG and Education-ASIG	17/10/2020	[Panel Discussion] India K-12 Edtech: Hope, Hype, Happening	Prabhat Agarwal, Sumeet Mehta, GV Ravishankar, Vardan Kabra	Parag Patankar
19	Women-ASIG	17/10/2020	[Panel Discussion] Belonging, Leadership and Life	Seenu Kurien, Rashmi Pimpale, Surabhi Sharma, Harsha Mundhada	Midhila Mohan (PGPX 21 candidate)
20	(Healthcare-ASIG)	04/11/2020	[Webinar] Emerging Digital Healthcare Scenario	Dr Nachiket Mor	Prof. Arvind Sahay
21	PP-ASIG	28/11/2020	Annual General Meeting	-	Akhilesh Tilotia, Suhail Kassim
22	Women-ASIG	28/11/2020	Annual General Meeting	-	Garima Kaushal, Bhargavi Ramachandran
23	Healthcare	04/12/2020	[Panel Discussion] Reimagining Future of Healthcare	Parijat Ghosh, Priyanka Aggarwal, Prof. Sarang Deo	Prof. Viswanath Pingali
24	Women-ASIG	04/12/2020	[Podcast Series] Journey from IIMA to corporate	Sonia Gupta IIMA PGP 1997	-
25	Marketing	05/12/2020	[Webinar] Marketing = Business	Sanjiv Mehta	Prof. Akshaya Vijayalakshmi
26	PP-ASIG	18/12/2020	[Podcast Series] Financing India's Infrastructure Post COVID-19	Vinayak Chatterjee	
27	Tech & Analytics	19/12/2020	[Webinar] Creating value from AI led transformations	Pranay Agrawal	Prof. Samrat Gupta



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Sr. No.	ASIG	Date	Topic	Speaker	Moderator
28	PP-ASIG	29/12/2020	[Podcast Series] Public Policy: By the people, for the people	Prof. Rama Bijapurkar IIMA PGP 1977	-
29	Healthcare	04/01/2021	[Panel Discussion] AYUSH - NextGen Business	Dr Bhushan Patwardhan, Dr Narendra Nath Mehrotra Dr Lal Hingorani	S B Dangayach
30	PP-ASIG	08/01/2021	[Podcast Series] Transforming Agriculture during Covid-19	Dr. Y K Alagh	-
31	Healthcare	08/01/2021	[Panel Discussion] Healthcare Career Panel Discussion	Monika Sood, Meenakshi Nevatia, Pankaj Sahni	Anurag Choudhury
32	Women-ASIG	10/01/2021	[Panel Discussion] Sisterhood at Workplace	Doorva Bahuguna, Abanti Sankaranarayanan, Surga Thilakan	Prof. Pritha Dev, Prof. Promila Agarwal
33	Healthcare	13/02/2021	[Panel Discussion] Reimagining Future of Healthcare: Creating an enabling framework	Om Manchanda, Gautam Khanna, Rehan Khan, Dr Ratna Devi	Shailesh Ayyangar
34	Women-ASIG	18/01/2021	[Podcast Series] Journey from IIMA to corporate	Aradhana Lal IIMA PGP 1999	-
35	PP-ASIG	19/01/2021	[Podcast Series] Technology-led growth: How policy, business & academia can collaborate better	Prof. K VijayRaghavan	-
36	PP-ASIG	20/02/2021	[Webinar] India Budget 2021-22	Tarun Bajaj	Prof. Abhiman Das, Akhilesh Tilotia
37	Healthcare	20/02/2021	Annual General Meeting	-	Sudarshan Jain, Ulhas Joshi
38	PP-ASIG	28/01/2021	[Podcast Series]Atmanirbhar Bharat	Sanjeev Sanyal	-
39	PP-ASIG	09/02/2021	[Podcast Series] Transformation in Education Policy post Covid-19	Ashish Dhawan	-
40	PP-ASIG	22/02/2021	[Podcast Series] Long-term Impact on Employment post Covid-19	Mahesh Vyas	-

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Sr. No.	ASIG	Date	Topic	Speaker	Moderator
41	PP-ASIG	05/03/2021	[Podcasts] India Budget 2021-22	Tarun Bajaj PGP 1986	
42	Women-ASIG	08/03/2021	[Panel Discussion] I am not a Feminist	Chandrika Bahadur, Chhavi Moodgal, Sriharsha Vavilala	Prof. Pritha Dev, Prof. Promila Agarwal
43	Women-ASIG	18/03/2021	[Podcast Series] Journey from IIMA to corporate	Radika Bahadur Bhushan PGP 2004	
44	PP-ASIG	01/04/2021	[Webinar] Alumni-Faculty Partnerships for Case Study Development	Prof. Vijaya Sherry Chand	-
45	Healthcare	12/04/2021	[Panel Discussion] Consumer Healthcare - Covid-19 Learnings & Way Forward	Nicholas Hall, Susan Josi, Swati Dalal	Prof. Arvind Sahay
46	TLI ASIG	17/04/2021	[Meeting] Introductory Meeting with all the participants and Centre for Transportation and Logistics (CTL)	-	Prof. Sandip Chakrabarti, Prof. Debjit Roy
47	Women-ASIG	26/04/2021	[Podcast Series] Journey from IIMA to corporate	Arunima Patel PGP 2002	
48	Healthcare	14/05/2021	[Webinar] Alumni-Faculty Partnerships for Case Study Development	Prof. Vijaya Sherry Chand	-

Q2 ALUMNI CHAPTER ACTIVITIES

- Ahmedabad Chapter: After several postponements due to COVID - 19 and subsequent lockdown, the new Executive Committee of the chapter took over in the first week of July 2020. In absence of regular face to face get together and study circle meetings, the Chapter shifted to e-mode. The 1st Study Circle e-session was organised on July 26, 2020 on “History of Sikhs and Punjab- from 1469-1848” by Jagdeep Kochar, PGP-1983. The 2nd e-session was on “Private Equity: The story from inside and outside” by Mr. Sudip Nandy, PGP 1983, currently Operating Partner Chrys Capital. COVID-19 continued to cast its shadow on the usual activities of Ahmedabad Chapter. The Chapter continued with their online sessions amidst covid-19:
 - Politics of Cyber Security in the international context:** Speaker Dr Gulshan Rai, Ex-Cybersecurity Co-ordinator Prime Minister’s Office, Government of India on December 6, 2020.
 - Farm Bills Different Perspectives:** Speakers included Prof Sukhpal Singh (IIMA), Prof Satish Deodhar (IIMA), Prof Vijay Paul Sharma (IIMA and Government of India), Babulal Yadav (alumnus IIMA), Siddharth Jaiswal (alumnus IIMA), Dr L K Pandey (alumnus IIMA) on December 20, 2020.
- Hyderabad Chapter:** The chapter organized online a 2-day bootcamp by Saloni Mehta on personal branding on LinkedIn and a panel discussion on “Impact of COVID - 19 on Agrarian Economy” by Ram Kaundinya (MD & CEO Advanta Ltd), Sameer Goel (MD, Coromandel Intl Ltd) & Muralidhar. T. The event was well attended by the members of the chapter.



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- Nagpur Chapter:** The Nagpur Chapter had webinar on nuances of effective communication which had 26 participants of Ashadeep NGO who are primarily involved in rehabilitation and training of physically challenged (primarily blind / partially blind). They also organised a zoom get together with all the members including their spouses.
- Chennai Chapter:** This time the Chennai chapter came up with musical sessions “Jamming on Zoom The lockdown that followed didn’t dampen spirits, indeed it spurred the group on. With many armchair singers were drawn to the idea of jamming amongst members, turning virtual friends enjoying the camaraderie and mutual encouragement to discover hitherto untapped reserves of talent! IIMA Chennai Chapter had the pleasure of hosting Deep Sengar PGP-03 (virtually) on 29th December, to hear about his experiences in the Army, leadership lessons he acquired from that time and how he applied them to his corporate career. They also learnt about his philanthropic work.
- Delhi Chapter:** Delhi chapter took the initiative of supporting the COVID - 19 affected families by collecting INR 3.2 crore and provide 700 tonnes of rations equivalent to 4.2 Mn meals to more than 45,000 families across 10 states. They collected Rs 32 Lakhs for blankets and created another record for their annual Blanket distribution drive and distributed almost 10,000 blankets and sweaters this season. This initiative was spearheaded by Vipul Kedia (PGP-05), Kaushlendra (PGP-07), Ankit Gulati (PGP-07), and Atul Mehta (PGP-07). Prashast Shivastava (PGP-12), founder and of NGO Sajha, has been doing a great job in Delhi Government/Municipal Schools in activating School Management Committees and making the parents of underprivileged children take an active interest in the education of their children. It is getting active support from Delhi /NCR Chapter.
- London Chapter:** The chapter organised a talk on IIMA Endowment fund on December 15, 2020. It was an interactive session, attended by the Director, the incoming Dean AER Prof. Saral Mukherjee and outgoing Dean AER Prof. Rakesh Basant, and the staff members of the Dean AER office. Though the talk was organized to discuss about the Endowment fund and its implementation outside India, the restoration of the dorms was the highlighting issue. The members of the London chapter showed their concern about the dorms and suggested few ways how best the dorms could be restored without having to bring them down. Sandeep Singhal introduced the CEO of Endowment Fund, Chhavi Moodgal (PGP – 2004) to the members of the London Chapter.
- US Chapter:** A large number of alumni got to gather in an interactive session to discuss and raise their concern regarding the restoration of dorms in the heritage campus, on the January 30, 2021. The session was again attended by the Director, Deans, and the staff members of the Dean AER office. The Director took the charge to explain them about the current situation of the dorms through a PPT. Though there was back and forth questions and queries to find an alternative to avoid demolishing the dorms, it was quite a pleasant site to see the alumni cared for the Institute so much. They also discussed various ways to donate for the restoration.
- Singapore Chapter:** IIMA alumni on behalf of the Pan IIM alumni community in Singapore conducted a talk with Karan Bajaj, the successful author turned entrepreneur who recently exited his start up, Whitehat Jr, and discussed his views about life, education, entrepreneurship amongst other things. The first ever Pan IIM Quiz contest was held on November 7th digitally.

They also stepped up to go beyond their typical events to use their privilege and talents to make a difference in the lives of those in need. The Singapore Chapter organized a campaign ‘Breathe Life into India’. As the COVID-19 raged in India, the Pan IIM alumni Singapore exco quickly got together to launch the ‘Breathe Life into India’ campaign on 1 May, with a simple mission - to facilitate relief efforts to address India’s ongoing pandemic crisis and to save lives from COVID. The campaign effort has been a story of snowballing collaboration across IIM Alumni Singapore, Singapore Red Cross, ACT grants, Temasek Foundation, Olam, MCCIA, Amazon, Delhivery, Kerry, Maersk, SIA and several other groups that came together, pooling resources and skills quickly



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to make a significant difference. Many IIMA alumni were at the forefront of this efforts - **Anand Nandakumar (PGP'96) and Kapil Dahiya (PGP'02)** tirelessly led the volunteer 'sourcing' team – they worked across the strong IIM alumni network to place orders with trusted suppliers, organize logistics, ensure quality checks, and get last mile delivery on the ground organized. IIMA members of the PIIMA Exco **Latika Ahuja (PGP'86), Nayantara Bali (PGP'88) and Deepika Deshpande (PGP '93)**, worked to get necessary regulatory approvals in record time and managed communication to rapidly build campaign awareness and funds in a very short time. And the broader alumni community stepped in with funds, connections and support in several ways. IIM Alumni **Anu Raju Kankipati (PGP'89) and Nupur Agarwala Bahadur (PGP'95)** were awarded the Singapore President's Volunteerism and Philanthropy Award 2020 Special Edition, under the Organisation of Good category for starting Covid initiative called "Supporting SG's Frontline' to support the frontline staff at hospitals and the migrant worker dorms. They have provided various supplies (Value approx. SGD 150,000 with more than 225,000 items) across the island to many hospitals, community facilities linked to the hospitals and the dorms. This award recognises excellence in giving and is the highest honour for giving to community conferred by the President of Singapore. The Singapore Government also recognized Piyush Gupta (PGP 83) with the award of the Public Service Star, 2020 and Girija Pande (PGP 75) with the award of a Public Service Medal, 2020

Q3 SCHOLARSHIPS AND AWARDS

- **The Marti Mannariah Gurunath Outstanding Teacher Award:** This award has been instituted in memory of Marti Mannariah Gurunath by Professor Marti Subrahmanyam (PGP 1967-69). Every year the award goes to one faculty member who has taught the graduating PGP batch. The award of Rs 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 faculty members for his/her sustained research and/or significant research of a path-breaking nature. The award of Rs. 2 lakh was given to Prof. Jeevant Rampal.
- **Philip Thomas Memorial Strategy-Public Systems Case Award:** This award has been instituted in memory of Philip Thomas (PGP-1966) by Professor Rishiksha T. Krishnan (FPM-1996). The award goes to the author(s), who write a case in the Strategy / Public Systems domain during each calendar year. The award of Rs. 50,000 was given to Prof. Chitra Singla.
- **SRK Award:** This PGPX Faculty Award has been set up by Shree Ramkrishna Exports Pvt. Ltd. The recipient of this award for the year 2020-21 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 Doctoral students - Renganathan Krishnamurthy, Punyashlok Dwibedy, Mayank Aggarwal along with Prof. Amit Karna.



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Q4 MAJOR CONTRIBUTIONS BY THE INDIVIDUAL ALUMNI; CORPORATE ORGANIZATIONS, AND ALUMNI BATCHES

Sr. #	Name	Purpose	Amount (INR)
A. Contributions from Individual Alums in 2020-21 (as per new partnerships)			
1	Ashank Desai (PGP 1979)	Ashank Desai Centre for Leadership and Organisational Development	10,40,15,645
2	Donation received from PGP 1985 Batch Alum	Brij Disa Centre for Data Science and Artificial Intelligence	10,000,000
3	Ashwani Gupta	Professor Tirath Gupta Memorial Award for Best Thesis	35,000
B. Contributions from Individual Alums as per past commitment/ MoU/ Addendum			
1	Roopa Kudva (PGP 1986) & Vivek Kudva (PGP 1986)	Wing 7 - Supported by Roopa Kudva and Vivek Kudva	12,500,000
2	Donation received from PGP 1985 Batch Alum	Dipak Gupta Merit-cum-Means (MCM) Scholarship	3,000,000
3	IIMA AA Singapore Chapter - 1'M for IIMA	Faculty Wing 2 and 6	2,040,000
4	B.P. Viswanathan (PGP 1969)	PGP 1969 Scholarship Fund	500,000
C. Contributions through Corporates/ Foundations as per new partnerships			
1	Bank of America	Centre for Digital Transformation	12,500,000
2	Tega Industries Ltd.	Wing 9 - Supported by Tega Industries Ltd.	25,000,000
3	Mirae Asset Foundation India	Merit scholarships for PhD & Scholarships for MBA/MBA-FABM	3,000,000
4	Quetzal Verify Private Ltd	Quetzal Gold Medal	200,000
5	Brij Disa Foundation	Brij Disa Centre for Data Science and Artificial Intelligence	25,000
D. Contributions through Corporates as per past commitment/ MoU/ Addendum			
1	JSW IP Holdings Private Limited	JSW School of Public Policy at IIMA	73,300,000
2	Indegene Private Limited	Supporting Research in Healthcare Sector through Case Studies and Research Papers at IIMA	1,000,000



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Sr. #	Name	Purpose	Amount (INR)
E. Batch Contributions in 2020-21			
1	PGP 1970 Batch	Seminar Room 1 – Supported by PGP 1970 Batch PGP 1970 Batch - iSchols for PGP1s	2,588,385
2	PGP 2002 Batch	Unencumbered Funding	200,000
3	PGP 2003 Batch	Yet to be purposed	1,500,000
4	Donations from Alumni	General Purpose	308,000
	Grand Total		251,712,030
	A. Contributions from Individual Alums in 2020-21 (as per new partnerships)		114,050,645
	B. Contributions from Individual Alums in 2020-21 (as per past commitment/ MoU)		18,040,000
	C. Contributions through Corporates in 2020-21 (as per new partnerships)		40,725,000
	D. Contributions through Corporates in 2020-21 (as per past commitment/ MoU)		74,300,000
	E. Batch Contributions in 2020-21		4,596,385
	Grand Total		251,712,030
	Contributions through new partnerships and funding initiatives this year (A+C+E)		159,372,030
	Contribution through past commitments and earlier MoUs (B+D)		92,340,000

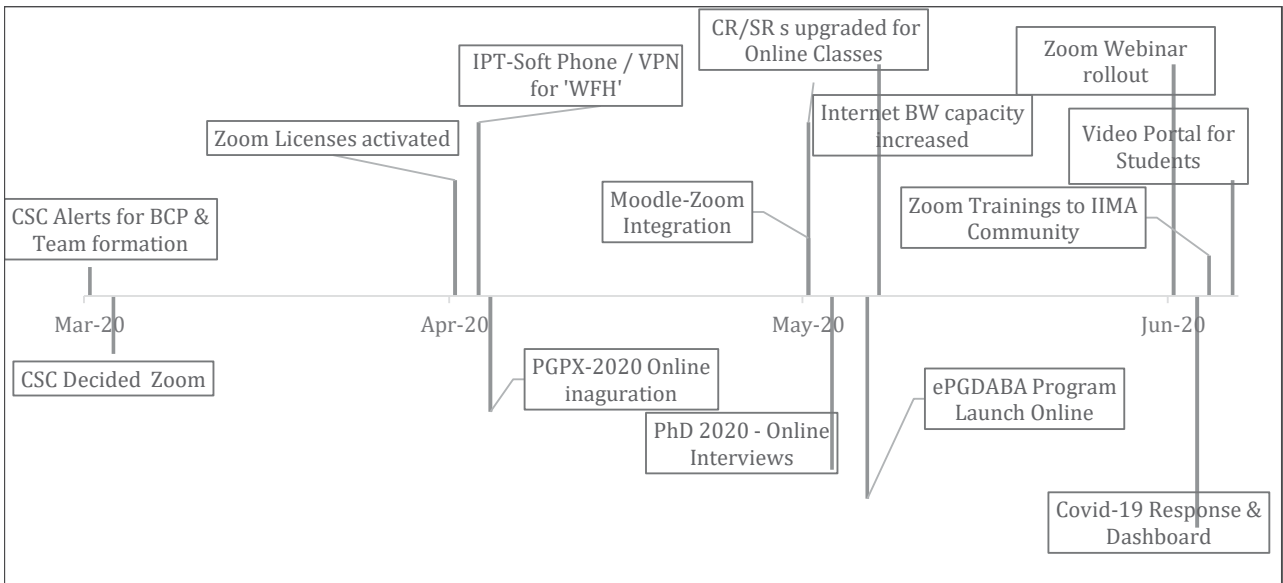
Q5 INDIVIDUAL ALUMNI CONTRIBUTIONS - 5 LAKH AND ABOVE

Sr. #	Name	Batch	Amount (INR)
1	B.P. Viswanathan	PGP 1969	500,000
2	Mr. Raghav Rao (donated by Mrs. Champaka Rao)	PGP 1970	775,000
3	Suresh Pal Singh Bhalla & Nutan Bhalla	PGP 1970	508,385
4	Mr. Talipady Shrinivas Shettigar	PGP 1970	500,000
5	PGP 1970 Batch donor	PGP 1970	500,000
6	IIMA AA Singapore Chapter Alum	PGP 1989	500,000
7	IIMA AA Singapore Chapter Alum	PGP 1989	1,250,000
8	Mohit Sardana	PGP 2003	600,000

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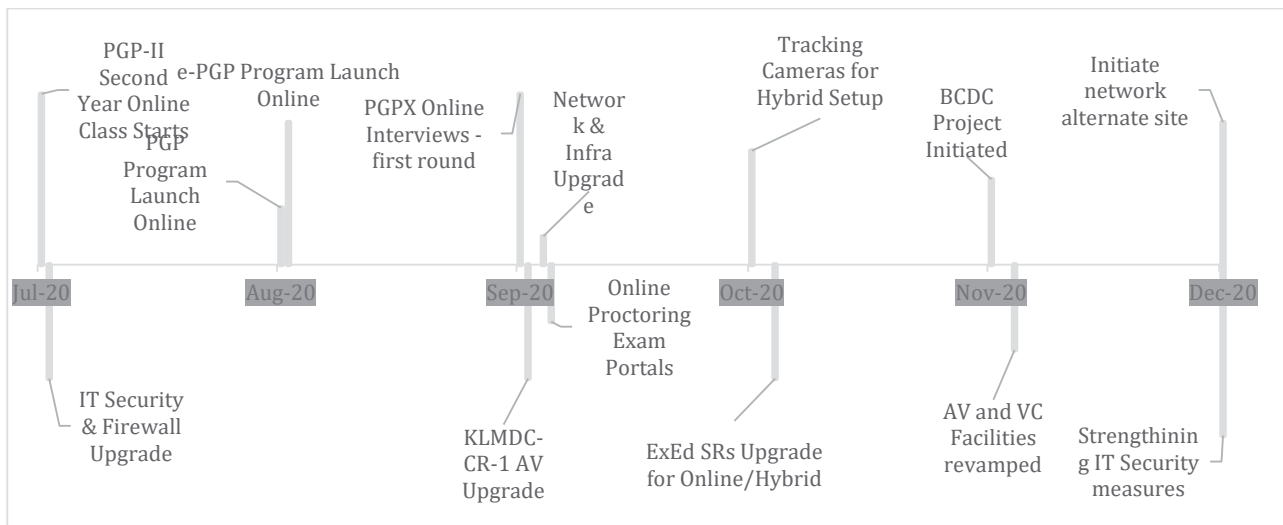
MANAGEMENT OF COVID – 19 PANDEMIC

MARCH TO JUNE 2020



Note: BCP->Business Continuity Planning, IPT->Internet Protocol Telephone System, WFH-> Work From Home, VPN->Virtual Private Network, CR-> Class Rooms, SR-> Seminar Rooms

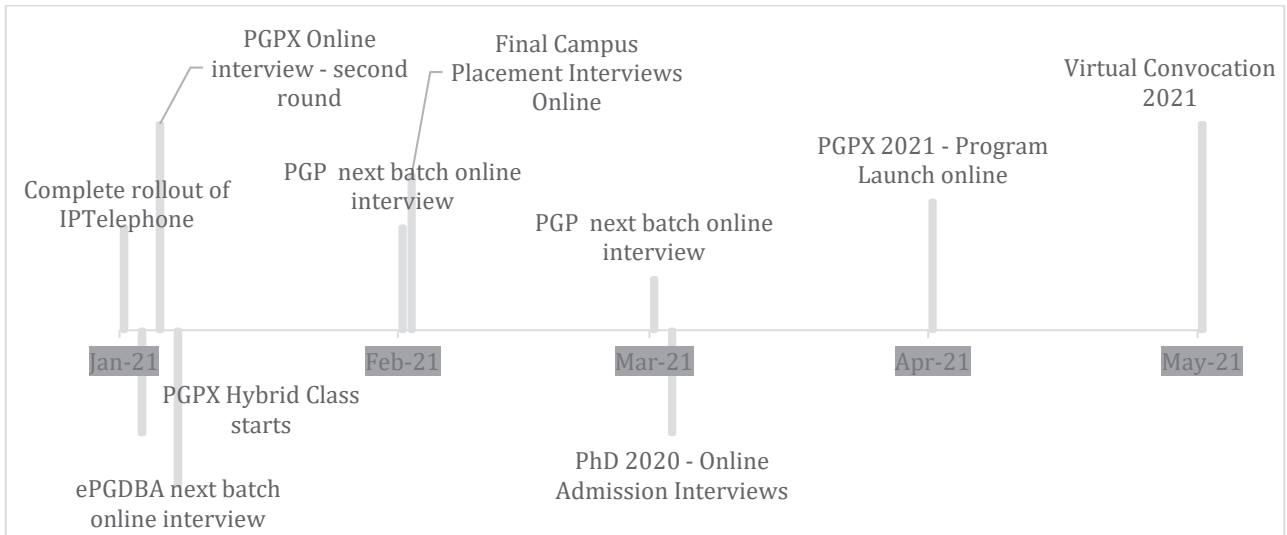
JULY TO DECEMBER 2020



Note: BCDC->Blockchain based Digital Certificate System

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JANUARY TO MAY 2021



MAJOR ACADEMIC PROGRAMS AND ACTIVITIES – ONLINE

PGP Program Launch - 2020



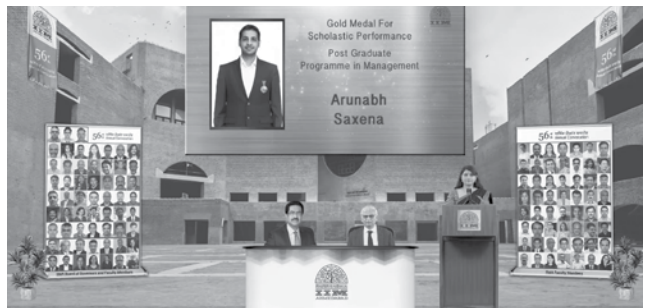
PGPX Program Launch - April 2021



Online Classes



Virtual Convocation 2021





PERSONNEL

S1 NEW APPOINTMENTS

Faculty

• Professor Pankaj Setia	Information Systems
• Professor Namrata Chindarkar	JSW-School of Public Policy
• Professor Hyokjin Kwak	Marketing
• Professor Sriram Sankaranarayanan	Production and Quantitative Methods
• Professor Mayank Varshney	Strategy
• Professor Prashant Das	Finance and Accounting
• Professor Anirban Banerjee	Finance and Accounting

Staff

• Mr. Harish Chopra	Senior Policy Consultant
• Ms. Kinnari Bharat Joshi	Executive-Education
• Ms. Hridam Agarwal	Executive-Education
• Mr. Pawan Ruikar	Assistant General Manager-Placement
• Mr. Ronakkumar Ajaybhai Naik	Assistant Manager-Horticulture
• Mr. Saju John	Assistant General Manager-Hospitality
• Mr. Ram C Kartha	Associate Vice President-Corporate Relations-PGPX
• Ms. Richa Nigam	Research Fellow/Behavioral Lab-In-charge
• Mr. Mallikarjun Dora	Assistant Librarian
• Ms. Asha Desai	Assistant Librarian
• Mr. Vikas Chaturvedi	Chief Operating Officer
• Ms. Kavitha Sudheeran	Executive-Secretarial
• Ms. Anjali Nair	Executive-Secretarial

S2 RESIGNATIONS / TERM OVER / TECHNICAL RESIGNATIONS / TERMINATIONS

Faculty

• Professor Apratim Guha	Resigned retrospectively w.e.f. February 15, 2019
• Professor Reetika Khera	Resigned on May 19, 2020
• Professor Aruna Divya T.	Term over on June 15, 2020

Staff

• Ms. Hetal Sindhav	Term over on May 01, 2020
• Mr. Swetankumar Panchal	Resigned on June 05, 2020
• Ms. Krishnanshika Nair	Resigned on July 02, 2020

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• Ms. Shubham K Rajawat	Resigned on July 03, 2020
• Mr. Deepak Bhatt	Resigned on July 31, 2020
• Mr. Rajpal Singh	Term over on July 31, 2020
• Ms. Anjana Suresh	Resigned on July 29, 2020
• Mr. Arun Kumar Gupta	Resigned on August 31, 2020
• Ms. Hetal Rao	Resigned on September 24, 2020
• Mr. Sanjay Kumar Tripathi	Resigned on September 30, 2020
• Ms. Devina Singh Shekhawat	Resigned on September 30, 2020
• Ms. Pooja Celly	Term over on December 31, 2020
• Mr. M S Sachidhanandam	Resigned on January 04, 2021
• Mr. Eda David Dinakaran	Resigned on January 06, 2021
• Ms. Mitaaly Naidu	Resigned on January 11, 2021
• Ms. Riddhika Thaker	Resigned on January 20, 2021
• Mr. Jayaprakash Sivasamy	Resigned on January 21, 2021
• Ms. Jisha Gopinathan	Resigned on February 16, 2021
• Ms. Monica Dutta	Term over on March 31, 2021

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

S3 RETIREMENTS

The following faculty members superannuated during the year:

• Professor Sebastian Morris	August 31, 2020
• Professor Ajeet Mathur	September 30, 2020
• Professor T T Ram Mohan	January 31, 2021

The following staff members superannuated during the year:

• Mr. Ashok S Vaghela	May 31, 2020
• Mr. Hirabhai B Solanki	May 31, 2020
• Mr. Kanji S. Rabari	May 31, 2020
• Mr. Mangaldas B. Koli	May 31, 2020
• Dr. Shruti Dave	June 30, 2020
• Mr. Baskaran R.	June 30, 2020
• Mr. Somnath Bhattacharya	July 31, 2020
• Mr. Upendra B Bhavsar	October 31, 2020
• Mr. Rajeshkumar C Bhavsar	November 30, 2020
• Mr. Ramsharan L. Saroj	December 31, 2020
• Mr. Passi Rajkumar P	February 28, 2021

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

CONTD. APPENDIX**S4 DEATHS****Faculty**

Dr. Anil Kumar H.	July 17, 2020
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Staff

Mr. Jayantilal Thakore	May 05, 2020
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The Institute deeply condoles their untimely death.

S5 LEAVE OF ABSENCE/LEAVE WITHOUT PAY**Faculty**

- Professor Vijay Paul Sharma June 01, 2016 to May 31, 2021.
- Professor Debjit Roy March 12, 2020 to April 21, 2020 and from March 06, 2021 to April 22, 2021.
- Professor Naman Desai January 01, 2020 to June 01, 2020.
- Professor Vineet Virmani December 01, 2020 to November 30, 2021.
- Professor Neharika Vohra October 08, 2021 to October 07, 2021.

Staff

- Mr. Anil Chaubal March 02, 2020 to February 01, 2021.

S6 REJOINED AFTER AVAILING LEAVE WITHOUT PAY**Faculty**

- Professor Debjit Roy and Professor Naman Desai rejoined the Institute after availing leave without pay.

Staff

- Mr. Anil Chaubal rejoined the Institute after availing leave without pay.

S7 PROMOTIONS & FINANCIAL UPGRADATION**Faculty**

- Professor Anand Jaiswal has been promoted as Professor.
- Professor Chetan Soman has been promoted as Associate Professor.
- Professor Rajesh Chandwani has been promoted as Associate Professor.
- Professor Ranjan Ghosh has been promoted as Associate Professor.
- Professor Amit Karna has been promoted as Professor.
- Professor Anindya Chakrabarti has been promoted as Associate Professor.
- Professor Promila Agarwal has been promoted as Associate Professor.
- Professor Sobhesh Agarwalla has been promoted as Professor.

CONTD. APPENDIX

Staff (Promotion)

- Mr. Prabhu Chauhan
- Mr. Awadhesh Bahadur Singh
- Mr. Ajitsinh T Jadeja
- Mr. Sahadevsinh M Jadeja
- Mr. Ketan Joshi
- Ms. Jagruti D. Sindhav
- Mr. Mustafa Iqbal Burhani
- Mr. Rahul Kumar Gupta
- Ms. Rina Manharlal Patel
- Mr. Viral Chandrakant Navik
- Mr. Jignesh Ishvarlal Amiin
- Mr. Ullhaskumar S. Chauhan
- Ms. Monaz Vakil
- Mr. Jatin Nagori
- Mr. Kishore Tapodhan
- Ms. Nishtha N. Thaker
- Ms. Mini Nair

Staff (Financial Upgradation)

- Mr. Bhagwanbhai Z Parmar
- Mr. Shivsharan Passi
- Mr. Palturam Rammilan Kori
- Mr. Kantibhai Vaghela
- Mr. Pravinkumar Valodara
- Mr. Nitinkumar N. Jani
- Mr. Pravin Christian
- Mr. U B Bhavsar
- Mr. Harendra J. Vadher

S8 MANPOWER

Year	Faculty	Academic Associates	Administrative Staff	Total
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
2020-21	103	86	286	475

CONTD. APPENDIX

**S9 FACULTY WITH HIGHEST REMUNERATION AND THEIR CONTRIBUTIONS
IN VARIOUS ACTIVITIES OF THE INSTITUTE**

	Sunil Maheshwari	Sanjay Verma	Arvind Sahay	Shailesh Gandhi	Amit Garg
1. Taught in the following Long Duration Programmes (No. of courses):					
a. PGP	02	05	05	02	02
b. PGPX	02		06	03	
c. Ph.D.	01	02	03		01
d. ePGP	01	05	02		
2. Taught in the following Executive Education Programmes:					
a. OEP	11		03	09	
b. CEP	09	08	05	07	01
c. BLP	01	02	04		
3. Contribution to Ph.D.					
TAC Chair	02	03	05		01
TAC Member	01	01			
4. Research & Publication:					
Cases registered	01		04		01
Peer reviewed articles	03		02		06
Other research in progress					04
Book published	01				
Chapter in edited Book		01			
External speaker/Workshops			15		
5. Advisory/Consulting Services	01		05		07
6. Others (Policy Committees – internal)		04	02	06	03
(Policy Committees/Board etc. – external)	02		04	07	05



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>Vijaya Sherry Chand Professor Indian Institute of Management Ahmedabad (Up to December 20, 2021)</p> <p>Vishal Gupta Professor Indian Institute of Management Ahmedabad (From December 21, 2021)</p>
<p>Anju Sharma Principal Secretary (Higher and Technical Education) Education Department, Government of Gujarat Gandhinagar</p>	<p>Ashank Desai Founder and Past-Chairman Mastek Limited Mumbai</p>
<p>Sunil Kant Munjal Chairman The Hero Enterprise New Delhi</p>	<p>Dr. Hasit Joshipura Senior Vice President Larsen & Toubro Limited, Mumbai</p>
<p>Alka Bharucha Partner Bharucha & Partners Mumbai</p>	<p>Roopa Kudva Partner and Managing Director Omidyar Network India Advisors Pvt. Ltd. Mumbai</p>
<p>Kaku Nakhate President and Country Head (India) Bank of America, N.A. 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>Sanjiv Dangi National Vice President Dalit Indian Chamber of Commerce and Industry (DICCI), New Delhi</p>	<p>Pankaj R. Patel Chairman and Managing Director Cadila Healthcare Limited Ahmedabad</p>
<p>Tathagata Bandyopadhyay Professor Indian Institute of Management Ahmedabad (Up to December 20, 2021)</p> <p>Ajay Pandey Professor Indian Institute of Management Ahmedabad (From December 21, 2021)</p>	<p>Errol D'Souza Director Indian Institute of Management Ahmedabad</p>
<p>Secretary Cdr. Manoj Bhatt (Retd.) Chief Administrative Officer Indian Institute of Management Ahmedabad</p>	



ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

ADMINISTRATION

Director

Errol D'Souza

Ph.D. (Jawaharlal Nehru University, New Delhi)

Dean (Programmes)

Pradyumana Khokle

Fellow (IIMA)

Dean (Faculty)

Tathagatha Bandyopadhyay

Ph.D. (University of Calcutta)

Dean (Alumni and External Relationships)

Saral Mukherjee

Fellow (IIMC)

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

Mr. Umesh Dalal

CA/CS/Cost Accounting

FACULTY

CENTRE FOR MANAGEMENT IN AGRICULTURE

Hari Nagarajan

Ph.D. (Oklahoma University)

Poornima Varma

Ph.D. (Jawaharlal Nehru University, New Delhi)

Ranjan Kumar Ghosh

Ph.D. (Humboldt University, Berlin)

Sukhpal Singh

Ph.D. (ISEC, Bangalore)

Vidya Vemireddy

Ph.D. (Cornell University)

Vijay Paul Sharma

Ph.D. (NDRI, Karnal)

COMMUNICATIONS

Asha Kaul

Ph.D. (IIT, Kanpur)

Meenakshi Sharma

Ph.D. (University of Queensland)

Vaibhavi Kulkarni

Ph.D. (University of California)

ECONOMICS

Abhiman Das

Post-Doctoral Research Fellow (MIT, USA)
Ph.D. (IIPS, Mumbai)

Anindya Chakrabarti

Ph.D. (Boston University)

Chinmay Tumbe

Fellow (IIMB)

Chirantan Chatterjee

Ph.D. (Carnegie Mellon University)

Errol D'Souza

Ph.D. (Jawaharlal Nehru University, New Delhi)

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, New York)

Satish Deodhar

Ph.D. (Ohio State University)

Sebastian Morris

Fellow (IIMC)

Tarun Jain

Ph.D. (University of Virginia)

Viswanath Pingali

Ph.D. (Northwestern University)

FINANCE AND ACCOUNTING

Ajay Pandey

Fellow (IIMA)

Anirban Banerjee

Fellow (IIMC)

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)

Prashant Das

Ph.D. (Georgia State University)

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)

CONTD. APPENDIX

HUMAN RESOURCE MANAGEMENT

Aditya Moses

Fellow (IIMB)

Biju Varkkey

Fellow (NIBM, Pune)

Manjari Singh

Fellow (IIMC)

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)

Pankaj Setia

Ph.D. (Michigan State University)

Samrat Gupta

Ph.D. (Fellow, IIML)

Sanjay Verma

Fellow (IIMC)

Srikumar Krishnamoorthy

Fellow (IIML)

Swanand Deodhar

Ph.D. (University of Minnesota)

JSW SCHOOL OF PUBLIC POLICY

Namrata Chindarkar

Ph.D. (University of Maryland)

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, Austin)

Hyokjin Kwak

Ph.D. (University of Georgia)

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, Finland)

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)

Sriram Sankaranarayanan

Ph.D. (Johns Hopkins University)

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, Atlanta)

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)

STRATEGY**Ajeet Narain Mathur**

Ph.D. (IIS, Bangalore)

OFFICERS**Mr. A MS Rajesh Kanna**

B.Sc (Physics), (Madurai Kamaraj University)
 M B A (Information System) (Bharathiar University)
 General Manager – IT

Abhijit Jagam

B.Tech., Masters in Marketing & HRM
 Assistant General Manager – ERP

Ajit Motwani

B. Tech. (IIT Kanpur), MBA
 Associate Vice President – Development

Albert Xavier

B.Sc./MLM/PGD in IRPM/MBA
 Assistant General Manager - Development
 - EEP

Mr. Ankit P Shah

BE, Civil (Gujarat University)
 Manager - Civil

Anshul Mehta

BE, MBA, LLB
 HR - Manager

Anurag Choudhury

BA, Post Grad. Dip. Mgmt., PGPX (IIMA)
 Associate Vice President – 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
 Associate Vice President - EEP

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)

Avinash G. Lad

MBA (Gujarat University)
 BE (Electrical) (Saurashtra University)
 Assistant General Manager - Electrical

Baskaran R

MA
 Manager - SAO

Chandrashekhar D. Solanki

B.Com, HDSE
 Manager - Material Reproduction

Deepak Bhatt

PGDM, Dip HRM, Dip in Foreign Trade,
 EPHRM, PGDT&D
 Assistant General Manager –
 Communications

Ms. Diana Joseph

B.Sc (Biochemistry), (Gujarat University)
 M.Sc (Environmental Science), (Gujarat University)
 Manager - Editorial

Dineshkumar D. Joshi

Dip. in Mechanical Engineering
 Dip. in Business Management
 BA
 Manager - House Keeping

Harish Chopra

B, Com (Delhi University)
 Chartered Accountant (ICAI)
 Senior Policy Consultant

Harish K. Rathod

B.Com, M.Com, DTP (Taxation)
 Manager - Accounts

M P Ram Mohan

Ph.D. (IIT Kharagpur)

Mohammad Fuad

Fellow (IIML)

Mukesh Sud

Fellow (IIMB)

Sunil Sharma

Fellow (IIMA)

Mayank Varshney

Ph.D. (National University of Singapore)

ADJUNCT FACULTY**Brij Kothari****Smita Premchander****Mr. Himanshu Bhatt**

B.SC., Dip EDP&CM
 Manager – Archives

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)
 General Manager - Accreditation and Ranking

Ms. J.S. Vijayapiriya

B.COM., PGDM (HR)
 Manager - Ph.D.

Jatin M. Nagori

M.Com., LL.B. (Gujarat)
 Dip. in Export Mktg. Mgmt. (IIE,Baroda)
 General Manager - PGPX

Jayant Bhatt

M.Sc. (Gujarat)
 Dip. in Computer Science (SPU)
 Assistant General Manager – IT Web Services

Kalapi Chetanbhai Shah

Chartered Accountant
 Manager – Finance

Kaushik D. Bhatt

M.Com., Second L.L.B.
 Manager - Accounts

Ms. Mansi Parikh

B.Com (Gujarat University)
 C A, (ICAI)
 Acquired certificate in Information Systems
 Audit from ICAI
 Finance - Manager

CONTD. APPENDIX

Ms. Mini Nair

B.A, M.A, PGD HRM
Manager - India Gold Policy Centre

Mohan Paliwal

M.Com. (Gujarat University)
PG Dip. Comp. Sc. (Gujarat Vidyapith)
Assistant General Manager - IT (Application Services)

Lt. Cdr. Monica Dutta

M.Sc. (Physics)
Assistant General 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)
Assistant General Manager - Hindi

Neeraj Jain

BE (IIT Roorkee)
General Manager – CIIE

Pankajkumar K. Bhatt

M.Com.
Assistant General Manager Accounts

Mr. Pawan Ruikar

B.Com (Amravati University)
M.A in Public Administration
(Annamalai University)
MBA (IGNOU)
Assistant General Manager-Placement

Pradosh V Thiya

BA
Manager - HR

Pranaya Srivastava

B.Tech. (Civil) (Awadh University)
MBA (Nirma University)
General Manager - Project, Estate and Maintenance

Pravin G. Christian

M.Com, LL.B. (Second)
Manager – SAO

Pravinchandra V. Raj

Polytechnic Dip in Electrical Engg.,
BA, PGD – HRM, MBA
Manager – Audio Visual

Pooja Celly

BA, PGDBA
Manager - EEP

Mr. Ram C Kartha

BA, MA in Economics & Statistics (M.S. University)
MS-Economics, (Kentucky University)
PGPX (IIMA)
Associate Vice President-Corporate Relations-PGPX

Ravindranath N. Pandya

B.Sc. (Physics),
Diploma in EDP and Computer Management
Diploma in Business Entrepreneurship
Assistant General Manager – Stores & Purchase

Ms. Richa Nigam

Bachelor of Psychology, Master in Cognitive Neuroscience (Allahabad University)
Ph.D. in Cognitive Neuroscience
Research Fellow/Behavioral Lab-In-charge

S. Bhattacharya

B.Sc. (University of Calcutta)
Assistant General Manager - Relationship

Mr. Saju John

BHM (Mangalore University)
Assistant General Manager-Hospitality

Samir Sheth

Chartered Accountant
Assistant General Manager – PGP

Sanjay Kumar Tripathi

MA, PGDMM
Assistant General Manager – Relationship PGPX

Saurabh Soni

BE
Manager - Electrical

Srinivas Sandhikar

B.Tech.
Assistant General Manager – Estate

Sudheesh Nambiath

BA, PGDBA
Associate Vice President - IGPC

Sugatha A. Nair

BA
Manager - Case Centre

T. Prasad

BA, MBA
Manager - Admissions

U.B. Bhavsar

M.Com., Inter CA Group-I
Manager - EE

Uma Baskaran

MA, Diploma in HRM
Manager – CMA

Vadher Harendra J.

B.E. (Civil) (Sardar Patel University)
MBA (Gujarat University)
General Manager - Engineering Services and Estate

Venkateswara Rao Alaparathi

B.Com (Nagarjuna University)
M.A (Industrial Relations and Personnel Management), Andhra University
Associate Vice President - HR

Victor Pareira

M.A.
Assistant General Manager – Alumni Relations

Vikas Chaturvedi

M.Sc. in Behavioural Science-London School of Economics & Political Science, MBA (Pittsburg State University), B.A (Hons.)
Chief Operating Officer - EEP

Vinay Chauhan

BE, MBA
Assistant General Manager - Contracts

Library

Ms. Asha Desai

B.Com, M.Com, B.LIB, M.LIB, UGC NET
Assistant Librarian

Hiral T. Patel

M.Li.Sc. (Gujarat University)
Deputy Librarian

Mr. Mallikarjun Dora

B.SC, M.LIB, UGC NET
Assistant 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)



सेवा में,
भारत सरकार के सचिव,
शिक्षा विभाग मंत्रालय,
माध्यमिक और उच्चतर शिक्षा विभाग,
कमरा नंबर 529 शास्त्री भवन, 'सी' विंग,
नई दिल्ली- 110001

संख्या: CAE/SAR/IIM/2021-22/OW-570/
दिनांक: 27/9/2021

विषय: भारतीय प्रबंध संस्थान, अहमदाबाद के वर्ष 2020-21 के लेखाओं पर पृथक लेखापरीक्षा प्रतिवेदन

महोदय,

The Annual account of the Indian Institute of Management, Ahmedabad for the year 2020-21 were audited between 12/07/2021 to 23/07/2021 under section 19(2) of the Comptroller & Auditor General of India's (DPC) Act, 1971.

The following documents are being sent herewith:

- 1) Separate Audit Report and Annexure-A for the year 2020-21.
- 2) Certified copy of Annual Accounts of IIM, Ahmedabad for the year 2020-21.

Further it is to bring to your kind notice that observation pertaining to depreciation as mentioned in the attached report has persistently been commented upon but rectification has not been made. It is requested that same may kindly be addressed in the account for the year 2021-22.

The audit report may please be arranged to be placed in both the Houses of Parliament and date on which it is placed before Lok Sabha & Rajya Sabha may be intimated to this office, along with the printed copy of the documents placed, endorsing a copy thereof to the Comptroller & Auditor General of 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 2021.

We have audited the attached Balance Sheet of Indian Institute of Management, Ahmedabad (IIMA) as of 31 March 2021, Income and Expenditure Account and Receipts and Payments Account for the year ended March 31, 2021 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, evidence 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 Expenditure

Depreciation/Amortization (Schedule 19) – ₹ 15.70 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. The table showing calculation of depreciation is as follows:

(Amount in Lacs)

S.N.	Asset Head	Closing balance as on 31- 03-2021	Rate of Depreciation as per MHRD (%)	Amount of Depreciation as per MHRD guideline by Straight line method	Depreciation charged for the year	Difference
1	Freehold Land	107.00	0	0	0	0
2	Buildings	13673.59	2	273.47	574.19	-300.72
3	Electrical installation and equipment	1171.78	5	58.59	50.12	8.47
4	Plant and Machinery	176.79	5	8.84	24.53	-15.69
5	Office Equipment	2596.71	7.5	194.75	158.52	36.23
6	Audio Visual Equipment	721.75	7.5	54.13	83.41	-29.28
7	Computers & peripherals	3411.84	20	682.36	488.05	194.31
8	Furniture, Fixtures & Fittings	2623.93	7.5	196.79	100.09	96.70
9	Vehicles	44.28	10	4.43	3.00	1.43
10	Library Books	1624.26	10	162.43	41.93	120.50
	Total			1635.79	1523.85	111.94

Hence, charging less depreciation has resulted in overstatement of both Surplus and corpus /capital fund by ₹ 1.12 crore each and overstatement of fixed assets to the same extent.

C. Receipt & Payment Account: Nil

D. General: Nil

E. Grant in Aid

The grants-in-aid received during 2020-21 was ₹ 3.40 crore. The Institute utilized a sum of ₹ 2.54 crore. The closing balance of grants-in-aid for the year was ₹ 0.86 crore.

F. Net Effect of Audit

The net effect of audit is that the Liabilities are overstated by ₹ 111.94 crore, and the surplus during the year is overstated by ₹ 111.94 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, they 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 2021 and
 - b. In so far as it relates to Income and Expenditure Account of the surplus for the year ended on that date.

**For and on behalf of
The Comptroller & Auditor General of India**

**Sd/-
Principal Director of Audit (Central)**

Place: Ahmedabad
Date: 27-9-2021

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 2020-21.
- 2. Adequacy of Internal Control System:** The internal control system is adequate subject 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, 2021

(Amount in Lacs)

SOURCES OF FUNDS	Schedule	As at 31-03-2021	As at 31-03-2020
Corpus / Capital Fund	1	37,297.98	21,597.58
Designated/ Earmarked/ Endowment Funds	2	82,810.61	84,300.44
Current Liabilities & Provisions	3	49,345.07	44,269.52
TOTAL		1,69,453.66	1,50,167.54
APPLICATION OF FUNDS			
Fixed Assets			
Tangible Assets	4	5,091.39	5,540.20
Intangible Assets	4	56.60	71.03
Capital Work-in-Progress	4	16,399.08	6,495.42
Investments			
Long Term	5	1,34,459.97	1,20,840.18
Current Assets	6	5,498.06	10,476.37
Loans, Advances & Deposits	7	7,948.56	6,744.34
TOTAL		1,69,453.66	1,50,167.54
Significant Accounting Policies	23		
Notes to Accounts	24		

As per our report of even date

Sd/-

For T R Chadha & Co LLP

Firm Registration No.006711N / N500028

Chartered Accountants

Arvind Modi

Partner

Membership No.112929

Date: 26/6/2021

Place: Ahmedabad

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.

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED MARCH 31, 2021

(Amount in Lacs)

Particulars	Schedule	2020-21	2019-20
INCOME			
Academic Receipts	8	20,201.49	25,657.73
Grants / Subsidies	9	254.64	348.07
Income from Investments	10	708.72	546.57
Interest Earned	11	134.10	200.52
Other Income	12	2,039.26	2,749.49
Prior Period Income	13	-	34.07
Total (A)		23,338.21	29,536.46
EXPENDITURE			
Staff Payment & Benefits (Establishment Expenses)	14	9,080.17	11,871.40
Academic Expenses	15	4,980.27	6,019.56
Administrative and General Expenses	16	1,378.26	1,683.29
Transportation Expenses	17	3.03	4.66
Repairs & Maintenance	18	1,168.65	1,282.11
Depreciation/Amortization	19	1,569.71	1,131.00
Other Expenses	20	20.62	-
Prior Period Expenses	21	-	33.25
Total (B)		18,200.71	22,025.27
Balance being (Short)/excess of Income over Expenditure (A-B)		5,137.50	7,511.19
Transfer to Designated Fund	22	5,000.00	7,500.00
Balance Being Surplus/(Deficit) Carried to Capital Fund		137.50	11.19
Significant Accounting Policies	23		
Notes to Accounts	24		

As per our report of even date

Sd/-

For T R Chadha & Co LLP

Firm Registration No.006711N / N500028
Chartered Accountants

Arvind Modi

Partner
Membership No.112929

Date: 26/6/2021
Place: Ahmedabad

Sd/-

Sr. Audit Officer

Office of the Principal
Director of Audit (Central), Gujarat
Audit Bhavan, Navrangpura
Ahmedabad 380 009.

Sd/-

Errol D'Souza

Director

Sd/-

Umesh Dalal

Chief Financial Officer

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 1 - CORPUS/CAPITAL FUND

(Amount in Lacs)

Sr. No.	Particulars	Balance as At 01-04-2020	Out of Grant (GoI/ State Govt.)	Assets Purchased / Donations Received			Interest	Others	(Debited) / Credited during the year	Balance as At 31-03-2021
				Out of Earmarked Funds	Out of Sponsored Projects	Donation / Gift				
1	Corpus Fund	15,351.04	-	-	-	1,268.00	-	-	16,619.04	
2	Capital Fund	5,729.73	-	314.03	1,092.94	-	1,119.43	-	20,019.80	
3	Income & Expenditure Account	458.34	-	-	-	-	-	137.50	595.84	
4	IIMA Society Membership Fund	58.46	-	-	-	4.83	-	-	63.29	
	Total	21,597.58	-	314.03	1,092.94	1,272.82	1,121.76	137.50	37,297.98	
	Previous Year	18,988.43	-	81.76	1,196.36	1,065.95	1,133.85	511.19	21,597.58	

(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

(Amount in Lacs)

Sr. No.	Particulars	Balance as at 01-04-2020	Contributions Received	Other Income Earned	Interest / Dividend on Investment	Internal Transfer within Funds A/c	Appro. from Income & Expenditure Account	Other Adjustments	Capital Expenditure	Revenue Expenditure/ Projects Sanctioned	Balance as at 31-03-2021
1	Fund for CMA Programme	745.92	-	-	67.20	-	-	67.70	-	0.06	880.77
2	Fund for Alumni Activities	843.61	30.02	-	71.02	-	-	-	-	1.95	942.70
3	Fund for Expense on Computer	4,493.17	-	-	368.72	-	1,000.00	-	114.52	78.01	5,669.35
4	Students' Welfare Fund	570.40	119.87	29.06	46.97	-	-	-	-	51.21	715.08
5	Campus & Infrastructure Development Fund	46,016.06	-	-	3,255.62	0.54	4,000.00	-	13,890.33	-	39,381.89
6	Centre for Innovation & Incubation	75.36	-	0.74	6.22	-	-	-	-	-	82.33
7	Research, Publication & Thrust Area Fund	5,547.52	-	99.15	404.96	-	-	-	-	431.00	5,620.64
8	Fund for Conveyance Advance	95.25	7.15	0.05	10.55	-	-	-	-	6.80	106.20
9	House Building Advance Fund	834.69	-	-	58.83	-	-	-	-	-	893.52
10	Faculty/Officers & Staff Development & Welfare Fund	3,829.26	133.90	1.39	276.23	-	-	-	-	263.69	3,977.09
11	Chair Funds	552.65	4.84	-	107.08	-24.59	-	11.72	-	104.28	547.42
12	Endowment Fund (Schedule 2A)	5,928.61	-	-	423.97	-	-	-	-	63.21	6,289.37
13	Donation Funds										
	-Campus & Infrastructure Development	7,757.05	1,254.34	-	670.63	147.59	-	-	1,090.15	62.62	8,676.84
	-Research & Publication	2,468.44	480.41	-	1,235.17	-	-	-	-	209.03	3,974.99
	-Students Aid	2,043.28	69.70	-	174.42	76.04	-	-	-	117.29	2,246.15
	-Staff Welfare	142.44	-	-	9.24	-	-	-	0.02	3.93	147.73
	-Faculty Award, Fellowship	59.37	-	-	4.71	-	-	-	2.77	2.25	59.07
	-IIMA Endowment Fund	-	295.51	-	2.39	-5.00	-	-	-	-	292.90
	-Others	2,297.36	50.94	-	175.23	-194.58	-	-	-	22.37	2,306.57
	Total	84,300.44	2,446.68	130.40	7,369.17	-	5,000.00	79.42	15,097.80	1,417.69	82,810.61
	Previous Year	71,668.94	3,463.45	199.17	5,442.47	-	7,000.00	-99.50	2,084.09	12,89,99,721.25	84,300.44

Represented by	Balance as at 01-04-2020	Balance as at 31-03-2021
Cash & Bank Balances	-	-
Investments	84,300	82,811
Interest accrued but not due	-	-

Notes for Other Adjustments

(a) Previous year deficit in CMA Centre credited back to CMA Fund out of the grant received in current year

(b) Balance in NABARD Chair account charged of I&E account

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 2A - ENDOWMENT FUNDS

(Amount in Lacs)

Chair Funds

Sr. No.	Name of Endowment	Balance as at 01-04-2020		Received during the year		Total		Expenditure on the object during the year		Balance as at 31-03-2021		
		Endowment	Accumulated Interest	Endowment	Interest	Endowment	Accumulated Interest	Endowment	Interest	Endowment	Accumulated Interest	Total
1	Chair Funds	2,330.62	1,178.96	-	194.79	2,330.62	1,373.75	-	-	2,330.62	1,373.75	3,704.37
	Total	2,330.62	1,178.96	-	194.79	2,330.62	1,373.75	-	-	2,330.62	1,373.75	3,704.37

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	174.95	-	55.75	-	0.05	-	-	500.00	230.65	731.00
2	ENDW PGP1992BATCH-CLASSROOM-HERITAGE CAMPUS CR-4	250.00	76.80	-	27.18	-	0.05	-	-	250.00	103.94	354.00
3	DONATION FOR D-1 PROF.KAMLA CHOWDHRY DORM	349.90	142.72	-	40.69	-	0.05	-	-	349.90	183.37	533.00
4	IIMVERICKS CORPUS - IIMA FOR SUPPORTING ENTERPREN	441.15	122.91	-	45.75	-	27.13	-	-	441.15	141.52	583.00
5	DONATION FOR IIMA & SRK LECTURE SERIES	143.87	49.76	-	15.99	-	0.05	-	-	143.87	65.71	210.00
6	DONATION FOR SRK DISTINGUISHED PGPX FAC AWARD	28.00	5.47	-	2.76	-	-	-	-	28.00	8.23	36.00
7	ENDW FUND-PGP 1991- MED. SUPPORT. RETIRED C&D - CPF	39.16	4.11	-	33.66	-	34.06	-	-	39.16	3.72	43.00
8	ENDW-MADAN MOHANKA RES. & PUB. AWARD - FACULTY&FPM	17.00	2.94	-	1.65	-	-0.05	-	-	17.00	4.63	22.00
9	SITADEVI JAJO MEDICAL FUND	25.00	4.87	-	2.40	-	1.88	-	-	25.00	5.39	30.00
10	STAFF EMERGENCY WELFARE FUND	35.25	5.18	-	3.34	-	-	-	-	35.25	8.52	44.00
	Total	1,829.32	589.70	-	229.18	-	63.21	-	-	1,829.32	755.68	2,585.00
	Grand Total	4,159.94	1,768.66	-	423.97	-	63.21	-	-	4,159.94	2,129.43	6,289.37

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 3 - CURRENT LIABILITIES & PROVISIONS

(Amount in Lacs)

Particulars		As at 31-03-2021	As at 31-03-2020
A.	CURRENT LIABILITIES		
1	Deposits from Staff	8.54	5.40
2	Deposits from Students	227.37	218.45
3	Deposit-Others (including EMD, Security Deposit, Retention Deposit)	954.51	574.49
4	Sundry Creditors		
	For Goods & Services	988.09	773.74
	Others (For capital works)	3,477.06	1,460.88
5	Fee Received in Advance	5,545.24	3,923.13
6	Statutory Liabilities		
	Overdue	0.28	-
	Others	336.62	421.64
7	Other Current Liabilities		
	Salaries	370.81	416.29
	Pension	133.64	134.68
	Receipts against Sponsored Projects / Programmes (Schedule - 3a)	3,511.88	2,977.07
	Receipts against Sponsored Fellowships & Scholarships (Schedule - 3b)	564.26	197.76
	Unutilised Grant (Schedule 9)	261.71	225.43
	Service Tax/GST Refundable to Students (PGP-X)	224.63	224.63
	Students Events	304.70	324.08
	Other Liabilities	340.67	433.68
	Total A	17,250.00	12,311.34
B.	PROVISIONS		
1	Superannuation Pension	26,388.90	25,871.31
2	Accumulated Leave Encashment	2,442.13	2,410.63
3	Gratuity	1,805.95	1,864.81
4	Provision for Expenses	1,458.08	1,811.42
	Total B	32,095.07	31,958.18
	Total (A+B)	49,345.07	44,269.52

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 3A - SPONSORED PROJECTS / PROGRAMMES

(Amount in Lacs)

Sr. No.	Particulars	Balance as at 01-04-2020		Credits during the Year	Debits during the Year	Balance as at 31-03-2021	
		Credit	Debit			Credit	Debit
1	Open Enrollment Programme	624.82	18.83	2,017.71	1,288.38	1,335.32	0.00
2	Customised Executive Education Programme	572.40	3.23	1,094.34	720.86	942.65	0.00
3	Consultancy Projects	1,367.87	102.17	703.68	1,127.36	842.01	0.00
4	Research Projects	339.35	55.25	663.12	642.38	314.49	9.65
5	Workshop, Seminar, Conferences	62.98	-	10.80	40.29	33.55	0.06
6	Others Projects / Programme	25.01	0.30	78.22	59.05	43.87	-
	Total	2,992.41	179.79	4,567.87	3,878.32	3,511.88	9.71
	Less: GST collected on advance receipts for which invoices are not yet raised	15.34	-	-	-	-	-
	Net Total	2,977.07	179.79	4,567.87	3,878.32	3,511.88	9.71

SCHEDULE 3B - SPONSORED FELLOWSHIPS AND SCHOLARSHIPS

(Amount in Lacs)

Sr. No.	Name of Sponsor	Balance as at 01-04-2020		Transactions during the year		Balance as at 31-03-2021	
		Credit	Debit	Credit	Debit	Credit	Debit
1	IIM Scholarship	175.31	-	267.95	150.06	293.20	-
2	Central Government	20.05	-	528.31	281.70	266.66	-
3	Endowment / Donation Funds	2.40	-	110.85	108.85	4.40	-
	Total	197.76	-	907.11	540.61	564.26	-

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 4 - FIXED ASSETS

(Amount in Lacs)

Sr. No.	Assets Heads	Gross Block			Depreciation			Net Block		
		As at 01-04-2020	Additions	Deductions	As at 31-03-2021	As at 01-04-2020	For the Year	Deductions	As at 31-03-2021	As at 31-03-2020
1	Freehold Land	107.00	-	-	107.00	-	-	-	107.00	107.00
2	Buildings	13,672.10	1.49	-	13,673.59	11,876.22	574.19	-	1,223.18	1,795.88
3	Electrical Installation and Equipment	1,161.20	10.58	-	1,171.78	720.86	50.12	-	400.80	440.34
4	Plant & Machinery	14.98	161.81	-	176.79	8.07	24.53	-	144.19	6.91
5	Office Equipment	2,165.35	505.07	74.25	2,596.17	1,575.20	158.52	58.88	921.33	590.15
6	Audio Visual Equipment	565.55	156.20	-	721.75	95.13	83.41	-	543.20	470.42
7	Computers & Peripherals	3,315.06	168.65	71.87	3,411.84	2,226.19	488.05	70.06	767.67	1,088.87
8	Furniture, Fixtures & Fittings	2,587.93	38.73	2.73	2,623.93	1,640.13	100.09	2.70	886.41	947.79
9	Vehicles	44.23	0.09	0.04	44.28	24.83	3.00	0.04	16.49	19.40
10	Library Books	1,574.70	49.62	0.06	1,624.26	1,501.26	41.93	0.06	81.13	73.44
	Total (A)	25,208.10	1,092.24	148.94	26,151.40	19,667.90	1,523.85	131.74	21,060.01	5,540.20
	Previous Year	23,440.09	1,970.51	202.50	25,208.10	18,381.30	1,433.44	146.84	19,667.90	5,058.80
11	Capital Work in Progress (B)	6,495.42	10,271.29	367.63	16,399.08	-	-	-	-	6,495.42
	Previous Year	1,483.32	6,475.08	1,462.99	6,495.42	-	-	-	-	1,483.32
Sr. No.	Intangible Assets	Gross Block			Amortization			Net Block		
		As at 01-04-2020	Additions	Deductions	As at 31-03-2021	As at 01-04-2020	For the Year	Deductions	As at 31-03-2021	As at 31-03-2020
12	Computer Software	199.85	24.33	-	224.18	128.82	38.76	-	167.58	71.03
13	Library Database & Periodicals	799.57	1,127.09	-	1,926.66	799.57	1,127.09	-	1,926.66	-
	Total (C)	999.42	1,151.42	-	2,150.84	928.39	1,165.85	-	2,094.24	71.03
	Previous Year	135.21	864.21	-	999.42	94.92	833.47	-	928.39	40.29
	Grand Total (A+B+C)	32,702.94	12,514.95	516.58	44,701.32	20,596.29	2,689.70	131.74	21,547.07	12,106.65
	Previous Year	25,058.63	9,309.80	1,665.49	32,702.94	18,476.22	2,266.92	146.84	20,596.29	6,582.41

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 4A - FIXED ASSETS - PLAN

(Amount in Lacs)

Sr. No.	Assets Heads	Gross Block			Depreciation			Net Block	
		As at 01-04-2020	Additions	Deductions	As at 31-03-2021	For the Year	Deductions	As at 31-03-2021	As at 31-03-2020
1	Buildings	2,789.61	-	-	2,789.61	244.12	-	2,735.80	297.94
	Electrical Installation and Equipment	275.44	-	-	275.44	10.25	-	183.15	102.55
3	Office Equipment	360.57	-	3.76	356.82	4.98	3.72	328.62	33.21
4	Computers & Peripherals	153.56	-	7.87	145.69	0.08	7.87	145.57	0.21
5	Furniture, Fixtures & Fittings	545.91	-	0.35	545.56	17.15	0.33	391.25	171.48
6	Library Books	582.83	-	-	582.83	-	-	582.83	-0.00
	Total	4,707.93	-	11.98	4,695.95	276.58	11.92	4,367.22	605.38
	Previous Year	4,710.22	-	2.29	4,707.93	294.29	2.27	4,102.55	899.68

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 4B - FIXED ASSETS - OTHERS

(Amount in Lacs)

Sr. No.	Assets Heads	Gross Block			Depreciation			Net Block		
		As at 01-04-2020	Additions	Deductions	As at 31-03-2021	As at 01-04-2020	For the Year	Deductions	As at 31-03-2021	As at 31-03-2020
1	Freehold Land	107.00	-	-	107.00	-	-	-	107.00	107.00
2	Buildings	10,882.49	1.49	-	10,883.98	330.07	-	9,714.61	1,169.37	1,497.95
3	Electrical Installation and Equipment	885.76	10.58	-	896.34	39.87	-	587.84	308.50	337.79
4	Plant & Machinery	14.98	161.81	-	176.79	24.53	-	32.60	144.19	6.91
5	Office Equipment	1,804.78	505.07	70.50	2,239.35	153.55	55.16	1,346.22	893.13	556.94
6	Audio Visual Equipment	565.55	156.20	-	721.75	83.41	-	178.55	543.20	470.42
7	Computers & Peripherals	3,161.50	168.65	64.00	3,266.15	487.96	62.19	2,498.61	767.55	1,088.67
8	Furniture, Fixtures & Fittings	2,042.01	38.73	2.38	2,078.37	82.94	2.38	1,346.27	732.10	776.31
9	Vehicles	44.23	0.09	0.04	44.28	3.00	0.04	27.79	16.49	19.40
10	Library Books	991.86	49.62	0.06	1,041.43	41.93	0.06	960.30	81.13	73.44
	Total (A)	20,500.17	1,092.24	136.96	21,455.44	1,247.27	119.82	16,692.79	4,762.66	4,934.82
	Previous Year	18,729.87	1,970.51	200.21	20,500.17	1,139.16	144.57	15,565.34	4,934.82	4,159.12
11	Capital Work in Progress (B)	6,495.42	10,271.29	367.63	16,399.08				16,399.08	6,495.42
	Previous Year	1,483.32	6,475.08	1,462.99	6,495.42				6,495.42	1,483.32
Sr. No.	Intangible Assets	Gross Block			Amortization			Net Block		
		As at 01-04-2020	Additions	Deductions	As at 31-03-2021	As at 01-04-2020	For the Year	Deductions	As at 31-03-2021	As at 31-03-2020
12	Computer Software	199.85	24.33	-	224.18	38.76	-	167.58	56.60	71.03
13	Library Database & Periodicals	799.57	1,127.09	-	1,926.66	1,127.09	-	1,926.66	-	-
	Total (C)	999.42	1,151.42	-	2,150.84	1,165.85	-	2,094.24	56.60	71.03
	Previous Year	135.21	864.21	-	999.42	833.47	-	928.39	71.03	40.29
	Grand Total (A+B+C)	27,995.01	12,514.95	504.60	40,005.36	2,413.11	119.82	18,787.03	21,218.33	11,501.27
	Previous Year	20,348.41	9,309.80	1,663.20	27,995.01	1,972.63	144.57	16,493.74	11,501.27	5,682.73

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

SCHEDULE 5 - INVESTMENTS FROM EARMARKED / ENDOWMENT FUNDS

(Amount in Lacs)

Sr. No.	Particulars	As at 31-03-2021	As at 31-03-2020
	Long Term		
1	In Central Government Securities	79,905.33	61,905.33
2	In State Government Securities	16,708.56	15,708.56
3	Bonds	20,012.86	25,106.29
4	Term Deposits with banks & others	15,131.65	18,035.15
		1,31,758.40	1,20,755.32
	Premium paid on acquisition of investments (to be written off over the maturity period)	2,701.57	84.85
	TOTAL	1,34,459.97	1,20,840.18

SCHEDULE 6 - CURRENT ASSETS

(Amount in Lacs)

Sr. No.	Particulars	As at 31-03-2021	As at 31-03-2020
1	Stock		
a)	Electrical Material	7.46	6.57
b)	Stationery	21.70	18.82
c)	Others	21.41	23.28
		50.58	48.67
2	Sundry Debtors		
a)	Debts Outstanding for a period exceeding six months	314.37	439.06
b)	Others	912.48	2,089.35
		1,226.86	2,528.41
3	Cash and Bank Balances		
a)	With Scheduled Banks:		
	In Current Accounts		
	Rupee Account	612.44	942.78
	FC Account	100.39	48.69
	In Term Deposit Accounts	738.86	4,692.72
	In Savings Accounts	2,734.88	2,214.49
		4,186.58	7,898.68
b)	Cash on hand	0.10	0.10
c)	Stamps on hand	0.97	0.51
4	Current Investment - Out of Earmarked / Endowment Funds		
a)	Equity Shares (Received as Donation)	32.98	-
	TOTAL	5,498.06	10,476.37

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 7 - LOANS, ADVANCES & DEPOSITS

(Amount in Lacs)

Sr. No.	Particulars	As at 31-03-2021		As at 31-03-2020	
1	Advances to Employees: (Non-interest bearing)				
	a) Festival	4.04		-	
	b) Other	7.19	11.23	14.38	14.38
2	Advances and Other Amounts Recoverable in Cash or in Kind or for Value to be Received				
	a) Advances to Others	227.92		316.52	
	b) Students	1.38		8.48	
	c) GST/Service Tax Input Credit Receivable	0.27		16.01	
	d) Service Tax/GST Paid under Protest (PGP-X)	224.63		224.63	
	e) TDS Receivable under Income Tax & GST Laws	1,925.87		1,739.93	
	f) Service Tax Paid against demand orders (For earlier years)	14.81	2,394.87	14.49	2,320.06
3	Prepaid Expenses				
	a) Insurance	28.98		14.23	
	b) Other expenses	272.16	301.14	187.21	201.45
4	Deposits				
	a) Telephone	0.20		0.20	
	b) Electricity	82.96		82.96	
	c) Gas Deposit	23.38		23.38	
	d) Other Security Deposits	18.44	124.98	8.52	115.06
5	Income Accrued				
	a) On Investments		5,106.62	-	3,913.60
6	Other Current Assets receivable from Grant/Sponsored Projects				
	a) Debit balances in Sponsored Projects		9.71		179.79
	Total		7,948.56		6,744.34

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 8 - ACADEMIC RECEIPTS

(Amount in Lacs)

Particulars	2020-21	2019-20
FEES FROM STUDENTS		
Academic		
1. Tuition Fee	10,527.66	10,498.85
2. Admission Fee	183.94	176.33
3. Enrolment Fee	-	2.87
4. Academic Support	2,925.98	2,821.66
5. International Immersion Programme	69.69	293.19
6. AFP Programme Fee	-	108.14
Total (A)	13,707.28	13,901.04
Examinations		
1. Admission Test Fee - CAT (Net)	219.48	260.32
2. Mark Sheet, Certificate Fee	22.62	24.48
Total (B)	242.10	284.80
Other Fees		
1. Fine / Miscellaneous fee	59.22	52.96
2. Medical fee	24.64	25.38
3. Hostel fee	616.74	952.97
4. Mess Charges	86.15	116.64
Total (C)	786.76	1,147.95
Other Academic Receipts		
(a) Executive Education Programmes		
1. Registration fee for workshops, programmes	4,050.78	5,219.14
2. Registration fee for Customised Executive Education Programme	1,391.95	5,038.57
	5,442.73	10,257.71
(b) Registration fees (Academic Staff)	22.62	66.23
Total (D)	5,465.35	10,323.95
GRAND TOTAL (A+B+C+D)	20,201.49	25,657.73

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

SCHEDULE 9 - GRANTS / SUBSIDIES (IRREVOCABLE GRANTS RECEIVED)

(Amount in Lacs)

Particulars	Government of India		Total 2020-2021	Government of India		Total 2019-2020
	FPM	CMA		FPM	CMA	
Balance Brought forward	225.43	-	225.43	209.31	-	209.31
Add: Grants received/receivable during the year	-	340.00	340.00	-	320.00	320.00
Add: Interest received during the year	18.62	-	18.62	16.12	-	16.12
Total	244.05	340.00	584.05	225.43	320.00	545.43
Less: Refund	-	-	-	-	-	-
Balance	244.05	340.00	584.05	225.43	320.00	545.43
Less: Utilised for Capital expenditure	-	-	-	-	-	-
Balance	244.05	340.00	584.05	225.43	320.00	545.43
Less: Utilized for Revenue Expenditure (A)	-	254.64	254.64	-	348.07	348.07
Less: Utilized for Revenue Expenditure Deficit for Previous Years	-	67.70	67.70	-	39.63	39.63
Add: Current Year Deficit met from CMA Fund (B)	-	-	-	-	67.70	67.70
Balance Carried forward (C)	244.05	17.66	261.71	225.43	-	225.43

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

(Amount in Lacs)

Particulars	2020-21	2019-20
1. Interest		
a. On Government Securities	6,591.33	6,051.17
b. Other Bonds	2,102.88	2,424.00
2. Interest on Term Deposits	2,128.96	1,011.72
3. Dividend on Shares	974.00	-
Total	11,797.17	9,486.89
Less :		
1. Transferred to Earmarked/Endowment Funds	7,369.17	5,442.47
2. Transferred to Project Account	8.40	6.16
3. Transferred to Grant Account	18.62	16.12
4. Transferred to Corpus Fund	1,272.82	1,065.95
5. Transferred to Provision for Retirement Benefit Account	2,419.44	2,409.63
Total	11,088.45	8,940.32
Total	708.72	546.57

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 11: INTEREST EARNED

(Amount in Lacs)

Particulars	2020-21	2019-20
1. On Savings Accounts with Scheduled Banks	134.10	200.52
Total	134.10	200.52

SCHEDULE 12- OTHER INCOME

(Amount in Lacs)

Particulars	2020-21	2019-20
A. Income from Land & Buildings		
1. Hostel Room Rent	15.12	64.98
2. License fee	26.14	23.76
3. Hire Charges of Auditorium/Play ground/Convention Centre, etc	83.76	137.97
4. Facilities (MDC/ IMDC/New Campus etc.)	39.66	233.29
Total A	164.68	459.99
B. Others		
1. Income from Consultancy	809.56	912.47
2. Income from Research Projects	215.37	217.55
3. Placement Fee	625.47	626.32
4. Brokerage on Investments	-	28.80
5. Profit on Sale/Disposal of Assets - Own Assets	15.88	-
6. Photocopy recovery charges	6.91	50.70
7. Interest on TDS Refund	-	171.71
8. Interest on Service Tax Refund	-	40.97
9. Misc. Receipts (Sale of tender form,penalty recovered, Overhead Income etc.)	201.40	240.98
Total B	1,874.58	2,289.50
Total (A+B)	2,039.26	2,749.49

SCHEDULE 13- PRIOR PERIOD INCOME

(Amount in Lacs)

Particulars	2020-21	2019-20
1. Placement Income	-	34.07
Total	-	34.07

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

SCHEDULE 14- STAFF PAYMENTS & BENEFITS (ESTABLISHMENT EXPENSES)

(Amount in Lacs)

Particulars	Teaching	Non-Teaching	Unallocable	2020-21	2019-20
Non Plan					
a) Salaries and Wages	3,518.76	2,593.77	-	6,112.53	5,607.82
b) Allowances and Bonus	-	4.63	-	4.63	9.50
c) Contribution to Provident Fund	51.60	18.42	-	70.02	74.54
d) Staff Welfare Expenses	-	-	17.81	17.81	50.47
e) Retirement and Terminal Benefits (Refer Schedule 14A)	306.24	225.74	-	531.98	1,431.47
f) LTC Facility	41.04	34.92	-	75.96	51.71
g) Medical Facility	25.46	84.72	-	110.18	106.62
h) Children Education Allowance	10.98	35.92	-	46.90	8.19
Total A	3,954.08	2,998.12	17.81	6,970.01	7,340.31
Other Establishment Expenses					
a) CMA Project	151.87	76.42	-	228.29	307.27
b) Consultancy Projects	408.06	121.67	-	529.73	603.83
c) Research Projects	23.42	136.37	-	159.79	140.73
d) Centre Activities	8.30	-	-	8.30	8.80
e) Customised Executive Education Programme	460.66	96.28	-	556.94	2,011.51
f) Open Enrolment Programme	502.46	124.65	-	627.11	1,458.96
Total B	1,554.78	555.39	-	2,110.16	4,531.09
TOTAL	5,508.86	3,553.50	17.81	9,080.17	11,871.40

SCHEDULE 14 A - EMPLOYEES RETIREMENT AND TERMINAL BENEFITS

(Amount in Lacs)

Particulars	Pension	Gratuity	Leave Encashment	2020-21	2019-20
Opening Balance as on 1.4.2020	25,871.31	1,864.81	2,410.63	30,146.76	28,891.57
Addition: Interest credited to Fund	2,076.31	149.66	193.47	2,419.44	2,409.63
Addition: Amount received from other organisation	15.33	-	9.45	24.78	-
Total (a)	27,962.95	2,014.48	2,613.55	32,590.97	31,301.20
Less: Actual Payment during the Year (b)	1,678.05	241.04	216.66	2,135.75	2,270.56
Balance Available on 31.03.2021 (c=a-b)	26,284.90	1,773.43	2,396.89	30,455.23	29,030.64
Provision required on 31.03.2021 as per Actuarial Valuation (d)	26,388.90	1,805.95	2,442.13	30,636.98	30,146.76
A. Provision to be made in the Current year (d-c)	104.00	32.52	45.24	181.76	1,116.12
B. Contribution to New Pension Scheme				347.34	309.30
C. Travel to Hometown on Retirement				2.87	6.04
Total (A+B+C)				531.98	1,431.47

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 15 - ACADEMIC EXPENSES

(Amount in Lacs)

Particulars	2020 -21	2019-20
Non Plan		
A - Academic Expenses		
a) Field work/Participation in Conferences	4.68	36.03
b) Payment to Visiting Faculty	164.87	282.96
c) Admission Expenses	121.93	155.18
d) Convocation Expenses	24.45	9.35
e) Stipend/Means-cum-Merit Scholarship	1,307.38	1,362.23
f) Books & Case Materials	450.62	451.48
g) Electricity - Students	71.54	140.75
h) Medical expenses	35.57	24.34
i) Misc. Expenses	144.69	194.01
j) Placement Expenses	90.02	202.97
k) Student's Exchange Programme	1.32	1.26
l) International Immersion	70.69	117.13
m) Library Expenses	9.61	2.08
n) Marketing, Promotion Development Exps	36.72	8.69
o) Technology Partner for E-PGP Course	360.84	223.62
p) AFP Programme Expense	-	37.61
Total A	2,894.93	3,249.68
B - Projects / Programmes Expenses		
a) Open Enrolment Programme	1,394.57	862.04
b) Workshops, Conferences etc.	17.86	28.43
c) Customised Executive Education Programme	61.39	459.93
d) Consultancy Projects	103.46	165.06
e) Faculty Development Programme	0.52	27.67
f) Research Projects	22.48	46.82
g) CMA Other Expenses	26.35	40.80
h) Centre Activities	7.30	4.51
i) Faculty & Professional Development Expenses	80.76	107.63
Total B	1,714.69	1,742.88
C - Common Expenses - Facilities Used		
a) House Keeping Charges	142.24	399.52
b) Mess Charges	149.89	477.36
c) Electricity Charges	58.71	112.05
d) Repair & Maintenance (related to building, furniture & equipments)	18.39	22.02
e) Miscellaneous Expenses	1.42	16.06
Total C	370.65	1,027.01
Total (A+B+C)	4,980.27	6,019.56

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 16 - ADMINISTRATIVE AND GENERAL EXPENSES

(Amount in Lacs)

Particulars	2020-21	2019-20
Non Plan		
A Infrastructure		
a) Electricity and Power	183.85	219.95
b) Water Charges	41.43	48.89
c) Insurance	32.89	15.86
d) Rent, Rates and Taxes (including Property Tax)	49.93	59.42
Total A	308.10	344.11
B Communication		
a) Postage and Stationery	2.25	3.07
b) Telephone, Fax and Internet Charges	39.02	59.32
Total B	41.27	62.39
C Others		
a) Printing and Stationery	32.97	43.61
b) Travelling and Conveyance Expenses	17.58	248.33
c) Hospitality	24.04	63.14
d) Auditors Remuneration		
- Statutory Audit	8.40	7.70
- Others	14.10	14.67
e) Professional / Legal Charges	86.82	54.65
f) Advertisement and Publicity	17.54	34.80
g) Security Charges	264.64	272.57
h) GST borne by the Institute	358.00	379.74
i) Staff Mess Expenses	19.31	18.19
j) Misc. Expenses	101.90	75.17
k) Loss on Sale of Assets	-	5.48
l) Bank Commission	5.54	7.15
m) Alumni Expenses	22.14	20.03
n) Consumption of Spares	55.91	31.56
Total C	1,028.89	1,276.79
TOTAL (A+B+C)	1,378.26	1,683.29

SCHEDULE 17-TRANSPORTATION EXPENSES

(Amount in Lacs)

Particulars	2020-21	2019-20
Non Plan		
1 Vehicles (owned by Institution)		
a) Running expenses	1.68	2.57
b) Repairs & maintenance	0.99	1.31
c) Insurance expenses	0.36	0.77
Total	3.03	4.66

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 18 - REPAIRS & MAINTENANCE

(Amount in Lacs)

Particulars	2020-21	2019-20
Non Plan		
a) Buildings	284.05	284.47
b) Furniture & Fixtures	59.66	27.92
c) Office Equipments	64.67	121.77
d) Computers	155.01	146.97
e) Estate Maintenance	605.26	700.98
Total	1,168.65	1,282.11

SCHEDULE 19 - DEPRECIATION/AMORTIZATION

(Amount in Lacs)

Particulars	2020-21	2019-20
Depreciation on Tangible Assets	1,523.29	1,433.44
Amortization of Intangible Assets	1,165.85	833.47
	2,689.14	2,266.92
Less : Transferred from Capital Funds	1,119.43	1,135.92
Total	1,569.71	1,131.00

SCHEDULE 20 - OTHER EXPENSES

(Amount in Lacs)

Particulars	2020-21	2019-20
Non Plan		
a) Irrecoverable Balances Written off (Net)	20.62	-
Total	20.62	-

SCHEDULE 21 - PRIOR PERIOD EXPENSES

(Amount in Lacs)

Particulars	2020-21	2019-20
Non Plan		
a) Repairs & Maintenance	-	33.25
Total	-	33.25

SCHEDULE 22 - TRANSFER TO DESIGNATED FUND

(Amount in Lacs)

Particulars	2020-21	2019-20
a) IIMA Corpus Fund	-	500.00
b) Campus & Infrastructure Development Fund	4,000.00	5,000.00
c) Fund for Computer Expenses	1,000.00	2,000.00
Total	5,000.00	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 (except for Children Education Allowance which is accounted on cash basis) and Accounting Standards as Notified by the Institute of Chartered Accountants of India.

The financial statements are broadly prepared on the basis of the format prescribed by the Ministry of Education for Central Higher Educational Institutions.

2. USE OF ESTIMATES

The preparation of Financial Statement is in conformity with Indian GAAP. It 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 with the Institute, 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% (Previous Year 100%). 40% amortization rate is prescribed by MoE in its illustrative example. As the subscription period is one year, the Institute considers the useful life of library database and journals to be one year and accordingly 100% cost is amortized in the year of purchase.

6. INVESTMENTS

Investments classified as "Long term investments" are carried at cost (Includes unamortized premium paid on it). Premium on acquisition of investment has been amortized pro rata up to the date of maturity.

Stock exchange listed investments, received as donation are valued as per the closing rate on the stock exchange. Profit/ loss on sale of investments received as donation, is added to/ reduced from the Fund for earmarked purpose.

Provision for decline, other than temporary, is made in carrying cost/ value of such investments.

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, Bonds and Term Deposits with Banks.

The income from Investments is 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, Exed projects / programmes 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. INCOME ON INVESTMENT

Interest on Investments out of Earmarked, Endowment, other Funds & Grant (except CMA Grant) is allocated to respective account based on average rate of interest earned on average monthly investment during the year after adjusting, where applicable, 1% of total interest earned during the year towards administration of fund.

Any surplus interest after allocation to respective Earmarked, Endowment, Corpus, other funds and Grant account is recognized in Income and Expenditure Account as “Interest Income”.

Dividend on Investments out of Earmarked, Endowment and other Funds is allocated to respective Fund Account.

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 received from the 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 investment for Retirement Benefits.

14. INCOME TAX

The income of the Institution is exempt from Income Tax under section 10(23C)(vi) of the Income Tax Act, hence no provision for Tax is therefore made in the accounts.

Income Tax Recoverable relates to tax deducted from interest on Investment, Professional Fees and Placement Income.

15. PROVISIONS, CONTINGENT LIABILITIES AND CONTINGENT ASSETS

Provisions involving a substantial degree of estimation in measurement are recognized when there is a present obligation as a result of past events and it is probable that there will be an outflow of resources. Provisions required to settle are reviewed regularly and are adjusted where necessary to reflect the current best estimates of the obligation.

Where no reliable estimate can be made, a disclosure is made as contingent liability. Where there is a possible obligation or a present obligation in respect to which the likelihood of outflow of resources is remote, no provision or disclosure is made. Contingent liabilities are not recognized but are disclosed in the accounts by way of a note. Contingent assets are neither recognized nor disclosed in the financial statements.

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
SCHEDULE 24: OTHER NOTES TO ACCOUNTS

1. CONTINGENT LIABILITIES

- (a) Service Tax demands in dispute
Rs. 539.46 lakh (Previous year Rs. 474.82 lakh).
- (b) Claims against the Institute not acknowledged as debts
Rs Nil (Previous Year 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	3	Applicant demanding reinstatement with continuity of service with full back wages	Unascertainable
Civil Court	1	Payment of death dues to the dependents of Late Sh. Jayantilal Thakore	Unascertainable
High Court	10	Petitioner challenging termination of services demanding for reinstatement etc. Petitioner has appealed against appointment of Institute's professor. Participants of EPGP have challenged board's decision to grant MMS degree against MBA degree. Petitioner has filed case for pension.	Unascertainable

2. UNEXECUTED CAPITAL CONTRACT

Unexecuted Capital Contract (Net of Advances) is **Rs. 25,791.30 lakh** (Previous year Rs. 35,246.09 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 also granted registration under section 12A(a) of Income Tax Act, 1961.

5. EXPENDITURE IN FOREIGN CURRENCY

(Amount in Lacs)

Particulars	2020 – 2021 Rs.	2019 – 2020 Rs.
a) Foreign Travel	NIL	61.02
b) Books and Case Materials	812.50	857.41
c) Others	250.59	400.00

6. EARNING IN FOREIGN CURRENCY

(Amount in Lacs)

Particulars	2020 – 2021 Rs.	2019 – 2020 Rs.
a) Project, Program, Donations & Fees Income	398.80	650.13
b) Placement Income	66.53	57.25

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 MoE 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. The Institute provides depreciation on assets at the rates listed below:

Sl.	Nature of Asset	Method of Depreciation calculation	Rate of Depreciation
1.	Building-Campus	Straight Line Method	5/10 %
2.	Electrical Installation	Written Down Value	10%
3.	Plant & Machinery	Written Down Value	15%
4.	Office Equipment	Written Down Value	15%
5.	Audio Visual Equipment	Written Down Value	15%
6.	Computer & Peripherals	Written Down Value	40%
7.	Furniture, Fixtures & Fittings	Written Down Value	10%
8.	Vehicles	Written Down Value	15%
9.	Library Books	Written Down Value	40%
10.	Computer Software	Written Down Value	40%
11.	Library Database & Periodicals	Written Down Value	100%

8. Institute has deposited service tax / GST under protest for PGP-X course. As on March 31, 2021, **Rs. 224.62 lakh** (Previous Year Rs. 224.62 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.
9. Institute has incorporated a branch at Dubai International Financial 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. 153.67 lakh** (Previous Year Rs 94.71 lakh) incurred for Dubai branch is met from Research Publication & Thrust Area Fund.

Assets and Liabilities of overseas branch is translated into INR at the rates prevailing on the reporting date. Income & Expenses for the year is translated into INR on the basis of average of exchange rate for the year in which transaction occurred. Foreign exchange gains and losses resulting from the translation is recognised in the Statement of Income and Expenditure.

10. Due to Micro, Small and Medium Enterprise and confirmations:

Particulars	2020 – 2021 Rs.	2019 – 2020 Rs.
Principal amount and interest due thereon remaining unpaid to any supplier as at the end of each accounting year.	-	-
The amount of interest paid by the buyer in terms of section 16, of the Micro Small and Medium Enterprise Development Act, 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year.	-	-
The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under Micro Small and Medium Enterprise Development Act, 2006	-	-
The amount of interest accrued and remaining unpaid at the end of each accounting year; and	-	-
The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise for the purpose of disallowance as a deductible expenditure under section 23 of the MSMED Act 2006.	-	-

The Institute has initiated the process of obtaining confirmation from suppliers who have registered themselves under the Micro, Small and Medium Enterprises Development Act, 2006 (MSMED Act, 2006). The above information has been compiled to the extent of responses received by the company from its suppliers with regard to their registration under Micro, Small and Medium Enterprises Development Act, 2006 (MSMED Act, 2006).

- 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 MoE.

As per our report of even date

Sd/-
For T R Chadha & Co LLP
Firm Registration No.006711N / N500028
Chartered Accountants

Arvind Modi
Partner
Membership No.112929

Date: 26/6/2021
Place: Ahmedabad

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.

INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD
Receipts and Payments Account For the Year Ended 31st March 2021

RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
I. Opening Balances			I. Expenses		
a) Cash balances	0.10	0.10	a) Establishment Expenses	8,871.98	8,435.93
b) Bank Balances			b) Academic Expenses	2,642.01	2,954.06
i. In Rupee accounts	942.78	659.04	c) Administrative Expenses	1,367.20	1,753.45
ii. In Deposit accounts	4,692.72	6,012.82	d) Transportation Expenses	3.03	4.66
iii. Savings accounts	2,214.49	3,166.97	e) Repairs & Maintenance	1,190.54	1,289.98
iv. In FC accounts	48.69	22.82	f) Prior Period Expenses	-	33.25
c) Stamps on Hand	0.51	2.51			
II. Grants Received			II. Payments against Earmarked/Endowment Funds	1,403.54	1,290.00
a) From Government of India	340.00	320.00			
b) From State Government	-	-			
c) From Other sources	-	-			
III. Academic Receipts	16,356.92	15,312.21	III. Payments against Sponsored Projects/Schemes	4,308.57	6,806.06
IV. Receipts against Earmarked/Endowment Funds	2,544.10	3,662.61	IV. Payments against Sponsored Fellowships and Scholarships	431.76	183.06
V. Receipts against Sponsored Projects/Schemes	7,186.77	10,852.40	V. Investments and Deposits made		
			a) Out of Earmarked/Endowment Funds	21,711.48	7,836.73
			b) Out of own Funds (Investment Others)	-	-
VI. Receipts against Sponsored Fellowships and Scholarships	419.46	39.62	VI. Term Deposits with Scheduled Banks	6,450.22	30,150.61
VII. Income on Investments from			VII. Expenditure on Fixed assets and Capital Works-in-Progress		
a) Earmarked/Endowment Funds	9,416.91	6,855.02	a) Fixed Assets	1,876.01	1,371.73
b) Other Investments	-	-	b) Capital Works-in-Progress (Including Capital Advances)	10,271.29	6,475.08
VIII. Interest received on			VIII. Other Payments including Statutory Payments		
a) Bank Deposits	1,187.23	2,368.82	a) Security Deposits Given	9.92	22.15
b) Saving Bank Accounts	134.10	200.52	b) Deposits Repaid	-	-
			c) Increase in Statutory Liabilities	-	-
IX. Investments Encashed	14,541.90	24,380.24	IX. Refund of Grants	-	-

RECEIPTS	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year
X. Other Income			X. Other Payments		
a) Income from Land & Buildings	164.68	459.99	a) Sundry Debtors and Loans and Advances	-	600.10
b) Other	824.98	1,103.29	b) Advances to Employee	-	-
			c) Changes in Stock	1.91	-9.03
			c) Increase/Decrease in TDS Receivable	185.94	-747.03
XI. Deposits and Advances			XI. Closing Balances		
a) Caution Money Deposits Received	388.95	174.94	a) Cash balances	0.10	0.10
b) Deposits Received (Liability)	3.14	4.52	b) Bank Balances	-	7.70
c) Deposits Encashed (Asset)	0.32	398.82	i. In Rupee accounts	612.44	942.78
d) Decrease in Statutory Liability	68.99	199.67	ii. In Deposit accounts	738.86	4,692.72
e) Advances Received Back (Employees)	3.14	23.09	iii. Savings accounts	2,734.88	2,214.49
			iv. In FC accounts	100.39	48.69
			c) Stamps on Hand	0.97	0.51
XII. Miscellaneous Receipts (Statutory Receipts)	-	-			
XIII. Any Other Receipts					
a) Sale of Assets	33.08	50.17			
b) Increase in Sundry creditors and Other Liabilities	2,097.51	79.88			
c) Sundry Debtors	1,301.55	-			
TOTAL	64,913.05	76,350.09	TOTAL	64,913.05	76,350.09

As per our report of even date

Sd/-

For T R Chadha & Co LLP

Firm Registration No.006711N / N500028

Chartered Accountants

Arvind Modi

Partner

Membership No.112929

Sd/-

Sr. Audit Officer

Office of the Principal

Director of Audit (Central), Gujarat

Audit Bhavan, Navrangpura

Ahmedabad 380 009.

Sd/-

Errol D'Souza

Director

Sd/-

Umesh Dalal

Chief Financial Officer

Date: 26/6/2021

Place: Ahmedabad

GOLD MEDALISTS 1966-2021

1966

- Diwan Arun Nanda
- CK. Prahalad
- Lakshmi Prasad Vepa

1967

- Vijay Bhargava
- Jayant Kumar Dey

1968

- John Caius Camillus
- Gramma Kasturi Jayaraman
- Biji K. Kurien
- Ravi V. Sarathy

1969

- Prithwi Nath Seth
- M.G. Subrahmanyam
- Veeraraghavan V.
- Venugopal S.

1970

- T.K. Balaji
- Bharatkumar J. Mehta
- Paul Mampilly
- Ashok Kevalchand Vora

1971

- Har Krishan Lal Agrawal
- Pradeep Kumar Bhargava
- Arun P. Pande
- Audrey Ignatius Rebello

1972

- Venbakkam S. Krishnan
- S. Ramakrishnan
- S. Umapathy
- Vijay Sagar

1973

- Sudipto Bhattacharya
- Krishnaswamy Mohan
- Vilas K. Rajwade
- Utpal Sen Gupta

1974

- Rajiv Burman
- Janardhanmohan G. Rao
- Ravi R.
- S. Ravichandran

1975

- R. Balagangadharan
- S. Balasubramanian
- Raaj Kumar Sah
- Sridhar S.

1976

- Gautam Chakravarti
- Shrikant P. Pande
- Rita Mohan
- Sudhir Krishnamurthi

1977

- Manvinder Singh Banga
- Laxmi Chand Bhandari
- Hemant Shah
- B. Ramaswamy (SPA)

1978

- B. Anantaram
- Srikant Madhav Datar
- Sandeep Mathur
- Vasant Prakash Gandhi (SPA)

1979

- Mr. K. Chandrasekhar
- Mehar Karan Singh
- Vijay Srirangan

1980

- Sanjay Bhargava
- Vipul Prasad Jain
- Sridhar Seshadri

1981

- Alok Agarwal
- Rajeev Kapoor
- Vijay Mahajan
- V.S. Sitaram

1982

- Jagmohan Singh Raju
- Shasi Kant Sachdeva
- Jayanth Rama Varma

1983

- Prakash Mirchandani
- Ashish Nanda
- Ramkumar S.
- Suresh Madan (SPA)

1984

- Sunil Gulati
- Pappu Jagdish Rao

1985

- Harsh Lal
- Cadambi P. Janardhan
- Srinath Mukherji

1986

- Anil Ahuja
- Rajeev Ahuja
- Devina Mehra

1987

- Harish R. Bhat
- Venkatesh Narasiah
- Raghuram G. Rajan

1988

- Rajiv Agarwal
- Sanjay Gupta
- Saurabh Garg

1989

- R. Subramanian
- K.R.S. Jamwal
- Sachit Jain

1990

- Vipin Gupta
- Monish Kumar
- Milind Shahane

1991

- Aggarwal Vijay
- S. Nagarajan

1992

- Chetankumar B. Shah
- Sanjeev Chhabra
- Vivek Rastogi

1993

- Sanjay Kumar Jain
- Gautam Kumra
- Rohit Chatterjee

1994

- Hrishikesh B. Parandekar
- S. Ramesh
- Anand Sanghi

1995

- Ashutosh Padhi
- Nitin Malhan
- Sanjay Purohit

1996

- Samit A. Parekh
- Bhupender Singh
- Purva Indurkar

1997

- Rajeev E.K.
- Rajat Bhargava
- Sandeep Gupta

1998

- Sumat Rajpal
- Avinash Agarwal
- Vipul Bansal

1999

- Amit Bordia
- Anupam Mortins
- Prashant

2000

- Priyanka Arora
- Surendra Kuman Jain
- Shishir R. Mankad

2001

- Krishna Y.S.R.
- Bharadwaj V.T.
- Anand Sridharan

2002

- Vikas Gupta
- Manikandan Natarajan
- Mohit Khurana
- Suman Ann Thomas (PGP-ABM)

2003

- Amar Makhija
- Ramnath Balasubramanian
- Nitin Dahiya
- Ramprasad V.K. (PGP-ABM)

2004

- Mukundan D.
- G.V. Ravishankar
- K.N. Ramganes
- Dhruva Jyoti Banerjee (PGP-ABM)

2005

- Philip T. Jacob
- Manoj Gupta
- Gaurav Saigal

2006

- Kanish Sarin
- Vishai Grover
- Ankur Saboo
- Amit Jani (PGP-ABM)

2007

- Mayank Rawat
- Sumit Kumar
- Bala Vamsi Tatavarty
- James Beeson (PGPX)

2008

- Kapil Modi
- G. Arjun
- Prateek Jain
- Shaleen Garg (PGPX)
- Syed Ali Murtaza Rizvi (PGP-PMP)

2009

- Gagandeep Singh
- Abhishek Verma
- Ishant Goyal
- Sauri Gudlavalleti (PGPX)
- Rakesh Ranjan (PMP)

2010

- Samrat Ashok Lal
- Rohan Choudhary
- Himanshu Sharma
- Vinod Kumar Ramachandran (PGPX)
- Sanjeet Kumar Pandey (PGP-PMP)

2011

- Mr. Jaideep Shankar Jagannathan
- Mr. Mayank Kukreja
- Mr. Mohit Garg
- Mr. Rahul. (PGPX)

2012

- Mr. Gaurav Jagdish Singhal
- Mr. Nehul Malhotra
- Mr. Aditya Khandelwa
- Mr. Shivram Ramakrishnan (PGPX)

2013

- Nikhil Agarwal
- Aniketh Talwai
- Sumit Somani
- Shashank Rathi (PGP ABM)
- Aditya Bansal (PGPX)

2014

- Hemant Omprakash Mundra
- Sanchit Bansal
- Prashant Sarkar
- Aditya Kiran Paranjpe (PGPX)

2015

- Agrawal Rahul Satish
- Rakshit U. Agarwal
- Abhinav Gupta
- Sidharth Aggarwal (PGP-ABM)
- Anshul Srivastav (PGPX)

2016

- Ayush Agarwal
- Shah Ashay Subhash
- Anurag Agarwal
- Prasanna Venkatesan Srinivasan Iyengar (PGPX)

2017

- Ashish Khullar
- Akash Gupta
- Samyak Daga
- Mihir Parekh (PGPX)

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)

2021

- Akhil Mangla
- Arunabh Saxena
- Vikas Kumar
- Deep Kr Bothra (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

