

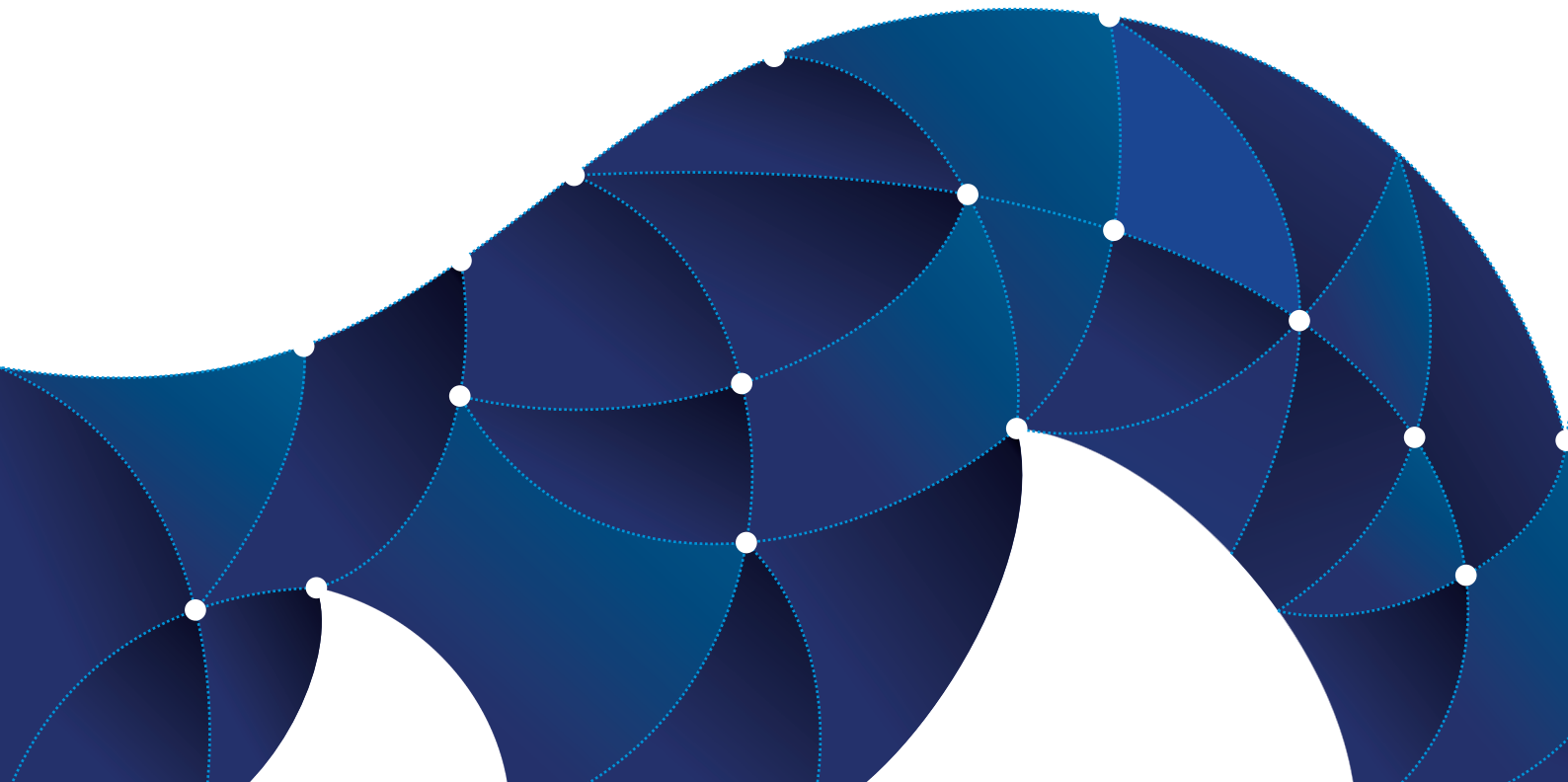


विद्याविनियोगाद्विकासः

60TH

ANNUAL REPORT

— 2021-2022 —



● OUR PAST CHAIRPERSONS



Dr. Jivraj N Mehta

From IIMA's inception - January 22, 1964



Shri Prakash Tandon

April 24, 1964 - April 23, 1969



Shri S L Kirloskar

July 24, 1969 - July 23, 1974



Shri A M Naik

March 29, 2012 - January 22, 2016



Dr. Vijaypat Singhania

March 29, 2007 - March 28, 2012

● OUR PAST DIRECTORS



Dr. Vikram A. Sarabhai

June 30, 1962 - August 28, 1965



Prof. Ravi J. Matthai

August 29, 1965 - September 6, 1972



Prof. Samuel Paul

September 8, 1972 - June 30, 1978



Prof. Ashish Nanda

September 2, 2013 - September 1, 2017



Prof. Samir K. Barua

November 8, 2007 - March 31, 2013



Shri Keshub Mahindra
July 24, 1974 - July 24, 1984



Dr. V Krishnamurthy
July 29, 1985 - July 28, 1990



Shri A P Venkateswaran
October 09, 1990 - May 02, 1991



Shri N R Narayana Murthy
March 11, 2002 - March 10, 2007



Dr. I G Patel
August 08, 1996 - August 07, 2001



Dr. S K Khanna
May 03, 1991 - August 08, 1996



Prof. V.S. Vyas
July 1, 1978 - September 30, 1982



Dr I.G. Patel
October 1, 1982 - July 12, 1984



Prof. N.R. Sheth
July 13, 1984 - May 3, 1991



Prof. Bakul H. Dholakia
October 10, 2002 - October 9, 2007



Prof. Jahar Saha
April 9, 1997 - July 7, 2002



Prof. P.N. Khandwalla
May 4, 1991 - August 31, 1996



CHAIRPERSON



Shri Kumar Mangalam Birla

DIRECTOR



Prof. Errol D'Souza



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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.

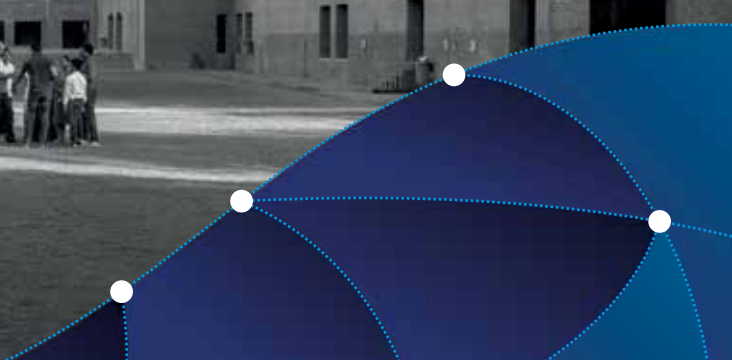
IIMA supports its vision by placing emphasis on a high-performance work environment, supported by a culture of autonomy, creativity and collaboration amongst its faculty members, staff and students. As the Institute engages in its objectives, it will ensure that its research and teaching activities continue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



THE YEAR IN RETROSPECT



The year was marked by economies emerging from the global health crisis posed by Covid-19, growing international conflict, the threat of climate change, the spread of digital technology accompanied by jobless growth, and inflation. In the midst of these macro developments seven new faculty joined the institute and the institute continued its commitment towards teaching, consulting and policy advisory and case writing. Faculty presented research papers in 25 international conferences. The long duration programmes witnessed the design and offering of many new electives –Public Policy Design Principles and Applications; People Analytics; Bottom of the Pyramid Markets; Mindfulness-based Happiness, Emotional Intelligence, and Authentic Living; Business Leadership and Corporate Accountability; Partnerships and Coalitions; Managing Creative and Lifestyle Businesses; Managing International Trade; Economic Ideas from Ancient India; Mental Health, Wellbeing and Sustainable HRM; Unleashing Individual and Organizations Potentials: Positive Organizational Scholarship and Yoga; Doing Business with Government; Monetizing AI and Technology; Marketing for Startups; Marketplaces and Platforms: Gaining Insights, Orchestrating Interactions; Business Leadership and Law; Rights and Business: Lights, Camera, Action; Agri-business strategy; Banking and Financial Intermediation; Leading the Digital Transformation; Organizing in the Digital Age: How Digital Innovations Create Value and Purpose; Strategic Models in Marketing; Business and Corporate Accountability; Financial Derivatives: Pricing, Trading and Risk Management; Hitchhiker's Guide to Business & Economies across Five Centuries; Intercultural Communication; New Venture Financing; OR for Logistics; Product Management; Agricultural Risks and Risk Management Strategies; Applied Game Theory; Computational Economics; Ethics and Human Resource Management; Future of Work and implications for HRM and ER; Marketing, Technology and AI; Readings in Computational Game Theory; Institutions and Firm Strategy; and Strategic Management and Psychology.





Faculty publications in top management journals included those in *Journal of Applied Psychology* (Rajesh Chandwani on “Mindfulness Attenuates Both Emotional and Behavioural Reactions following Psychological Contract Breach: A Two Stage Moderated Mediation Model”); *American Economic Review* (Tarun Jain on “Reshaping adolescents’ gender attitudes: Evidence from a school-based experiment in India”); *Journal of International Business Studies* (Sourav Borah on “Complexity in a multinational enterprise’s global supply chain and its international business performance: A bane or a boon?”); *Management Science* (Chirantan Chatterjee on “How do MNEs and Domestic Firms respond locally to a global demand shock? Evidence from a pandemic”); *Information Systems Research* (Swanand Deodhar and Samrat Gupta on “The Impact of Social Reputation Features in Innovation Tournaments: Evidence from a Natural Experiment”); and *Production and Operations Management* (Soumya Mukhopadhyay on “Impact of review narrativity on sales in a competitive environment”).

Other significant publications in top management journals included “A prescriptive analytics framework for efficient E-commerce order delivery” (Srikumar Krishnamoorthy and Debjit Roy in *Decision Support Systems*); “A systematic review of labour-saving technologies: implications for women in agriculture” (Vidya Vemireddy in *Global Food Security*); “Borrowing from government owned banks and firm’s liquidation risk” (Ankit Karya in *Journal of Corporate Finance*); “Over-ordering and food waste: The use of food delivery apps during a pandemic” (Rajat Sharma in *International Journal of Hospitality Management*); “SDG implications of water-energy systems transitions in India, for NDC, 2^o C and well below 2^o C scenarios” (Amit Garg in *Environmental Research Letters*); “Family Firms and their participation in cross-border acquisition waves: evidence from India” (Mohammad Fuad in *Cross Cultural & Strategic Management*); “Locating Resistance to healthcare information technology: A Bourdieusian analysis of doctors’ symbolic capital conservation” (Rajesh Chandwani in *Information Systems Journal*); “Food-waste and out-of-home-dining: antecedents and consequents of the decision to take away leftovers after dining at restaurants” (Rajat Sharma in *Journal of Sustainable Tourism*); “Intellectual property regimes and wage inequality” (Chirantan Chatterjee in *Journal of Development Economics*); “Dynamic Policies for Resource Reallocation in a Robotic Mobile Fulfillment System with Time-Varying Demand” (Debjit Roy in *European Journal of Operational Research*); “Directed Fixed Charge Multicommodity Network Design: A cutting Plane approach using Polar Duality” (Sachin Jayaswal in *European Journal of Operational Research*); “Elite vs. mass politics of sustainable transitions” (Anish Sugathan in *Environmental Innovation and Societal Transitions*); “Impact of Gendered Participation in market linked value chains on economic outcomes: Evidence from India” (Hari Nagarajan in *Food Policy*); “Two’s Company, Three’s a Crowd: The Interplay between collective versus solo anthropomorphic brand appeals and gender” (Hyokjin Kwak in *Journal of Advertising*); “Interfirm Collaboration and Exchange Relationships: An Agenda for Future Research” (Sourav Borah in *International Journal of Research in Marketing*);

“Does service quality influence operational and financial performance of third party logistics service providers? A mixed multi criteria decision making text mining based investigation” (Adrija Majumdar in *Transportation Research Part E: Logistics and Transportation Review*); “Covid mortality in India: National survey data and health facility death” (Chinmay Tumbe in *Science*); “Limited Foresight Equilibrium” (Jeevant Rampal in *Games and Economic Behavior*); “SEntFIN 1.0: Entity-aware sentiment analysis for financial news” (Ankur Sinha in *Journal of the Association for Information Science and Technology*); “Neither complements nor substitutes: Examining the case for coalignment of contract-based and relation-based alliance governance mechanisms in coopetition contexts” (Rajnish Rai in *Long Range Planning*); “Women directors in corporate India, c. 1920 – 2019” (Chinmay Tumbe in *Business History*); “Domestic workers and sexual harassment in India: Examining preferred response strategies” (Akshaya Vijayalakshmi, Pritha Dev, and Vaibhavi Kulkarni in *World Development*); “Routing and charging facility location for EVs under nodal pricing of electricity: A bilevel model solved using special ordered set” (Sriram Sankaranarayanan in *IEEE Transactions on Smart Grid*); and “A bilevel conic optimization model for routing and charging of EV fleets serving long distance delivery networks” (Sriram Sankaranarayanan in *Energy*).

The institute began to participate in the Financial Times Executive Education rankings from 2015. At that time, we were not enumerated amongst the top 75 schools. We are currently ranked the highest in Open Enrolment education amongst business schools in India and forty-seventh in the world. Overall executive education at the institute, in 2022, ranks amongst the top 50 at thirty-ninth place in the world. In the course of the year we conducted 136 executive education programmes (open enrolment, customized, and blended learning programs) with 52 unique companies and many international participants.

The institute continues to write cases that are valuable teaching resources on a particular topic, industry, or theory, and that allow the discovery of a particular business situation via a protagonist that is engaging and puts students on a steep learning curve. During the year many new cases were written – Dealing with the Corona Virus: The Case of the Pharma Industry; WHRRL: Facilitating Agricultural Finance through Block-Chain Technology; Medplus: An Employee’s Perspective; Nestle and Maggi in India: Recovering from a Brand Disaster; Malaria Eradication; Deworming; PrimeFlix; Frozen Sisters; Kapila Krishi Udyog Limited; Shemaroo: On/ Off Where to Draw the Line?; Reliance Communications On the Brink of Bankruptcy; AirAsia vs Malaysia Airlines; A Bankable Solution for Municipal Solid Waste Management in India; Indian Railways: An End-to-End Logistics Provider; HCL Technologies: Leveraging Technology for Talent Acquisition Transformation; Northern Textiles Limited; Indigo Farmer Produce Company; Alternate Pathways for Leveraging Digital

Technologies in Indian Agriculture; Aggois: Last-Mile Financing for Small-Holder Farmers; Moodcafe: From Idea Conception to Raising Funds; Single Block Method of Blast Furnace Revamping Project at JSW Steel Plant at Dolvi, Maharashtra, India; MILAAP – Crowdfunding for All: Helping Patients by Facilitating Philanthropy; Fee Regulation in Private Schooling: The Case of Gujarat; Challenges of East West Underwater Metro Project in Kolkata; Procam: New Paradigms in Long Distance Running; Dinesh Patel at the Sardar Patel Farm; Circles: The Birth of an Entrepreneurial Initiative; Circles: Launch and Pivot; Nayan Parikh & Consultants: Loan against Shares; Parle Agro (India): Vision Realisation; Vardhman Special Steels Limited (VSSL): Growth and Pricing for a Tier 2 Supplier; Dineout: Managing Business Disruptions; Loop @ Digital Green: Journey of a non profit; Selling Hotel Kinara: Valuing Commercial Property during an Economic Crisis; LearnCoin: A Classroom Cryptocurrency for Learning Blockchain Technology; Contract worker unrest at Wistron Infocomm Manufacturing (India) Pvt Ltd; Governance at ICICI Bank: Chairman's Dilemma; Leading Rejuvenation: Central Electronics Ltd; Startup Financing Issues; Sankhosh Constructions Inc.; Home, Sweet Home: Guptas' Real Estate Decision; ReMaterials: Scaling up Frugal Innovation Solutions; and Singhania Vs Singhania.

In the National Institutional Ranking Framework, we continue to be ranked in the first place. In the international rankings the institute continues to be the top ranked academic institution in the country in the Financial Times Masters in Management ranking of 2021, along with the third ranked position in Asia, and the twenty-sixth global rank. In the QS Masters in Management ranking we secured the top rank in Asia and the twenty-ninth global rank. The one year full-time MBA programme for Executives (PGPX) of the institute was ranked sixty-second globally by the Financial Times Global MBA ranking. In the QS Global MBA rankings, the PGPX program was ranked the best in India and with a global rank of forty-sixth. The Post Graduate Program in Food and Agri-business Management continues to be ranked at the first position globally by Eduniversal Best Masters Ranking.

The Institute launched many new research centres to advance the front line work faculty are engaged in. Amongst the centres launched during the year were the Ashank Desai Centre for Leadership and Organizational Development, the Brij Disa Centre for Data Science and Artificial Intelligence, and the Arun Duggal ESG Centre for Research and Innovation. The Institute now has ten centres that anchor the collaboration of faculty from different disciplinary backgrounds. All of them have in a short span of time made impactful contributions to research and practice. The JSW School of Public Policy at IIMA began a seminar series on India 2031: The Decade of Transformation – What India Needs. Panelists at this event included Parameswaran Iyer, Amitabh Kant, Rajiv Mehrishi, K P Krishnan, and Pankaj Kumar. The student Red Brick Summit 2021 was organized virtually and attracted keen interest. The Institute inaugurated the IIMA Archives and launched 'Brick by Brick: A Journey through IIMA Archives', an exhibition of the stories and experiences of people at IIMA and objects, across two galleries on the ground floor of Dorm 15 in the main campus. There is an online version of the exhibition too. The Institute entered into new collaborations with the Homi Bhabha National Institute under the Department of Atomic Energy, the National Investment and Infrastructure Fund, and the International Financial Services Centres Authority at GIFT SEZ. The India Gold Policy Centre held a successful Fifth Annual Gold and Gold Markets Conference and the Misra Centre for Financial Markets and Economy held an International Research Conference on Insolvency and Bankruptcy in collaboration with the Insolvency & Bankruptcy Board of India. A virtual special convocation of the e-Mode Post Graduate Programme in Management was held in January 2022 with Dr. Hasit Joshipura, Senior Vice President Larsen & Toubro Ltd. gracing the occasion as the Chief Guest and giving out the Master of Management Studies degree to the graduating students. The Institute is fortunate to have a dedicated pool of officers and staff members whose commitment is the backbone that enables the delivery of various programmes and the maintenance and upgradation of its state of art facilities.

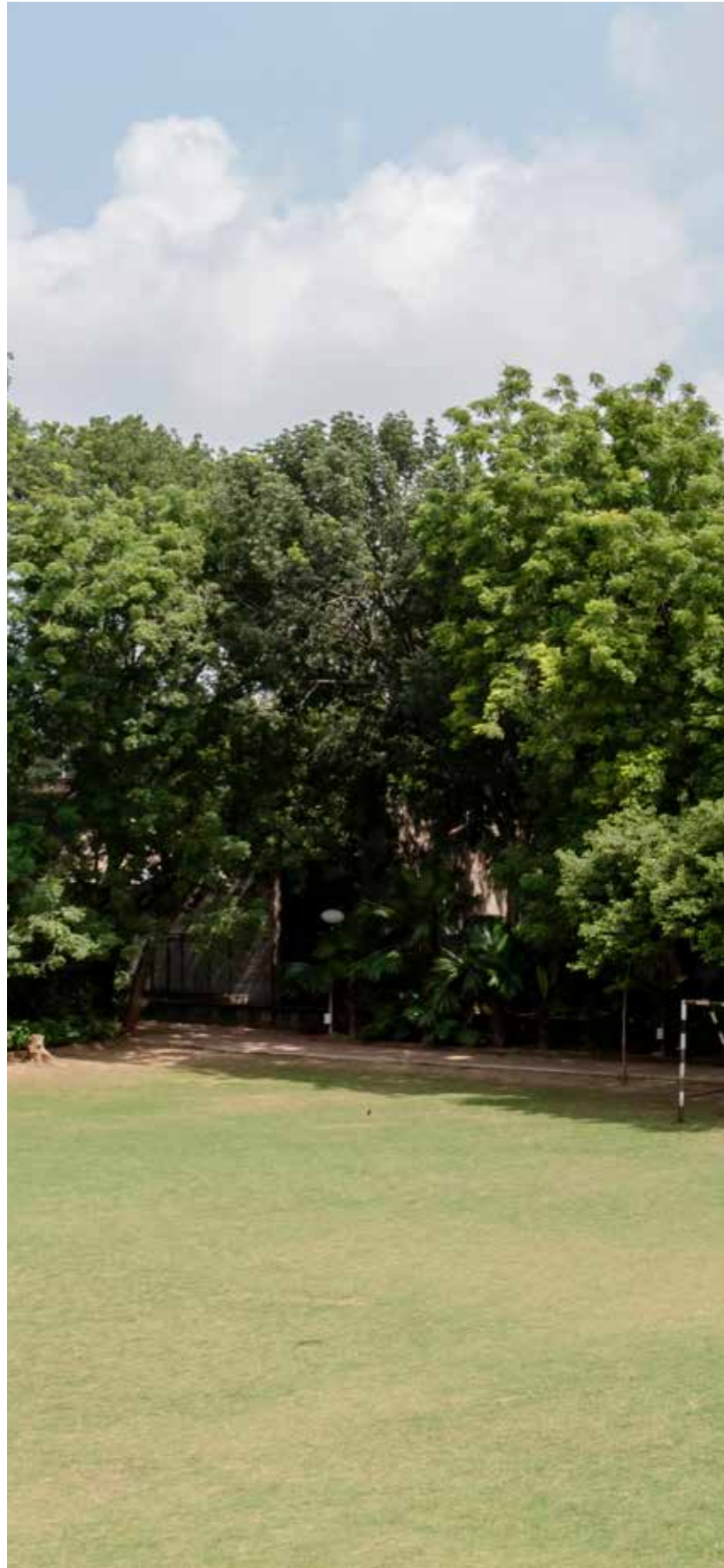




Many new infrastructure projects have been undertaken over the past few years and delayed due to Covid-19 are scheduled to be commissioned within the course of the calendar year. These include the JSW School of Public Policy building; the Sports Complex and field including an indoor swimming pool and courts; a new Academic Block and Forum Tower with class rooms, syndicate rooms, offices, and auditorium; and eight new dorms that house 384 students. Work has also begun on faculty housing (52 units) and staff housing (100 units) and it is scheduled to be completed in 2023. The Continuum Building which is an eight floor building shared equally between IIMA and the Centre for Innovation Incubation and Entrepreneurship at IIMA is scheduled to be completed by the end of the calendar year. The Ravi Matthai auditorium is renovated with a new acoustic surround sound system, lighting, and stage. The non-destructive tests on the faculty block of the Louis Kahn Plaza continue and the report on how to proceed with the proposed restoration of the building is awaited.

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

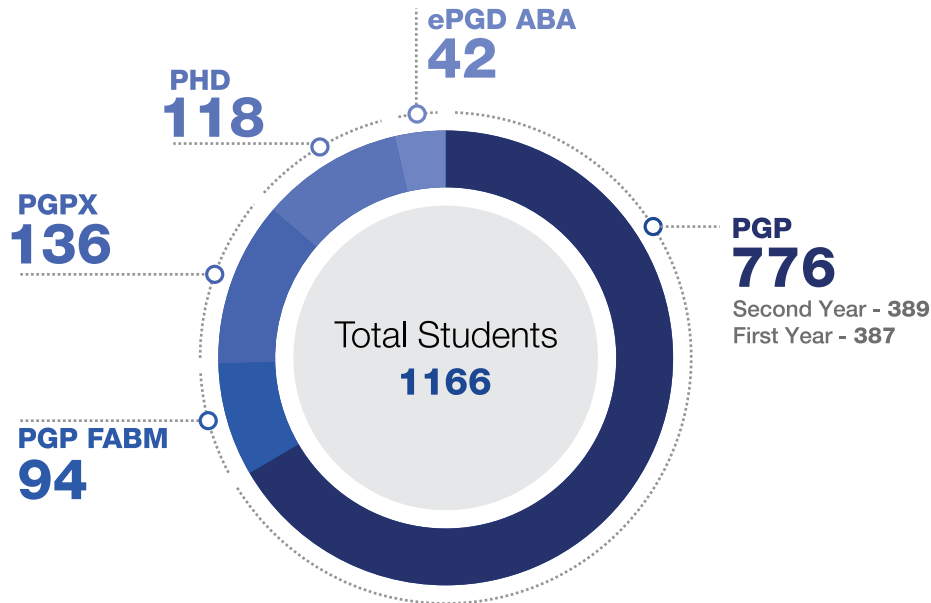
The Institute aims to provide staff and students with state-of-art facilities that facilitate opportunities for interdisciplinary work in a setting that has minimal environmental impact. The Institute continues to be focused on its strategic priority of contributing to excellence in scholarship through 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 programs 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.





2021

● AT A GLANCE



SUSTAINABILITY



Tree Plantation

300 saplings were planted around the campus

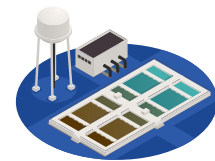
66 full-grown trees were transplanted to other areas on campus using scientific translocation methods to avoid felling of trees



Rainwater Harvesting and Water Recharge System

Apart from the groundwater recharge system of 50 lakh litres created by the master architect Louis Kahn, 8 additional recharge systems have been designed, installed, and enmeshed into the original system

15 more percolation wells are being created of approximately 1.0 million sq. ft. built-up area underway in both the campuses



Sewage Treatment Plants

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



Organic Waste Composting

Huge quantities of dry leaves are collected from across the campus and heaped in open secluded areas for natural composting and are composted into fine organic manure.

An organic waste composter processing system is operational on the Main Campus. The new campus waste composter system will be operational from July 2021.



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



विद्याविनियोगाद्विक्रमः

For the third consecutive year,
IIM Ahmedabad was ranked

#1

in the Ministry of Education's National Institutional Ranking Framework (NIRF) 2020-21

This encourages us to uphold the highest standards in education, research, and the design of industry and policy influencing interventions. We are confident that these efforts will further support the Institute in increasing its presence among the world's top management institutions.

Ranking

+

Overall Performance in Global Rankings

Institute participated in 17 national/international B-School Surveys for rankings during the year

#1

Ministry of Education's National
Institutional Ranking Framework
(NIRF) 2020-21

#1

(MBA-PGPFABM):
Eduniversal Best Master's Ranking in
Agribusiness/ Food Industry Management 2021

#26

(MBA-PGP):
Financial Times (FT) Masters in
Management Ranking 2021

#29

(MBA-PGP):
QS Masters in Management
Rankings 2022

#62

(MBA-PGPX):
Financial Times (FT)
Global MBA Rankings 2022

#46

(MBA-PGPX):
QS Global MBA Rankings
2022

SETTING UP

RESEARCH CENTRES ACROSS AREAS

Ashank Desai Centre for
Leadership and Organisational Development

June 18, 2021

Brij Disa Centre for
Data Science and Artificial Intelligence

August 16, 2021

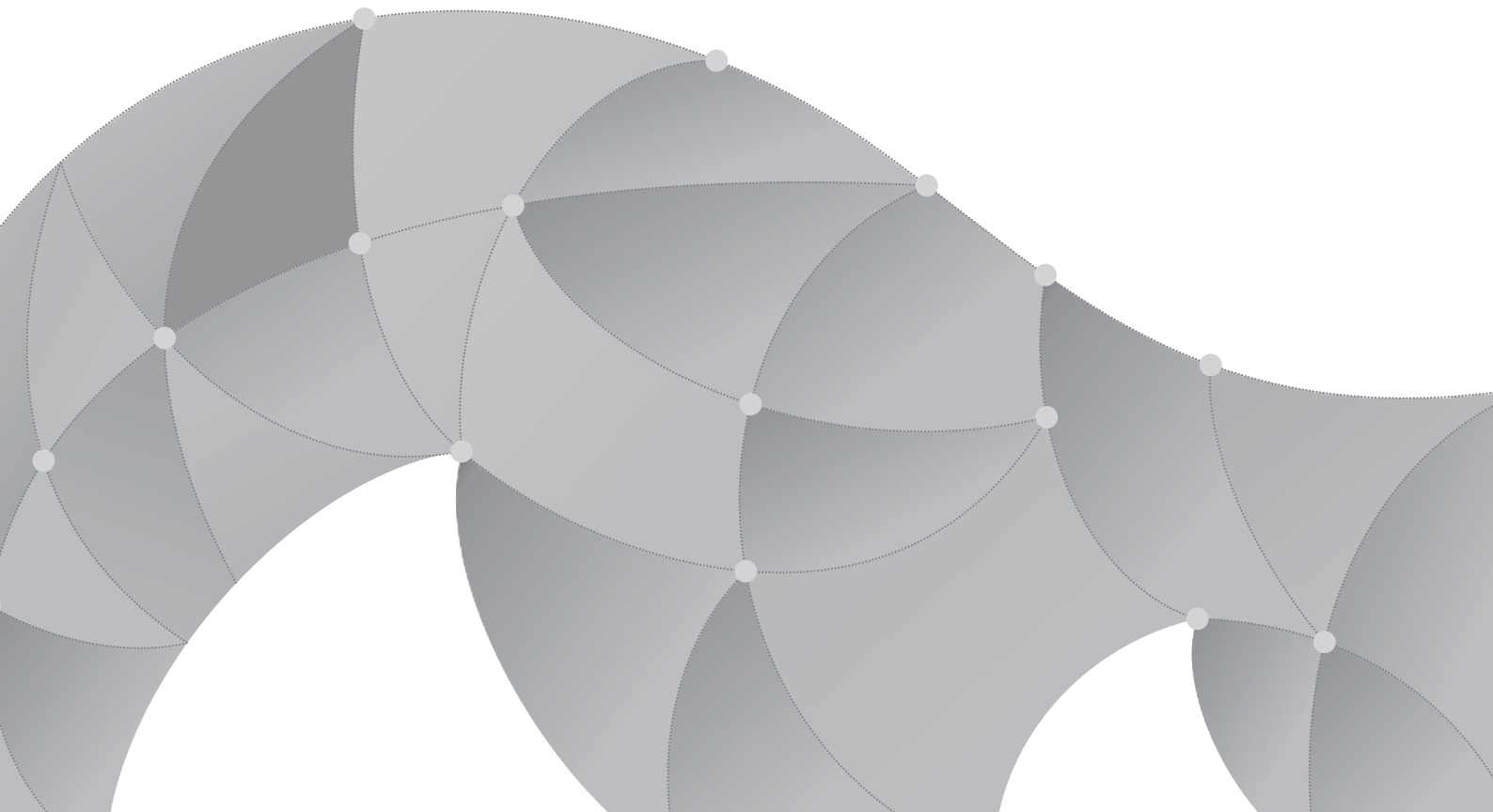
Centre for
Digital Transformation

August 26, 2021

Arun Duggal ESG Centre for
Research and Innovation

December 3, 2021

1.ACADEMICS



1.1 PROGRAMMES

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

1.1.1 POST - GRADUATE PROGRAMME IN MANAGEMENT (PGP)

The registration of the 58th batch (2021-23 batch) of the Post Graduate Programme in Management (PGP) was conducted online between June 28, 2021 and June 30, 2021. A total of 393 students joined the programme.

The second year of the programme commenced on June 21, 2021 with 387 students. At the end of the second year, 387 students graduated, satisfactorily completing the academic requirements.

Details are given in Appendix A.

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

Students	GEN	NC-OBC	SC	ST	DA	EWS	Total
First Year	184	100	57	30	14	8	393 _[N]
Second Year	184	105	55	25	09	09	387

[N]: One student discontinued, and three students were granted leave for a year.

The final count of first-year students is 389.





Preparatory Programme

The preparatory programme, meant for incoming students who need to strengthen their skills in communication and mathematics, was conducted before the commencement of the programme. One hundred and fifty-seven students benefitted from the preparatory programme.

Orientation Programme

An orientation/ induction programme for new students was held from July 01 – 03, 2021. 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 and academic support services, sessions on academic integrity, gender sensitization, counselling services, behavioural dynamics, and learning pedagogies at IIMA formed part of the orientation programme. Sessions were held to familiarise incoming students with IIMA, including interactions with faculty and alums. A follow-up session on learning pedagogies 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 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 19 and a maximum of 22 credits of elective courses in addition to a compulsory course of one credit.

During the second year, a total of 148 courses were offered as electives, of which 19 courses were offered for the first time. Nineteen courses were offered with two sections each and six courses were each offered with three or more sections. Two hundred twenty project courses were also offered. The scheduling required managing 187 course-classroom venues during the year for classes held in online, hybrid, and offline modes of delivery.

The curriculum is revised periodically to keep pace with insights from the latest research and practice.



New Courses

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

- 1. Bottom of the Pyramid Markets**
- 2. Business Leadership and Corporate Accountability**
- 3. Business Leadership and Law**
- 4. Doing Business with Government**
- 5. Economic Environment and Policy in India**
- 6. Economic Ideas from Ancient India**
- 7. International Business**
- 8. Managing Creative & Lifestyle Businesses**
- 9. Managing International Trade**
- 10. Marketing for Startups**
- 11. Marketplaces and Platforms: Gaining Insights, Orchestrating Interactions**
- 12. Mental Health, Wellbeing and Sustainable HRM**
- 13. Mindfulness-based Happiness, Emotional Intelligence and Authentic Living**
- 14. Monetizing Artificial Intelligence and Technology**
- 15. Partnerships and Coalitions**
- 16. People Analytics**
- 17. Public Policy Design Principles and Applications**
- 18. Rights and Business: Lights Camera Action**
- 19. Unleashing individual and organizational potentials: Positive Organizational Scholarship (POS) and Yoga**

New Initiatives and Innovations

Redesign of classroom environments

The programme responded in an agile manner to the challenges posed by the Covid – 19 pandemic and adapted swiftly to the emerging academic and learning needs of programme participants. Some of the new initiatives included incorporation of fully online and hybrid-hyflex modes of teaching. Classroom environments were redesigned and re-equipped to align with the emerging teaching needs. State-of-the-art infrastructure was instituted to offer seamless delivery of academic sessions, irrespective of the mode of delivery (online, hybrid, hyflex, offline), thereby ensuring that the excellence of the learning process was upheld. Innovative learning pedagogies and technologies were adopted swiftly, and the faculty delivered a highly diverse set of courses.

Engagement Circles

An innovative outreach programme was initiated for students to explore and discuss relevant issues beyond academics to enhance their PGP experience. Six engagement circles were offered, led by faculty, alumni, and subject matter experts. These included:



Crafting my IIMA Journey	Mindfulness and the Inner Game	Making Resilience Your Superpower
Being Smart with Money	Learning the Ropes	Test Driving the Summers: Towards Careers and More

Alumni in the Classroom

The power of alumni was harnessed in multiple ways to create deeper connections between the existing students and Institute through a synergistic initiative: Alumni in the Classroom. As a part of this initiative, besides seminars and learning sessions, alumni were permitted to attend courses offered in online mode and participate in in-class case discussions through discussion forums, to enhance and enrich the quality of discussions and offer insights into real-world business challenges to programme participants. This synergistic initiative enabled students to learn from the views of the alumni and alumni to revisit and update their concepts and learnings.

Response to Pandemic

Keeping in mind the constraints imposed by the pandemic, academic and extra-academic activities of the programme were redesigned for delivery in a holistic manner, with efficacy and safety concerns in place. The Institute and Programme took great care to restrict the local transmission of Covid-19. Covid-safety norms were instituted, including masking and social distancing on campus, quarantine and isolation spaces were created, RT-PCR testing and multiple vaccination drives were organized to ensure that the IIMA community remained safe.

Exchange Programme

One Term Exchange Programme

In line with the Internationalization of the Post Graduate Programme in Management and to provide international exposure to the students, the Institute collaborates with various international business schools to exchange students. The Exchange Programme was reinvigorated despite the pandemic-related travel restrictions. About 65 IIMA students opted for one term exchange at various foreign universities, while 11 incoming students from various foreign institutions/universities participated in one term exchange programme at IIMA during the year.

Double Degree Exchange Programme

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

1	ESSEC, Cedex, France
2	University of Bocconi, Milano, Italy
3	HEC School of Management, Paris, France
4	European Business School (EBS), Oestrich-Winkel, Germany
5	University of Cologne, Germany
6	ESCP-Europe Business School, France
7	Vienna University of Economics & Business Admn., Vienna, Austria

Given the pandemic situation, there was no dual degree exchange (incoming and outgoing) during the academic year 2021 – 22.

Details are provided in Appendices A2 and A3.



Academic Performance and Scholarships

From batch 2020 – 22, the students awarded the Institute's Gold Medal for Scholastic Performance are listed in section 2.8 (Convocation.)

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

IIMA Special Need-Based Scholarships (SNBS)

The Institute has given scholarships for Rs.2,61,75,000 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
PGP-I	66	1,08,40,000
PGP-II	62	1,03,70,000
PGP-FABM-I	18	33,70,000
PGP-FABM-II	11	15,95,000
Total	157	2,61,75,000

Of the above, Rs.14,25,000 was funded through alumni scholarships, and Rs.10,000 through it Taravati Ram Gopal Mehra Foundation.

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

SC – Ten fresh applications received from the students were sent to the Ministry of Social Justice & Empowerment along with eight renewal applications. Grant received was disbursed to the concerned students.

ST – Three fresh applications received from the students were forwarded to the Ministry of Tribal Affairs along with five renewal applications through the National Scholarship Portal (NSP). Grants received were disbursed to the concerned students.

Person with Disabilities (PwD) – Five fresh applications were received from the students, and two renewal applications were forwarded to the Dept. of Empowerment of Persons with Disabilities through the National Scholarship Portal (NSP). The grant for these scholarships is disbursed directly to the beneficiary's bank account by the Dept.

Ministry of Minority Affairs (MOMA) – Two fresh applications were received from the students, and six renewal applications were forwarded to the Ministry of Minority Affairs through the National Scholarship Portal (NSP). The Ministry disbursed the grant for these scholarships directly to the beneficiary's bank account.

PG scholarship scheme for SC/ST students for pursuing professional courses: One fresh application was forwarded through the portal.

PG Indira Gandhi Scholarship for single girl child: One fresh application was forwarded through the portal.

Admissions

The candidates who joined the programmes for 2021-2023 batch were as follows:
PGP

Category	Male	Female	Total
General	143	41	184
EWS	7	1	8
NC-OBC	65	35	100
SC	39	18	57
ST	17	13	30
PwD	12	2	14
Total	283	110	393

CAT 2021 was conducted as a computer-based test on November 28, 2021. 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 ensure 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 and allotting separate rooms for symptomatic candidates. The duration of the test was 2 hours (like CAT 2020) to complete the test in one day with three shifts.



The Post-Graduate Programme, commencing June 2022, attracted 1,75,154 applications, including those from overseas/foreign national candidates. The comparative figures for this year and the previous year are given in Appendix A.

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

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

The Post Graduate Programme in Food and Agri-business Management (PGP-FABM) is designed to transform young men and women into dynamic professional managers, leaders, and entrepreneurs to take up the challenge faced by organizations in food, agribusiness, 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 require the agri-food industry to respond dynamically to changes in policies and manage those changes. The programme prepares students for the arduous task of leading change and managing the process of those changes.

The registration of the 22nd batch (2021-23 batch) of the Post Graduate Programme in Food and Agri-business Management (PGP-FABM) was conducted online between June 28-30, 2021. A total of 47 students joined the programme.

The second year of the programme commenced on June 21, 2021, with 47 students. At the end of the second year, 47 students (including one from the previous year) graduated, having satisfactorily completed the academic requirements.



Details are given in Appendix B.

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

Students	GEN	NC-OBC	SC	ST	DA	EWS	Total
First Year	30	12	3	1	--	1	47
Second Year	25	12	7	1	1	1	47

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 July 02 and 03, 2021. 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 as well as their 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 first year of the programme is common with the PGP. The students took 34 compulsory courses (24.05 credits) over three terms. In the second year, seven sector-specific compulsory courses and 20 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 a compulsory course. This course helped to develop an integrated view of the 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, learn from interaction with the villagers, and become familiar with the rural environment, society, institutions and economy. RIM for the current year was cancelled due to the pandemic. Instead, the students could register for a course of one unit across the programmes.

Students' Exchange Programme

Four second-year students of PGP – FABM went to ESSEC, France and three students to the Norwegian School of Economics, Norway. They spent a term from September to December 2021.

Awards & I-Scholarship

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

Placements

The PGP-FABM (Post-Graduate Programme in Food & Agribusiness Management) final placement process for the batch of 2020-22 was completed successfully on February 11, 2022. The process was carried out in an online mode. Forty-six students of FABM Class of 2020-22 were placed. The successful completion of the placement process within a day is a testament to the high-quality learning experience at the Institute and to the robust placement process that provides adequate flexibility to both recruiters and students. The placements witnessed a balance of roles from all the sectors like Agri consulting, Agro-Chemicals, Commodities, Food Supply Chain, Food industry, e-Commerce, FMCG Retail and other sectors. Fifty-six companies participated in the final placements where the regular recruiters who reaffirmed their confidence in the program, such as KPMG, PwC, Grant Thornton, P&G, RB, Nestle, Olam International, CavinKare, McCain, Amul, FMC, Udaan, Purple, UPL, ETG. Many new recruiters also showed a keen interest in the batch, which is visible by the participation of industry giants like Deloitte, Accenture, TVS Credit, Absolute foods, Reliance Industries, ICICI Bank, Axis Bank, Mitsui & Co. Ltd, Yum brands, Trident group, Zepto, Waycool, Justdial, Arya Ag, Thermo fisher among others. The batch received three lateral offers, including two domestic and one international. There were also 12 pre-placement offers.

Admissions

The candidates who joined the programmes for 2021-2023 batch were as follows:

PGP-FABM

Category	Male	Female	Total
General	17	13	30
EWS	0	1	1
NC-OBC	7	5	12
SC	2	1	3
ST	0	1	1
PwD	0	0	0
Total	26	21	47

The Post Graduate Programme in Food and Agri-business Management, commencing June 2022, attracted 1,31,647 applications. The comparative figures for this year and the previous year are given in Appendix B.

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



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



PGPX 2021 - 22

The programme commenced on April 22, 2021 with 140, including 34 females, an average GMAT score of 701 and GRE score of 323, average age of 31 years, an average work experience of eight years, which included international work experience of around one year. One hundred thirty-six students graduated, with four students opting to withdraw. Profile information of the PGPX 2021 – 22 batch is given in Appendix C.

Programme Structure and Courses

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

Details of new elective courses are provided in Appendix C.

International Immersion Programme

This year the International Immersion Programme (IIP) was planned in online mode due to the Covid-19 pandemic. The following schools were part of the programme as per the schedule given below. All students needed to attend the sessions of the two business schools.

Sr.	Date	Partner School	Theme
1	Jan 11 - 14, 2022	Warwick Business School (WBS), UK	Doing Business in European Countries
2	Jan 15 - 19, 2022	ESCP Business School, France	Doing Business in European Countries

Academic Performance and Scholarships

All 136 PGPX students graduated successfully. The following commendations were awarded:

Gold Medal to the PGPX topper: Amit Kumar

Academic Merit Awards carrying cash of Rs. 30,000 each to the top seven students:

Amit Kumar	Pranav Ashutosh Joshi	Shubham Dang	Joefred P Anto
Ridhi Jain	Eeshan Sharma	Kashyap Chaturvedula	

PGPX Student Activities

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

Pre-Orientation Programme/Knowledge Transfer

A three days pre-orientation programme was organised in a hybrid mode for the PGPX 2022 – 23 batch from February 25 - 27, 2022.

Approximately 70 students from PGPX 2022 – 23 batch attended the hybrid pre-orientation programme. The programme included the PGPX 2021 – 22 batch welcoming PGPX 2022 – 23 batch, roles of various committees and a cultural programme with faculty members and both current & incoming PGPX batches. The event concluded with Chairperson – PGPX interacting with the batch.

Admissions

A total of 1159 applications were received for PGPX 2022 – 23 of which 768 were shortlisted for interviews. Interviews were held online. Final offers were made to 146 candidates, and 212 were wait-listed. Finally, 140 candidates (including two from previous year's deferrals) with an interaction joined the programme, of which 31 are women students. Five candidates have deferred their admissions to the next batch starting in April 2023.

The industry mix includes manufacturing, banking, financial services and insurance, energy and utilities, government enterprises and public sector undertaking, consulting, IT products, IT & ITeS, infrastructure and construction, pharma, retail, shipping & logistic, advertising, defence and security, NGO, aerospace and aviation, FMCG, academic and education, food and food processing, planning and architecture, telecom, travel and hospitality and others.

Highlights

PGPX programme is the first programme office across all IIMs & IITs to have gone live on SAP. (This is shared by the country head of Yash Technologies at the SAP Go Live function held at PGPX Office in December). PGPX Cohort was offered the option of learning a foreign language through Rosetta Stone (website). The batch participated with enthusiasm, choosing to enrol mostly for Spanish & French.

A visiting faculty Prof Gokul Kamath aged 60 + years experienced un-easiness while in PGPX class which he termed as an acidity issue, however, the PGPX office keeping his age in mind ensured all checks like ECG, etc. under doctor advice and shifted him via ambulance immediately to a hospital where it was indicated that he had more than 85% blockages. Prof Kamath immediately underwent a heart procedure after PGPX office took a video consent form from his son. He is hail & hearty today with his family back in Bangalore.

1.1.4 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 the 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



Programme Benefits

- Rigorous blended learning management programme offered by the top B-School of India.
- IIMA is responsible for the academic policies, course design, delivery, admissions, and student evaluation of ePGP. The technology service partner is responsible for the technology platform, infrastructure, and programme management support.
- Participants were 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 to be conducted at the IIMA campus.

Pedagogy

The teaching approach is highly interactive, using the technological capabilities of the delivery channels. The pedagogy combines lectures, case studies, online lectures, projects, peer-to-peer learning, self-learning, and simulations. Mentoring by IIMA faculty and some access to learning resources of IIMA are also available.

Graduation & Alumni

On December 18, 2021, 62 students of the 2019 – 21 batch graduated. They were conferred the degree of Master of Management Studies (MMS). A Special Convocation was held virtually on January 22, 2022. Dr Hasit Joshipura, Senior Vice President & Head – Corporate Centre, Larsen & Toubro Limited, was the Chief Guest at the occasion.

Award

The gold medal for the highest CGPA was awarded to Ketan Tulsidas Savjani from the 2019 – 21 batch. Merit awards were given to Chinmay Manoj Chandakkar, Ketan Tulsidas Savjani and Swapnil Nagesh Padate from the 2019 – 21 batch.

Current Students

Batch 2020 – 22

Sixty-three candidates are currently pursuing Semester IV of the programme. Regular classes were conducted online through VCNOW.

The admissions process for the new batch has been deferred.

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



ePGD – ABA 2020 – 21

The curriculum for the pioneering batch concluded in the last week of July 2021. The Post Graduate Diploma in Advanced Business Analytics was awarded to 35 out of 36 students on Sept 25, 2021.

ePGD-ABA 2021 – 22

Because of the surge of Covid – 19 cases across the country, the inauguration of the second batch was conducted online on April 18, 2021, and saw participation from the Dean Programmes, Dean Faculty, Co-Chairpersons, Executive Committee members, CAO and teaching faculty members.

The batch comprises of 42 students, including eight females with an average age of 33 years and average work experience of 8 years.

The profile information of the ePGD-ABA 2021-22 batch is given in Appendix D.

The first campus module for the 2021-22 batch was held from Aug 7 – 11, 2021, and the second and third campus modules were conducted from October 6-10, 2021, and March 14 – 20, 2022, respectively.

ePGD-ABA 2022 – 23

The admission process for the third batch was concluded in the last week of February 2022. A total of 189 applications were received for the 2022-23 batch. A total of 119 applicants were shortlisted for the online interviews. Final admission offers were made to 64 candidates. Finally, 39 candidates, including seven females, have confirmed their admission. The average age of the 2022-23 batch is around 32 years and the average work experience is about 8 years.

Speaker Sessions

As a part of the programme curriculum, 16 industry practitioners were invited to deliver the talks and share valuable market insights. Alongside speaker sessions, the students have also attended one Workshop and six Research/CDSA Webinars themed around analytics-related topics.

The list of guest speakers & workshops is given at Appendix D.



1.1.6 PhD PROGRAMME IN MANAGEMENT

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

The objective of the PhD Programme is to equip students with the necessary skills to identify and carry out research on complex issues in the specialized field of management. The programme is strongly committed to preparing thought leaders, both for the academic and corporate world. The PhD students are placed in world-class organizations in teaching, research, and consulting positions. A total of 422 doctoral students have graduated from IIMA, including the 14 students who graduated during the April 2022 Annual Convocation. The names of the graduating students of 2021-22 are given in Appendix E. At present, there are 79 students in thesis phase and 39 students in their course work. There are a total of 118 PhD students as of April, 2022.

Ph. D. Admission and Orientation

The Institute received 855 applications for admission into the 2021 batch. The admission interviews were conducted during March 23 - 26, 2021. After an intensive selection process which included written tests and interviews by the Areas and PhD Executive Committee, 19 students joined the programme across all different Areas of specialization. An orientation programme for the new batch was held on June 10, 2021.

Curriculum

The PhD Programme consists of three stages: course work, comprehensive exam and thesis. During the first two years of course work, a total number of 54 PhD/Area core and 50 PhD/Area elective courses are offered to both first- and second-year students. The students must complete 30.5 credits during the two years of course work.

Awards

The details 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 E.

Conference / Doctoral Colloquium / Paper publications

The details related to the conference / doctoral colloquium/ consortium attended and paper publications by PhD students are given in the Appendix E.



The details of the student strength in the residential programmes of the Institute are provided in Appendix F.

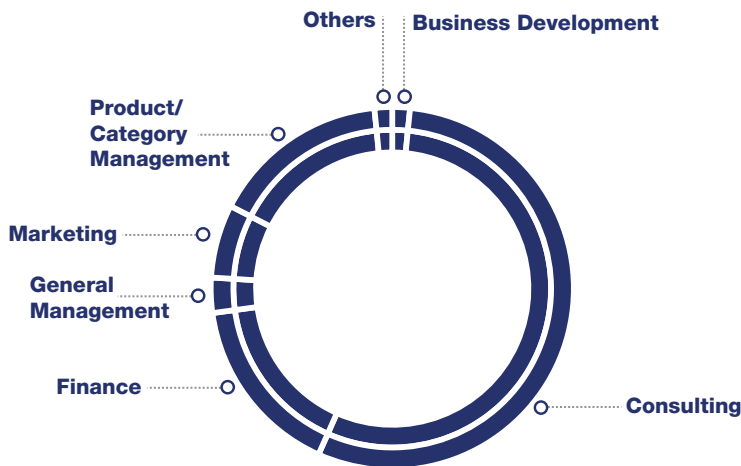
1.1.7 PLACEMENT

PGP Final Placements 2022

The final placement process for the PGP batch of 2022 was quite successful. Firms from multiple domains participated across the three clusters in final placements, with all students being placed across more than 20 cohorts.

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. 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 with the flexibility of making dream applications to firms of their choice in a subsequent cluster, with an existing offer in hand. There were 35 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, the entrepreneurial hub built by IIMA.



Sectoral Overview

Firms from different sectors and geographies participated in the process at IIM Ahmedabad. Recruiters in the consulting domain included Accenture Strategy, Arthur D. Little, Bain & Company, Boston Consulting Group, GEP Consulting, Kearney, KPMG, Mastercard, McKinsey & Company, Monitor Deloitte, Oliver Wyman, Praxis and PwC among others. Prominent recruiters in the Investment Banking and Markets space included ARGA Investment, Aventus, Sanford C. Bernstein (India) Private Limited, Citi, Goldman Sachs, HSBC, Premji Invest & The Xander Group among others. Consumer goods, consumer services and consumer electronics cohorts saw participation by regular recruiters like Asian Paints, CavinKare, Dabur, HUL, ITC, Nestle, P&G, Reckitt Benckiser, Samsung Electronics, Tata Sky and Wipro Consumer Care among others. The Conglomerate cohort saw participation like Adani Group, Aditya Birla Group, CK Birla

Group, Emaar, and Tata Administrative Services, while the Retail B2B & B2C cohort consisted of firms like Amazon, eShakti, Flipkart, Myntra and Nykaa among others. The Banking, Financial Services & Insurance recruiters included firms like Angel Broking, and Bajaj Finserv among others. Firms which participated in the Laterals process included Amazon, American Express, BrowserStack, Capgemini, FinIQ, Flipkart, General Atlantic, Google, Microsoft, PayTM, Sprinklr, among others. There were several new recruiters this year, including A&W Capital, B9 Beverages (Bira 91), Eightfold.Ai, EY- Parthenon, Garena, Info Edge Venture Fund, Nykaa, PwC US Advisory, UnDosTres, Zee Entertainment Enterprises and Zomato, among others. Roles were also opened across geographies, including Mexico and UAE.

Top Recruiters

Around 190 firms participated, with about 220 different roles in the placement process in 2022. In the final placements, firms which made the most offers on campus included Boston Consulting Group and Accenture. Boston Consulting Group made the most offers (including pre-placement offers) at the end of the final placement process with 47 offers, followed by Bain & Company and Accenture with 41 offers. Among the Investment Banks, Goldman Sachs was the largest recruiter, making six offers, closely followed by Bank of America with four offers. This year, the private equity, venture capital and asset management cohort witnessed close to 42% increase in net offers. The management consulting cohort witnessed a 30% increase in the number of net offers vis-à-vis last year. In the consumer goods and general management domain, TAS made the highest number of offers (including the pre-placement offers) – six, closely followed by HUL, Mondelez and Emaar, with three offers. In the IT consulting cohort, Tata Consultancy Services was the largest recruiter with four offers. In the laterals process, PayTM made the highest number of offers – 20. PwC (13 offers), American Express (11 offers) and OYO (10 offers) were the other top recruiters in the Laterals process

Building New Relationships

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

Aggregate Placement Statistics for the PGP 2020-22 batch

A total of over 564 job offers were made to 383 students who participated in the placements of the 2020-2022 PGP batch.

Pre-Placement Offers (PPOs)

Based on the students' performance in the summer internships and after deciding to make dream applications, 105 PPOs were accepted.

Lateral Placements

With almost 60% of the batch eligible for Lateral Placements, 36 firms hired from diverse sectors such as technology, consulting, pharmaceuticals, and analytics. Eighty-five students accepted offers through the lateral placement process.

PGP - Summer Placements (2021 - 23 batch)

A total of 389 students participated in the summer placements of the 2021-2023 PGP batch. The sectors where these students secured a summer internship is outlined in Appendix G.

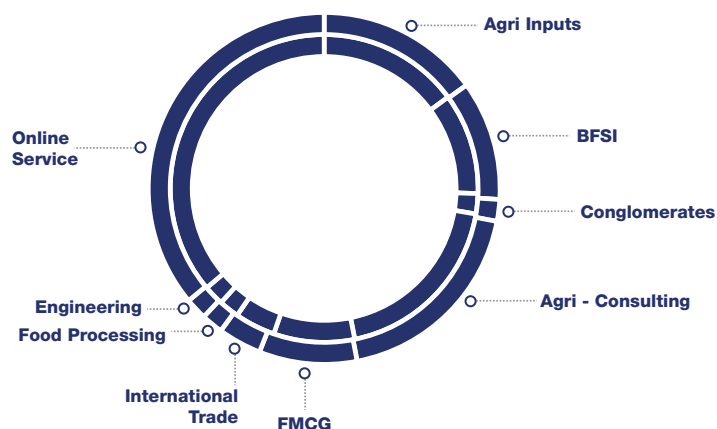
PGP – FABM Final Placements 2022

The PGP-FABM final placement process for the batch of 2020-22 was completed successfully on February 11, 2022. The process was carried out in an online mode. Forty-seven students of FABM Class of 2020-22 were placed. The FABM students looking for final placements were well received by the industry and companies participated in the placement process. The placements witnessed a balance of roles from all the sectors like agri consulting, agro-chemicals, commodities, food supply chain, food industry, e-commerce, FMCG retail and other sectors. The placement process witnessed 56 companies for the final placements where the regular recruiters who reaffirmed their confidence in the programme such as KPMG, PwC, Grant Thornton, P&G, RB, Nestle, Olam International, CavinKare, McCain, Amul, FMC, Udaan, Purple, UPL, ETG.

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.

Pre-placement Offers (PPOs)

Based on the performance of the students in the summer internships, 12 pre-placement offers were extended by six companies.



Building New Relationships:

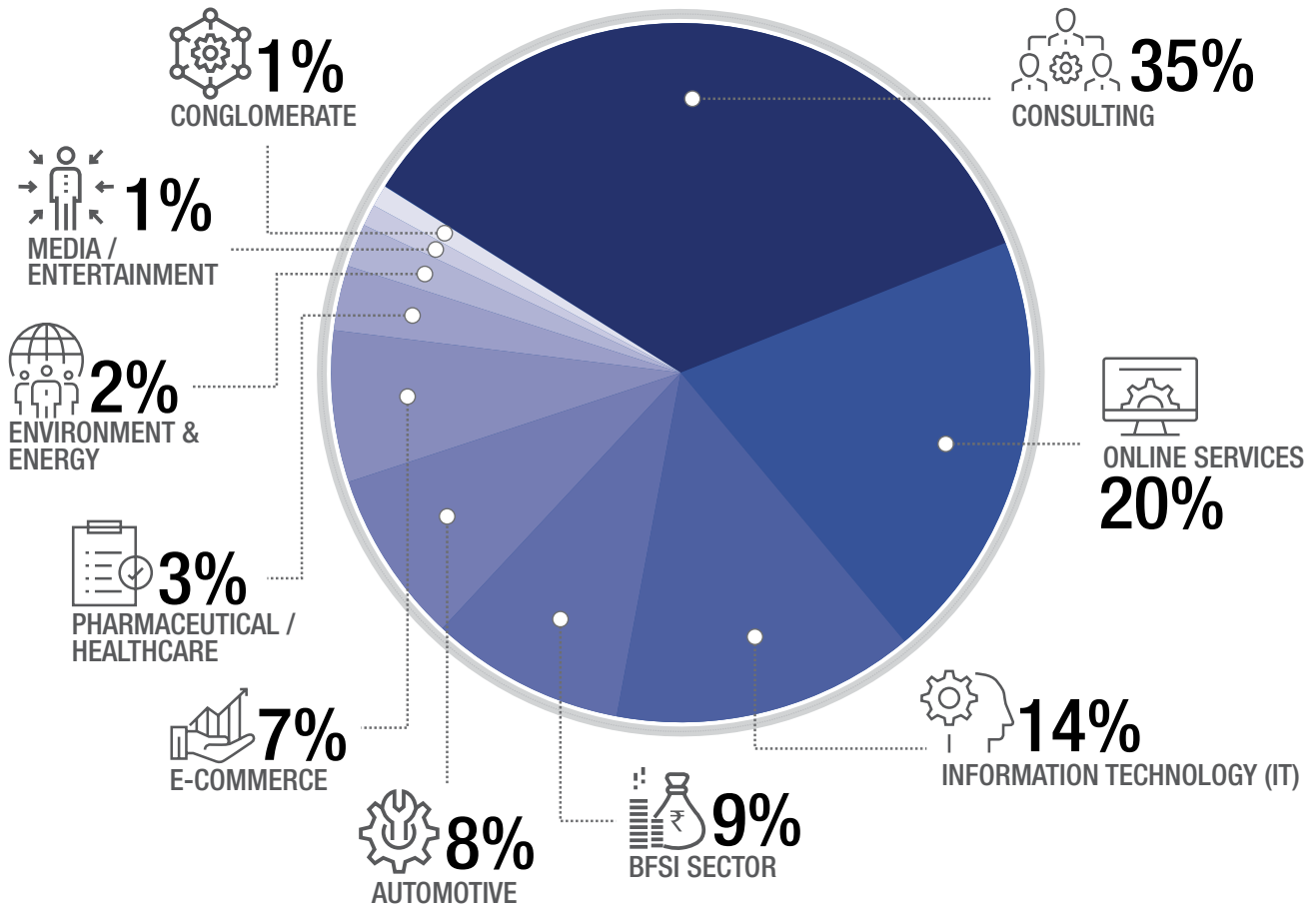
To further strengthen the reach of the PGP-FABM Programme in the Industry, new firms representing diverse sectors were invited for placements.

PGP - FABM Summer Placements (2021-23 Batch)

The summer placement process for the PGP-FABM Batch of 2022 was completed on November 19, 2021. The brief summary is available in Appendix G.

PGPX Final Placements 2022

The PGPX placements started on December 1, 2021 as per the wave process and then continued on a rolling basis. The participants were considered for middle to senior-level positions. The focus of 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 consulting firms, technology companies, conglomerates, healthcare companies, banking & financial institutions, manufacturing sector, energy companies, startups and several first-time recruiters.



Firms that visited us for placement of PGPX students included BCG SEA, BCG India, Bain, PWC, EY-Parthenon, Monitor Deloitte, Eques Capital, Adani Digital, Arthur D. Little, OLA Electric, Magicpin, UBS, LensKart, Simplilearn, Indegene, Accenture, FinIQ, Genpact, Amazon, Persistent, Microsoft, ElasticRun, Decimal Technologies, Pravaig, Gujarat Gas, Google, McKinsey, Flipkart, Skit.ai etc.

PhD Placements 2021-22

The 14 PhD candidates who graduated have joined academic and corporate positions in reputed organizations.

Academic Placements

From the 14 graduating doctorate candidates, eight candidates joined academic institutes as Assistant Professors. Three opted for post-doctoral positions in prestigious Institutions.

Corporate Placements

Three candidates, one from the P&QM area, one from the Information System area, and one from the Agriculture area, joined the corporate sector, government sector, and international non-profit organization.



Other Placement Activities

- 1. The Summer Internship Debriefing Sessions** were conducted by the 2nd year PGP and PGP-FABM students with the purpose to give the first year students a brief idea of the kind of domains and roles that they were likely to be engaged during the Summer Internship programme.
- 2. 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 and PGP-FABM students.
- 3. Career Planning Sessions for PGP-FABM:** - These sessions were specifically meant for the students to prepare better for their interviews and career planning with respect to their strengths and weaknesses.
- 4. Contact Database Software for PGP-FABM:** - For generating leads, the team adopted contact database software which helped in enriching and updating the current recruiter database.
- 5. 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.
- 6. Student Mentorship programme** was initiated for the PGPX Class of 2020-21, where a group of 50 PGPX alums volunteered as mentors to the batch. This received a lot of positive feedback. Emboldened by the response, the programme has been formalised starting with the PGPX Class of 2021-22. More than 70 PGPX alumni signed up as mentors.

Details are given in Appendix G.

1.1.8 CONVOCATION



The fifty-seventh convocation was held on April 13, 2022. Mr Kumar Mangalam Birla, Chairperson, Board of Governors, presided over the ceremony and delivered the convocation address.

At the convocation, 14 PhD Programme students were awarded the degree of Doctor of Philosophy (PhD); 387 PGP students were awarded the degree of Master of Business Administration; 47 PGP-FABM students were awarded the degree of Master of Business Administration (Food and Agri-Business Management); and 136 PGPX students were awarded the degree of Master of Business Administration.

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

PGP

Shubham Goyal	Vaibhav Agarwal	Nitin Kulshreshtha
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PGPX

Amit Kumar

1.1.9 ARMED FORCES PROGRAMME

Due to the pandemic, the Armed Forces Programme for 2021-22 was cancelled.



1.1.10 FACULTY DEVELOPMENT PROGRAMME IN MANAGEMENT

The Institute has been conducting an on-campus residential Faculty Development Programme (FDP) since 1979. Over the years, the FDP has developed a strong reputation for excellence in the professional development of management educators. Since its inception in 1979, more than 950 participants have completed the FDP from IIMA. The programme has attracted participants from different parts of India and countries such as Nepal, Bangladesh, Bhutan, Maldives, Ethiopia, Saudi Arabia and Sri Lanka.

Due to the Covid-19 pandemic the regular on-campus FDP for 2021-22 was cancelled. An online FDP in pedagogy and research methods was organised from June 07 to July 13, 2021. There was an overwhelming response from India and abroad to the programme. From the 122 applications received, 80 participants were admitted to the programme, including participants from Bhutan and Nepal. There were 49 female faculty members among the participants of the programme.

The curriculum was a careful blend of 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 every day in the evening for five days per week. Apart from the regular sessions, various guest sessions were also organised.



1.2 DISCIPLINARY AREAS

There are twelve disciplinary areas - Centre for Management In Agriculture (CMA), Communication, Economics, Finance and Accounting, Human Resource Management, Information Systems, Marketing, Organizational Behaviour, Production and Quantitative Methods, Public Systems Group (PSG), Ravi J. Matthai Centre for Educational Innovation (RJMCEI) and Strategy - that offer various compulsory and elective courses in the Programmes.

1.2.1 CENTRE FOR MANAGEMENT IN AGRICULTURE (CMA)

The Centre for Management in Agriculture (CMA) is an inter-disciplinary research Centre at the Institute engaged in applied, policy and problem-solving research in food, agribusiness, rural and allied sectors. 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 details of the research projects undertaken by the Centre are as below:

Ongoing

1. Mechanization and Labour Saving Technologies for Women in Agriculture
2. Determinants of Farmer's Participation within Paramparagat Krishi Vikas Yojana (PKVY), Including Zero Budget Natural Farming (ZBNF)
3. Assessing Skill Gap in Micro Irrigation across India
4. Self Sufficiency in Pulses Production in India': An Analysis- Based on Successful Performance of Pulse Production and its Export from Myanmar

Completed

1. Assessing the Impact of the e-NAM Initiative Linking APMC Markets: Evidence from Villages (Draft Report)

Teaching

The CMA faculty are involved in teaching in the Institute's Post Graduate Programme (MBA), Post Graduate Programme in Food & Agribusiness Management (MBA-FABM), PhD Programme, Post-Graduate Programmes in Management for Executives (MBA-PGPX), e-Mode Post Graduate Programme in Management (ePGP) and Executive Education Programmes (EEPs). The details of the courses taught are as follows:

MBA-FABM, MBA, MBA-PGPX and ePGP

Compulsory Courses	
Rural, Social and Institutional Environment	Marketing of Agricultural Inputs
Agricultural and Food Policy	Strategic Food Marketing
Management of Agribusiness Projects	Agricultural Finance
Agribusiness Entrepreneurship	Agribusiness Leadership
Elective Courses	
Value Chain Management – Applications in Agribusiness	Sales and Distribution Management for Agriculture
Agricultural Markets and Pricing	Food Systems Approach to Indian Agribusinesses
Agricultural Futures and Options Markets	Agri Business Strategy
Agricultural Markets and Pricing	
CINE: Understanding creativity, Innovation, Knowledge, Networks and Entrepreneurship	Rural Marketing

PhD Programme (Agriculture)

Compulsory Courses	
Agro Value Chain Management and Development	Agricultural Management – I
Agricultural Management – II	Agricultural Development Policy
Elective Courses	
Foundations of New Institutional Economics	Applied Microeconomics for Food and Agriculture
Agricultural Risks and Risk Management Strategies	

Publications

Books (in press)	
Pulses for Food and Nutritional Security in India	
Agricultural Management – II	Agricultural Development Policy
Book (in progress)	
Understanding Performance and Impact of Producer Companies: Cases studies across States and Promoters in India	

Agro-Economic Policy Briefs & Agro-Economic Alerts

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

Conferences / Workshops / Seminars organized

Initiated in the year 2020, the CMA Research Seminar Series was organized by the Centre.

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 PhD 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 could include, but may not be limited to research proposals, work in progress, working papers, final research output and published journal articles. This is expected to enhance the research skills and knowledge of the participants and thereby improve the research quality through mutual learning. The seminar series also intends to invite at times outside scholars who are working in areas pertaining to the interests of CMA to present their research or to deliver a talk. The details of the Research Seminar Series and Post-Doctoral Fellow (PDF) Recruitment Webinar organised are as follows:

Research Seminar on Stakeholder Perception and Viability of Traceability in Food Sector in India was held on October 11, 2021

Research Seminar on The Effect of Marketing Channels on Market Integration: A Spatial Price Analysis in Context of APMC Reforms was held on December 06, 2021

Post-Doctoral Fellow (PDF) Recruitment Webinar on Rice Production and Water Requirement Under Climate Change Conditions: Developing Management Strategies for a Sustainable System for an Agriculturally Predominant Region was held on February 03, 2021.

1.2.2 COMMUNICATION

PGP/PGP-FABM

Core Course	
Managerial Communication	Workshop on Interviews and Presentations
Written Analysis and Communication-I	Written Analysis and Communication-II
Electives Course	
Communicating Corporate Reputation	Intercultural Communication
Strategic Negotiation and Skills for Leaders	Media and Society: The Economics, Politics, Ethics, and Technologies of Mass Communications
Difficult Communication	Strategic Storytelling

PGPX

Core Course	
Management Communication	
Electives Course	
The Persuasive Manager	Intercultural Communication

ePGP

Core Course
Managerial Communication II

PhD Programme

Communication for Management Teachers

Executive Education Programmes

The Winning Edge: Communication Strategies for Leaders
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Research and Publications

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

1.2.3 ECONOMICS

PGP

Core	
Macroeconomics and Policy	Microeconomics
Electives	
Economics of Organization	Global Finance and Trade
Managerial Econometrics	Monetary Theory and Policy
Behavioral and Experimental Economics	Gender and Work
Economic Environment and Policy in India	Game Theory and Applications
Hitchhiker's Guide to Business and Economies Across Five Centuries	Economic Development Policy and Growth
Health Economics	Pandemics!
Real Estate Management	Economic Ideas from Ancient India
Auctions and Market Design	Urban Economy and Business Environment
World Economy: Business, Government, and Policy	

PhD

Core	
Mathematics for Economics	Macroeconomics – I
Macroeconomics – II	Econometrics-I
Microeconomics – I	Microeconomics – II
Electives	
Data Envelopment Analysis	Econometrics II
Times Series Analysis	Foundations of New Institutional Economics (AGRI-ECO Joint Area Course)
Decentralization and Public Policy	Organizational Economics
Economics of Strategy (STR-ECO Joint Area Course)	Applied Game Theory
Computational Economics	

PGPX

Core	
Firms and Markets	Open Economy Macroeconomics
Electives	
Game Theory and Experiments	Indian Economy in Comparative Perspective
Hitchhiker's Guide to Business & Economies across Five Centuries	

ePGP

Core	
Macroeconomics	
Electives	
Indian Economy And Society in Comparative Perspective	Business, Government And Macro Policy
Game Theory	Health Economics
International Finance and Trade	

ePGD-ABA Courses

Time Series Analysis And Forecasting	Panel Data Analysis
Network Analysis	Finance Analytics

Seminars/Symposia offered by the Area

Details of Seminars/Symposia			
Sr. No.	Date	Name of Speaker	Topic
1.	October 20, 2021	Guo Xu	The Costs of Employment Segregation: Evidence from the Federal Government under Wilson
2.	December 29, 2021	Vatsala Shreeti	Explaining Smartphone Adoption in India
3.	January 21, 2022	Arkdev Ghosh	Religious Divisions and Production Technology: Experimental Evidence from India
4.	February 04, 2022	Anjali Priya Verma	Disruptive Interaction: Long-run Peer Effects of Disciplinary Schools
5.	February 10, 2022	Nafisa Lohawala	Roadblock or Accelerator? The Effect of Electric Vehicle Subsidy Elimination
6.	February 21, 2022	Ajinkya Keskar	Matching on Height in India
7.	March 30, 2022	Rohan Ravindra Gudibande	Reality, Rhetoric and Reporting of the Relationship between Immigration and Crime: Evidence from Geneva, Switzerland
8.	April 20, 2022	Shan Aman-Rana	Verify Now, Save Later? Advance Screening to Mitigate Fraud

1.2.4 FINANCE AND ACCOUNTING

The Finance and Accounting Area offered several courses in long duration programmes offered by IIMA. The Area faculty were actively involved in conducting research and published several papers in reputed international journals, as well as in their industry interaction through various Executive Education Programmes organized by the Area and other IIMA faculty members. They also provided consultancy and research services to various large corporations and institutions of national importance.

A detailed list of Area course offerings is provided below.

PGP

Core	
Financial Accounting, Reporting & Analysis (FRA)	Costing and Control Systems (CCS)
Financial Markets (FM)	Corporate Finance (CF)
Electives	
Futures, Options and Risk Management (FORM)	Fixed Income Securities (FIS)
Financial Statement Analysis (FSA)	Strategic Perspectives in Banking (SPB)

Alternative Investments (AI)	Bitcoin and the Block chain (BB)
Microfinance Management (MFM)	Valuation of Firms (VoF)
Quantitative & Algorithmic Trading (QAT)	Applied Value Investing (AVI)
Management of Financial Institutions (MFI)	Banking and Financial Intermediation (BFI)
Behavioral Finance (BF)	Black Swans and Gray Rhinos: Managing under Financial Crises (BSGR)
Unlisted Equities & Patient Capital (UEPC)	Securities Regulation (SR)
Mergers, Acquisitions and Corporate Restructuring (MACR)	

ePGP

Costing and Control Systems (CCS)	Corporate Finance (CF)
Financial Statement Analysis (FSA)	Valuation of Firms: Narrative and Numbers (VoF)
Corporate Governance (CG)	Mergers, Acquisitions & Corporate Restructuring (MACR)

ePGD-ABA

Financial Analytics (FA)	Organizational Sciences – Finance
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PhD

Corporate Finance in Emerging Markets (Elective)	Mathematical Finance (Elective)
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PGPX

Financial Reporting and Analysis (compulsory)	Corporate Finance (compulsory)
Strategic Cost Management (compulsory)	Financial Markets (compulsory)
Management Control and Metrics for Organizational Performance (compulsory)	Financial Statement Analysis (elective)
Private Equity Finance (elective)	Banking and Financial Intermediation (elective)
Financial Derivatives: Pricing, Trading and Risk Management (elective)	New Venture Financing (elective)

Executive Education Programmes

Management and Finance for Experienced Chartered Accountants (Online)	Developing Commercial and Financial Skills for Strategic Business Decision (Online)
Mergers, Acquisitions and Restructuring (Online)	Financial Analysis of Business (Online)

1.2.5 HUMAN RESOURCE MANAGEMENT

Core	
Human Resource Management-I	Human Resource Management-II
Strategic Human Resource Management (Flexi core)	Talent and Competency Management (Flexi core)
Electives	
Games People Play: Psychology of HRM	Business and Society
Personality Competencies in International HRM	Business Turnaround and Organizational Transformation
Human Resource Management in Service Sector	Managing Human Capital in Projects
Making of a CEO	People Analytics
Artificial Intelligence and Human Resource Management	Leading Digital Transformation
Unleashing Individual and Organizational Potentials: Positive Organizational Scholarship (POS) and Yoga	Understanding Bhagavad Gita: Employees' Roles and Performance

Mental Health, Wellbeing and Sustainable HRM

e-PGP

Core	
Human Resource Management II	
Electives	
Managing Firms in Service Sector	Understanding Bhagavad Gita: Managers' Dilemmas
Business Turnaround and Organizational Transformation	

PGP-FABM

Analyzing and Building Competencies

PGPX

Core	
Strategic Human Resource Management	
Electives	
Games People Play: Psychology of HRM	Understanding Bhagavad Gita: Managerial Perspective
Leading Digital Transformation	Negotiation Lab
Creating High Performance Organizations	Service Management

PhD

Core	
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	Qualitative Methods in Human Resource Management
Quantitative Techniques in Human Resource Management	Knowledge, Organizational Learning & Innovation
Ethics and Human Resource Management	Future of Work and Implications for HRM and ER

Executive Education Programmes

Managing Internal Talent and Leadership Pipeline	Managerial Effectiveness
Strategic Human Resource Management	Leading Digital Transformation
HR Analytics	Enhancing Sales Force Performance
Understanding Bhagavad Gita: A Journey towards Leadership Excellence	

1.2.6 INFORMATION SYSTEMS

PGP

Core	
Managerial Computing	Transforming Business through Information Technology
Internet - Enabled Businesses	
Electives	
Data Mining and Business Intelligence	Big Data Analytics
Strategies for Internet Economy	Data Visualization for Decision Making
Organizing in the Digital Age: How Digital Innovations Create Value and Purpose	Management of Software Projects and Enterprise

PhD

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

PGPX

Organizing in the Digital Age: How Digital Innovations Create Value and Purpose	Digital Products, Platforms, Disruption and Transformation
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ePGP

Transforming Business through Information Technology	Digital Products, Platforms, Disruption and Transformation
Networks & Ecosystem: Managing in Connected World	

ePGD – ABA

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

Executive Education Programmes

Effective Data Visualization for the Data-Driven Organization	Managing IT Projects
Digital Transformation: Strategies and Business Models	

1.2.7 MARKETING

The marketing area at IIMA is a vibrant area and has flourished in all dimensions in the recent years. The area has 13 primary members and 4 secondary members. The faculty in the marketing area has wide range of interests in research and are also active in case writing. In 2021-22, the Marketing Area made significant contribution towards teaching, research, consultancy activities, and academic administration at IIMA. In terms of research, the area has contributed with the acceptance/publication of three FT 50 journal papers and a host of papers (13 excluding the first three) in highly reputed journals. In terms of teaching, the area has floated new courses in the interface of technology and marketing such as Artificial Intelligence and Marketing. Altogether, the area has offered 21 electives in PGP, 11 electives in PGPX, 7 electives in ePGP and 3 electives in the Ph.D. programme. The area also floated six OEPs in executive education. The marketing area has faculty members who are active in case writing and this was evident from the 20 plus cases published by the area faculty in the IIMA Case center. The area has also performed excellent internally which is evident from the three Institute awards won by the faculty members from the marketing area: The Marti Mannariah Gurunath Outstanding Teacher Award won by Prof. Anuj Kapoor; IIMA Alumni VVEF Outstanding Researcher Award won by Prof. Sourav Bikash Borah and the Philip Thomas Memorial Case Award won by Prof. Subhadip Roy. The area looks forward to another year of achievements and excellence.

1.2.8 ORGANIZATIONAL BEHAVIOUR

PGP

Core	
Induction	Individual Dynamics
Interpersonal and Group Processes	Organizational Dynamics
Electives	
Inner Theatre: An Encounter with Self	Explorations in Role and Identity
High Performing Teams: A Journey	Negotiation Strategy
Power and Politics in Organization	Contemporary Indian Workplaces: Decent Work and Diversity

PhD

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

PGPX

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

ePGP

Campus Module	OB I
OB II	

Executive Education Programmes

Interpersonal Effectiveness and Team Building (IETB)	Many area faculty members also offered several customized in-company programmes and other professional consultancy services to different organizations during the period.
consultancy services to different organizations during the period.	

1.2.9 PRODUCTION AND QUANTITATIVE METHODS

PGP

Core	
Flexicore – Manufacturing Operations Management	Flexicore – Service Operations Management
Operations Management I and II	Quantitative Methods -1 a
Quantitative Methods -1b	Quantitative Methods - 2
Electives	
Advanced Mathematical Modeling for Managerial Decisions	Advanced Methods of Data Analysis
Bayesian Methods of Data Analysis	Business Analytics
Elephants and Cheetahs: Systems, Strategy, and Bottlenecks	Partnerships and Coalitions
Marketplaces and Platforms: Gaining Insights, Orchestrating Interactions	Supply Chain Thinking: Value Creation and Adaptation

Statistical Methods in Data Analysis	Supply Chain Management
The Art and Craft of Decision Making	Working with Networks

PGP – FABM

Electives	
Food Supply Chain Management	

PGPX

Core	
Analysis of Data	Designing Operations to Meet Demand
Modeling for Decisions	Setting and Delivering Service Levels
Electives	
Data Science for Business	Elephants and Cheetahs: Systems, Strategy and Bottlenecks
Logistics Management	Marketplaces and Platforms: Gaining Insights, Orchestrating Interactions
OR for Logistics	Service Management
Supply Chain Management	Understanding and Assessing Risk

e-PGP

Core	
Operations Management II	Probability Statistics II
Quantitative Technique (Decision Making)	
Electives	
Advanced Mathematical Modeling for Managerial Decisions	Partnership and Coalitions
Quality & Risk Management	Business Analytics
Elephants and Cheetahs: Systems, Strategy and Bottlenecks	Managing Operational Performance of Service Systems
Revenue Management and Dynamic Pricing	Supply Chain Management

e-PGD-ABA

Pre-term Courses: Video Lectures	
Introduction to R	Introduction to Python
Basic Statistics & Probability	Basic Linear Algebra
Module Courses	
Probability & Statistics Using R & Python	Regression Analysis (Linear and Logistic)
Categorical Data Analysis	Optimization Problems in Business
Business Simulation	Network Optimization
Bayesian Analysis	Nonlinear Optimization
Model Thinking	
Capstone projects offered/mentored by the P&QM faculty members	
Credit risk modelling	Enabling Quick Commerce using Optimal Item Storage Policies

PhD

Core	
Advanced Probability	Linear Algebra
Classical Operations Management	Operations Research

Mathematics (PhD-I Compulsory course housed under P&QM Area)	
Electives	
Applied Regression Analysis	Bayesian Methodology (Analysis) for Business Research
Convexity and Optimization	Graphs and Networks
Large Scale Optimization	Mathematical Modelling for Integer Programme & Theory of Valid Inequalities".
Non-linear Optimization	Readings in Computational Game Theory
Real Analysis	Statistics II (FPM elective)
Stochastic Process	

Research

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

Executive Education Programmes

Advanced Quality Management (online)	Artificial Intelligence and Machine Learning for Business (online)
Artificial Intelligence and Machine Learning for Business (Online) (Second Offer)	Manufacturing Strategy (Online)
Project Management (Online)	Restaurant Design and Management (Online)
Supply Chain Management (Online)	Supply Chain Management (Online) (Second offering)
Warehouse Design and Management (online) (first offering)	Warehouse Design and Management (Online)- Second Offering

1.2.10 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 effective management of public systems, as well as to gain a scholarly understanding and articulation of social and political processes that underpin policymaking. The group integrates wide disciplinary backgrounds and topics in management, social sciences, and the humanities.

Current research interests of the faculty include energy and climate change, environmental studies, corporate sustainability, social policy, urban planning and management, public finance, education policy, transportation planning and policy, ICT in transport systems and infrastructure, smart cities, community development, marketing of public services, impact assessments, hospital and health systems, telecommunications policy, public management, and democratic governance.

In addition to conducting cutting-edge research and disseminating knowledge through peer-reviewed publications and conference participation, PSG faculty members serve on the boards of international journals, academic associations, companies, and not-for-profit institutions. Faculty members routinely advise government agencies and private companies and are actively engaged with policy formulation, implementation and evaluation processes.

During the academic year 2021 – 22, courses offered by PSG Area under different programmers are as follows:

PGP

Core	
Business, Environment and Sustainability	Government Systems and Policy Processes
The Socio Cultural Environment of Business	
Electives	
Business Leadership and Corporate Accountability	Carbon Finance
Experiments for Business and Policy Decision-making	Gender and Development Policy and Programmes
Good Governance & People Living in Poverty	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	The Indian State, Democracy and Accountability Institutions: Rethinking Good Governance
The Philosophical Underpinnings of Public Policy: Morals, Values and Ethics	Transformational Social Movements
Urban Economics and Business Environment	

PhD

Core	
Public Policy	Public Finance
Public Management	Methods for Policy Analysis and Research
Electives	
Interpretive Research Methods	Quantitative Methods for Causal Inference in Social Policy Research

PGPX

Business and Corporate Accountability	Experiments for Business and Policy Decision-making
Infrastructure Development and Public Private Partnerships	Social Entrepreneurship: Innovating Social Change

ePGP

Core	
Corporate Sustainability	
Electives	
Experiments for Business and Policy Decision-Making	Executive Education Programme
Sustainable Finance	General Management for Shipping

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

In the year 2021-22, the Centre continued its research work on: 1) Educational Innovation Bank and professional development of in-service government school teachers (<http://www.inshodh.org/>); 2) Examination of social-emotional climate of schools based on student and teacher perceptions; 3) Study of Impostor phenomenon in STEM field graduate students and early career researchers; and 4) Study on low presence of women in Economics academia in India. Area continued supporting government school teachers with providing knowledge resources through online platform: <https://covid19.iima.ac.in/school-teachers.php>. The area continued its partnerships with state governments. For 2021-22, faculty members worked with Gujarat, Delhi, and Karnataka governments for policy inputs, research production, and/or capacity development at various levels.

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: Enterprise and Innovations in Education; Gamification, Technology and Learning Motivation; Managing Self-Limiting Beliefs in Education; and Training and Designing and Implementing Surveys.

The 22nd edition of the programme for school principals, Strategic Leadership for Schools in a Changing Environment, was offered in a fully online mode during June 2022. The 20 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 one student, and one graduated in 2022. As of June 2022, the programme had 09 students. During the year, the Centre's four primary members brought out 6 peer-reviewed articles, one research-based book, and one book chapter. For further details about RJMCEI see <https://www.iima.ac.in/web/areas-and-centres/areas-and-groups/rjmcei>.



1.2.12 STRATEGY

The Strategy area faculty have teaching and research interests in competitive and corporate strategies, design thinking, family business dynamics, entrepreneurship, innovation, leadership, legal aspects of business, international business and intellectual property rights management. They are involved in teaching various short and long duration programmes of the Institute, advisory services, publishing and administrative activities.

PGP

Core	
Legal Aspects of Business	Strategic Management
Strategy Capstone	
Electives	
Business and Intellectual Property	Business and Professional Negligence
Business Leadership and Law	Business Taxation
Business, Government and Law	Businesses and the Constitutional Rights
Competence, Capability and Competitive Strategy	Consulting and Professional Service Firms
Contract Terms in International Business	Entrepreneurial Thoughts & Action
Frontiers of Business Law	International Business
International Business Dispute Resolution	Leadership, Vision, Meaning and Reality
Reimagining Telecom & Next Generation Businesses	Rights and Business: Lights Camera Action
Strategy in Emerging Markets	

PGP-FABM

Electives
Strategy Capstone

PGPX

Core	
Business Simulation Game – Capstone	Corporate Governance
Leadership, Values and Ethics	Legal Aspects of Business
Mergers & Acquisitions	Strategic Management
Elective	
Entrepreneurship & Design Thinking	Leading Professional Service Firm
Reimagining Telecom & Next Generation Businesses	Strategic Management of Technology & Innovation
Strategy Execution: The Art and Science of Creating High Performance	Strategy in Emerging Markets
Transformational Leadership and Organizational Impact	

PhD

Compulsory	
Foundations of International Strategic Management	Research Methods in Strategy
Strategic Management – I & II	Strategy & Innovation
Electives	
Advanced Strategy & Innovation	Corporate Governance
Economics of Strategy	Institutions and Firm Strategy
Mergers & Acquisitions	Seminar on Entrepreneurship
Strategic Alliances	Strategic Management and Psychology

ePGP

Core	
Capstone Exercise	Strategic Management
Electives	
Business and Professional Negligence	Entrepreneurship & Creativity
Leadership: Vision, Meaning and Reality	Strategic Management of Technology & Innovation

ePGD-ABA

Core	
Applied Causality and Experiments for Business	Ethics, Privacy and Data Security
Electives	
Strategy Analytics	Executive Education Programmes
Contract Management	Creating Entrepreneurial Organizations
Design Thinking	Innovation, Corporate Strategy and Competitive Performance
Leading Professional Service Firm	Managing Strategic Alliances
Strategies for Growth	Strategies for Winning in International Markets
Strategy Implementation	Young Entrepreneurs Programme (Module 1 & 2)



1.3 RESEARCH

The Research and Publications (R&P) office has been vested with the role to support the research aspirations of faculty and doctoral students of the Institute. While this role is fulfilled through various responsibilities, attempts are also being made to enhance the research profile of the institute through a diverse set of events targeted towards specific constituents such as management faculty, PhD students, research and academic associates, and practitioners. The endeavour also is to create awareness about what the R&P function has to offer among the research stakeholders towards increasing per capita research productivity and enabling research quality. The effort also is to improve continuously the efficiency of approval processes for a mutually supportive and conducive culture in the interface between research stakeholders and R&P functionaries. The combined effect of these aspirations is reflected in the data related to funding, developmental and dissemination efforts of the R&P functionaries.

Research Funding

The office extends support to faculty with short-term, long-term, and collaborative research grants. The table given below gives the details of the research grants sanctioned, research projects completed during the academic year 2021-22.

Type of Project	2021-22		Status	
	Projects Ongoing	Projects Initiated	Projects Completed	Projects Withdrawn
Large Research Projects	4	2	-	-
Small Research Project	42	13	13	-
Seed Money Project	50	13	22	2
Internship Projects Completed			52	

Research Developmental and Dissemination Initiatives

During the year, IIM Ahmedabad has made significant progress on the developmental front through need-based outreach initiatives. As a new initiative, an editor has been appointed to support faculty and doctoral students with academic writing and editing. While R&P continues to organize research webinars, as has been the practice for over a decade, recently introduced research workshops

and brown bag seminars received an overwhelming response from the research community. During this academic year, IIMA faculty conducted research workshops on different methodology topics such as 'Heuristics to solve optimization problems, Introduction to GIS and geospatial analysis for decision-making, Introduction to conducting experiments online, Online text analysis, Conditional process analysis in social sciences, Community detection in complex networks' towards research capability enhancement. Hundreds of researchers have availed this workshop opportunity and the research community in management has been highly appreciative of this initiative as reflected in the feedback received by the R&P office. The office circulates a quarterly internal email highlighting the journal and book publications from the faculty. Further, a R&P newsletter is circulated every six months and can also be downloaded from the R&P website. The data related to these initiatives are given below.

Type of Project	2021-22
Description	No.
Research Workshops	07
Research Webinars/ Seminars	39
Brown Bag Seminars	10

Details in Appendix H

1.4 PUBLICATIONS

1.4.1 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. The IIMA research community published 10 books, 137 articles in academic journals, 28 book chapters, 19 working papers and presented papers in 101 academic conferences through virtual and offline mode during the current academic year. The data is given in the following table.

Description	No.
Books	10
Articles in Journals	137
Book Chapters	28
Papers Presented in Conferences	101
Working Papers	19

Detailed list in Appendix I.

The R&P office is committed to further strengthening and enhancing the research profile of the IIMA research community through its vibrant and innovative efforts.

1.4.2 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 01, 2021, to March 31, 2022, the Case Centre registered 95 items. These included 39 cases, 45 teaching notes, 03 technical notes, 06 exercises, 01 and 01 epilogues/supplements. Appendix K mentions the details of the cases registered during the year. Below is the summary of cases/ case (graphic) /technical notes/exercises/audio-visual cases/supplements/game/teaching notes registered from 2017 to 2022:

Type	2017-18	2018-19	2019-20	2020-2021	2021-2022
Cases	46	53	39	61	39
Cases (graphic)	0	0	0	1	0
Audiovisual cases	3	0	0	0	0
Technical notes	7	4	3	6	3
Exercises	0	1	0	2	6
Epilogues/Supplements	0	1	1	1	1
Games	0	0	0	0	1
Teaching notes	48	52	36	58	45
Total	104	111	79	129	95

The Case Centre disseminates IIMA cases to various other management institutes, educators, corporate trainers, and individuals. Appendix K provides the summary of the cases used within IIMA, educational institutes, and others during 2021–22. In addition, the Case Centre has partnered with various distribution partners for disseminating cases to global audiences.

An online orientation workshop for case editors was held on June 30, 2021.

Overall, the Case Centre has maintained a steady annual growth rate of 18% in revenue earnings. Case Centre has witnessed an average growth rate of 12% in the total number of case copies sold. More than 5 lakh case copies were sold to 476 institutes and 307 companies across 75 countries.

The Case Centre has established a liberal royalty-sharing policy with case writers from 2019–20. Accordingly, the royalties for 2020–21 was distributed to the case authors.

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 "Shemaroo: On/Off Where to Draw the Line?" – MAR0523, authored by Professor Subhadip Roy, was adjudged the best case of the year.

1.4.3 Vikalpa: The Journal for Decision Makers

Vikalpa: The Journal for Decision Makers is a quarterly, peer-reviewed, open-access academic journal of the Indian Institute of Management Ahmedabad (IIMA). Currently, in its 47th year of publication, *Vikalpa* is published and marketed by 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 published a Special Issue on Stakeholders in the Indian Healthcare Sector (Vol 46.2). In October 2021, a panel discussion on 'Research in Healthcare in India' was organised to promote the special issue. With ten panellists and more than 50 participants, the panel discussion was an interactive session dealing with a range of subjects from health insurance to the impact of communication on physician recommendations.

Vikalpa received 250 manuscripts. More than 45 manuscripts are in different stages of the review process. The average acceptance rate of *Vikalpa* over three years is about 8 per cent.

Vikalpa is in the third quartile of the journal ranking of Scimago. The H-Index, SNIP and CiteScore of the *Vikalpa* are 27, 0.66 and 1.3, respectively. *Vikalpa* is indexed with Scopus, ProQuest, Indian Citation Index, J-Gate and EBSCO.



1.5 ACCREDITATION AND RANKING

Ranking and Surveys

The Institute participated in 17 national/international B-school surveys for rankings during the year. It maintained the top position in 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.

Financial Times (FT) Masters in Management Ranking 2021

IIMA was ranked at 26th position in the Financial Times (FT) Masters in Management 2021, Ranking from among the top 100 Masters in Management programmes globally and ranked number one among Indian B-Schools. IIMA's Two-Year Post Graduate Programme in Management (MBA-PGP) was ranked 1st on five criteria 'salary today (US\$)', weighted salary (US\$)', 'Employed at three months', 'company internships rank' and 'faculty with doctorates'. IIMA was ranked 5th in 'careers service rank'.

Financial Times (FT) Global MBA Ranking 2022

The MBA-PGPX was ranked 62nd in the Financial Times (FT) Global MBA Rankings 2022 from among the top 100 B-Schools globally. The programme was placed at 1st position in 'career progress rank' and 'faculty with doctorates' and ranked at 10th position in 'alumni recommend rank'.

FT Executive Education 2021 ranking Directory (for Open and Custom Programmes)

FT published a ranking directory for Open and Custom Executive Education programmes in May 2021. However, it did not undertake a ranking exercise during the year.

Eduniversal Best Master's Ranking in Agribusiness/ Food Industry Management 2021

The Post-Graduate Programme in Food and Agri-Business Management (MBA-FABM) is ranked number one. It continues to be a top-rated globally renowned programme in its category in the Eduniversal Best Master's Ranking in Agribusiness/ Food Industry Management for 2021.

QS Global MBA Rankings 2022

IIMA's MBA-PGPX Programme was ranked 46th globally and stood at 1st position in India, 8th position in Asia in the QS (Quacquarelli Symonds) Global MBA Rankings 2022 from among 286 business schools listed, in its fifth edition.

In Asia, IIMA showed a stronger performance with a regional rank at 4th position in "employability" and "entrepreneurship & alumni outcomes".

QS Masters in Management Rankings 2022

IIMA's PGP Programme was ranked at 29th position globally and stood at number one place among Asian and Indian

Schools in the QS Masters in Management Rankings 2022 from among 159 Masters in Management (MIM) programmes. It presents a relative strength in the ranking indicator 'thought leadership' and 'employability' at 1st rank, 'alumni outcomes' at 2nd rank and 'value for money' at 5th rank in India.

Ministry of Education's National Institutional Ranking Framework (NIRF) 2020-21

IIMA was ranked 1st in the management category in the sixth edition of the Ministry of Education's National Institutional Ranking Framework (NIRF) 2020-21 published in September 2021.

All India Survey on Higher Education (AISHE) 2020-21, Ministry of Education

The Institute participated in the 11th edition of the All India Survey on Higher Education (AISHE) 2020-21, initiated by the Ministry of Education, Government of India. IIMA continues to support the Ministry's efforts to develop a reliable system to capture the status of higher education in the country.

International Accreditation

International accreditation is a conscious strategic activity at IIMA to benchmark its programmes with global and nationally relevant quality standards and frameworks.

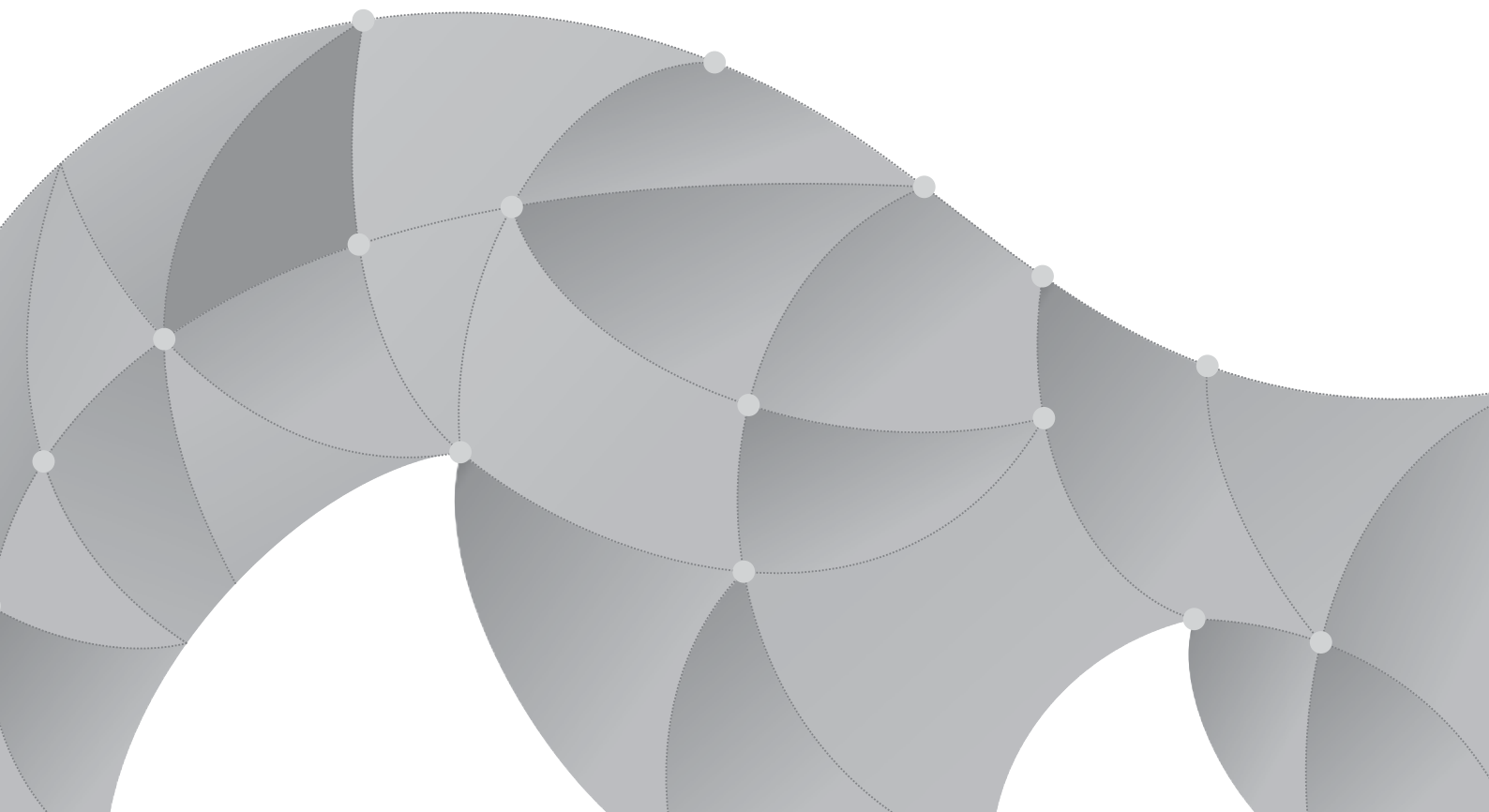
Accreditation is undertaken an elaborate and intensive quality assurance process from time to time to ensure that IIMA meets international standards in delivering high-quality programmes and attracts world-class students, faculty members and staff.

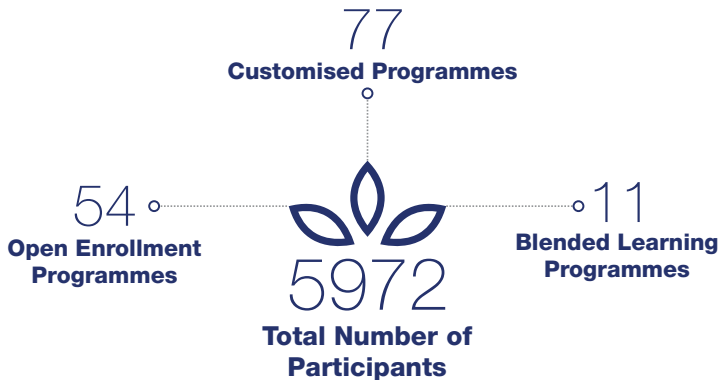
EQUIS Re-accreditation

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.

Details are given in Appendix L.

2. EXECUTIVE EDUCATION





In the 2021-22 pandemic-affected year, Executive Education (ExEd) successfully offered 54 programmes under its Open Enrolment offerings, 77 Customized Executive Education and 11 Blended Learning Programmes. Executive Education attracted 5972 executives from across the private and public sectors, including government departments. Four new Open Enrolment programmes from three of the twelve specialized areas were also offered during the year. All the Open Enrolment programmes were conducted in the synchronous online mode except for six on-campus programmes.

The 77 Customized Executive programmes curated for clients included four- long-duration interventions, and a total of 3072 participants attended these in 2021-22. There were 18 new clients added to the IIMA roster.

Under the Blended Learning Programme, eleven batches of four different 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 Accelerated General Management Programme (AGMP) offering Batch – 06 with 141 participants concluded in August 2021, AGMP Batch – 07 with 119 participants concluded in August 2021, AGMP Batch – 08 with 134 participants concluded in March 2022, AGMP Batch – 09 with 146 participants commenced in September 2021 and AGMP Batch – 10 with 151 participants commenced in March 2022.

Under the Senior Management Programme (SMP) offering Batch – 06 with 146 participants concluded in August 2021, SMP Batch – 07 with 149 participants commenced in February 2021 and SMP Batch – 08 with 147 participants commenced in September 2021.

Additionally, the Executive Programme in Advanced Business Analytics (EPABA), with 59 participants commenced in June 2021. Also, the third offering of the fully online programme on Strategic Management (SM) was conducted from May 2021 to August 2021 with 64 participants.



MoU signed between IIMA – ENAC France to conduct a joint Executive Education training programme for Aviation Industry professionals on March 22, 2022, at IIMA

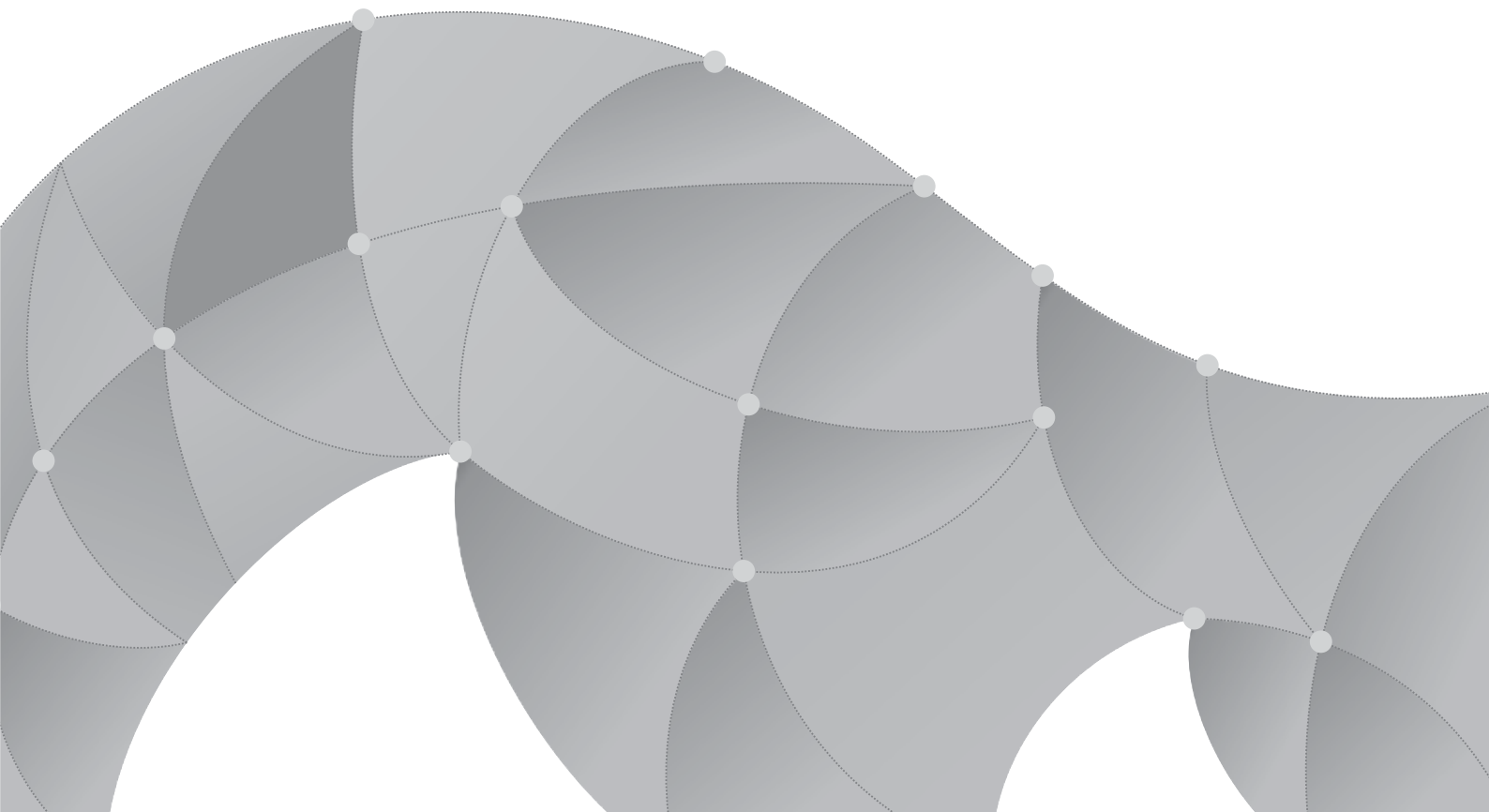
The General Management Programme continues to be offered at the Indian Institute of Management Ahmedabad Executive Education (IIMAAEE) Dubai branch. The General Management Programme (GMP) is a flagship 9-month management programme for professionals being offered in Dubai since 2010. During the reporting period, GMP 18th and 19th batches with 25 and 40 participants concluded in May 2021 and March 2022, respectively. While GMP 20th batch commenced in February 2022 with 39 participants. The participants of GMP 19th batch also visited the IIMA Campus for immersion in its campus module in March 2022. The efforts over the next few years will be focused on enhancing the international presence for IIMA programmes.

Group Photo of the participants of GMP 19th batch

Details are given in Appendix M.



3. INTERDISCIPLINARY CENTRES AND GROUPS



3.1 CENTRE FOR INNOVATION INCUBATION AND ENTREPRENEURSHIP (CIIE)

Starting as IIM Ahmedabad's Entrepreneurship centre, CIIE.CO has now grown into a continuum of initiatives, legal entities and partners aligned towards the shared mission of "supporting fearless entrepreneurs creating game-changing solutions" across stages & sectors. CIIE's mission translates into 3 high-level objectives - to be a market maker, i.e. to focus on areas that have market failure, to back the game changers i.e. to back the fearless entrepreneurs solving tough problems, and to deliver quality and scale, i.e. to ensure that our ventures scale up and achieve their true potential with the help of our knowledge, networks and capital. Most of the incubation and investment-related activities happen through CIIE Initiatives - a section 25 company.

In 2021, CIIE.CO aimed to support and nurture early-stage startups in different regions through partnerships and collaborations. A dedicated programme to support and nurture agri- enterprises in Assam through a collaboration with Assam Agribusiness and Rural Transformation Project, Govt of Assam was started. Every year more than 25 entrepreneurs will benefit from this programme. CIIE.CO also collaborated with Smart City Indore to support and operate the Smart Seed Incubator in Indore. We also completed a two-month knowledge and workshop-based programme for young and aspiring entrepreneurs from tier 2&3 cities of India where more than 40 entrepreneurs participated. There was also a four-day IIMA bootcamp conducted through executive education for 30 regional startups from the states of Rajasthan and Gujarat sponsored by SAP. In the year 2021-22 CIIE.CO supported or invested in more than 180 startups across different states.





IIMavericks Fellowship 2021

The IIMavericks fellowship is an excellent opportunity by CIIE.CO to graduating students (PGP, PGP-FABM, PGPX) of IIMA. The programme has till date supported more than 100+ students choosing to pursue entrepreneurship. Under the fellowship, students are provided with a stipend for two years, and mentoring support from CIIE.CO team along with a placement holiday. In 2021 CIIE.CO received five applications for the fellowship, of which three student ideas were selected. CIIE.CO is supporting the following IIMavericks:

- Grad Capital (Abhishek Sethi PGP 2019-21) (<https://www.gradcapital.in>) - Gradcapital identifies start-ups/potential founders in colleges that no one else can - through their network of associates. Groom the founders through capital & mentorship for follow-on funding - through alums, mentors, and investors.
- BizinBiz (Hardik Seth PGP 2019-2021) (<https://www.bizinbiz.com>) – BizinBiz is a technology-driven chemical raw material procurement platform standardizing the quality and reliability of chemical raw material at the backend with Indian manufacturers and providing reliable supply chain to international buyers.
- Inovec (Harsh Khandelwal PGPX 2020-2021) (<https://www.inovec.in>) - Smart Glass device is for industrial units to enable a reduction in downtime. The user can access support from specialists remotely, as well as access drawings and procedures. It can be expanded to other uses such as remote asset maintenance, paperless logs, warehouse management, etc.

IIMavericks by CIIE.CO – Projects Currently Supported

- Healthelicious Foods Private Ltd - Calvin Pinto (PGPX 2019-20)(<https://instabrew.com>) - Selected in 2020 Healthelicious Foods, a D2C Coffee brand launched in the market in Jan 2022. The startup is building a superfood vitamin-enhanced coffee brand available in multiple flavours. It has received an excellent response from the customers in the preliminary launch of the product.
- WeSkill – Shashank Patidar (PGP 2017-19) (<https://weskill.co.in>) – Selected for IIMavericks EIR 2021. WeSkill is a startup on a mission to reimagine and democratize holistic education. Exposure to extracurricular learning at the right age is key to shaping personality and developing skills like communication, critical thinking and self-confidence. WeSkill has built an extracurricular learning platform for kids with online courses focused on building out-of-school learning.

Student Events

CIIE.CO supported The Red Brick Summit Masterplan competition with Rs. 1 lakh sponsorship. The sponsorship was used to support the prize of two student winners of the B-Plan competition under TRBS.

Evaluation and Jury as Part of Competitions and Courses

CIIE.CO team, startups 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 startup ideas as part of the Entrepreneurship Credit course conducted for PGP,

Research at CIIE.CO

Summary 2021-22

- In total, we released 64 publications including reports, chapters, articles, videos etc; on an average, we published insights once every five days.
- We published 11 reports, chapters and papers. While reports primarily landscaped emerging sectors like telemedicine and cultivated meat, the chapters and papers mainly delved into entrepreneurs' training and incubation.
- We supported seven studies under the Bharat Inclusion Research Fellowships in the themes of insurance, MSMEs, gig workers and the farm economy.
- Our chapters on incubation were published in international as well as India focused handbooks on incubation and startup ecosystem, respectively.
- We registered five cases with IIMA Cases. Additionally, five of the 11 cases that we have published thus far are also being distributed by HBSP and Ivey Publishing.
- We launched two intensive research initiatives - Financial Inclusion for Rural Transformation and Citizen Innovation Lab.
- We hosted 17 roundtable discussions and workshops with representation from policy leaders, government agencies, multilateral organizations, startups, academia and corporates.
- We also supported and contributed to research and teaching at IIMA in various ways including research grants and industry connections.



Support for Courses and Research at IIMA

- Supported the course New Technologies Applications, Design and Business Models (PGP2; Prof. Rakesh Basant) with thematic inputs and teaching assistance.
- Awarded grant for a research study on rural women's usage of mobile phones (Profs. Vidya Vemireddy and Vaibhavi Kulkarni) and two cases (WHRRL and Aggois) under the Bharat Inclusion Research Grant.
- Supported conceptualization and setting up of a collaborative research programme - Financial Inclusion for Rural Transformation - which will lead to creation of panel datasets of rural households spanning a few decades and surfacing of insights that contribute to development of relevant products for rural households. This programme is being led by Profs. Hari Nagarajan and Abhiman Das.
- We contributed to the two project courses jointly hosted by IIMA (Profs Rakesh Basant) and McCombs School of Business at the University of Texas, Austin with startup connections and knowledge inputs.

Further details are given in Appendix N.

3.2 COMMITTEE FOR MANAGING GENDER ISSUES (CMGI)

Committee for Managing Gender Issues (CMGI) works towards creating a campus free from harassment or sexual assault at all levels, in accordance with the Prevention of Sexual Harassment (POSH) Act. The broader objective of CMGI, however, goes beyond what is mandated by the Act and its rules. The Centre aims to sensitize and create awareness around not only sexual harassment, but also gender bias, discrimination, and other gender related issues.

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



Sessions Conducted

- Session on 'Gender Sensitization' was conducted on April 24, 2021 during induction for ePGD-ABA 2021-22 Batch
- Session on 'Gender Sensitization' was conducted on April 26, 2021 for PGPX Batch 2021-22 during Inauguration & Induction.
- Session was conducted for PGP 2021-23 & PGP-FABM 2021-23 batch on June 25, 2021 for a basic understanding of the rules pertaining to sexual misconduct at IIM Ahmedabad and the avenues available for victims of such conduct to file complaints.
- Session on 'Gender Sensitization' for PGP I (2021) was conducted on July 1, 2021.
- Session on 'Gender Sensitization' for PhD students was conducted on July 1, 2021.
- A CMGI Seminar on Understanding Sexual Consent: Conversations about the boundaries between romance and sexual harassment was conducted on September 24, 2021 by Ms. Prita Jha, Legal Activist, Writer and Director PEC, External member of CMGI.
- The videos on Consent and Rejection from the above seminar was shared on General notice board (gnb) on September 28, 2021.
- CMGI Events: Friday Townhall: An open house session to answer common questions and doubts about CMGI was organized on October 22, 2021.
- A CMGI workshop on CON-SENSUALITY: Interaction Between Consent and Sensuality was conducted by Paromita Vohra, Founder and Creative Director of AGENTS OF ISHQ on October 28, 2021.

- Friday Safe spaces: A meet-up open to women, and gender and sexual minorities from the IIMA community was held on November 13, 2021.
- A CMGI workshop on Bystander Intervention Workshop: How can and should bystanders intervene?, was conducted by Ms. Vandita Morarka, Founder and CEO of One Future Collective., on November 26, 2021.
- Session on 'Gender Sensitization' was conducted for the Third Party Staff of eateries on IIMA Campus like Tea-Post, Jaiswal canteen, Nescafe, S-Mart, DFFH, and Radhika.
- Session on 'Gender Sensitization' for the 42nd FDP batch was conducted on April 20, 2022.
- Session on 'Gender Sensitization' for the e-PGD ABA 2022-23 batch was conducted on April 12, 2022.
- Session on 'Gender Sensitization' for the PGPX 2022-23 was conducted on April 28, 2022.



Dissemination of Information and Awareness:

- The CMGI guidelines is shared with the IIMA Community through the Institute's official website.
- CMGI Newsletters: 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 and has disseminated 11 Newsletters.
- CMGI X Friday Safe Spaces was introduced on September 15, 2021 with an attempt to foster solidarity and networking spaces for women, and gender and sexual minorities to share experiences, rant (about something that happened in class/campus/home) or even to just talk-about anything under the sky women know they deserve.
- Videos on Consent and Rejection from the session, 'Understanding Sexual Consent' which was held on September 24, 2021 were shared on IIMA General notice board.
- International Women's Day: A screening of movie, 'Misbehavior', in collaboration with Women Leadership Society(WLS), was organized on the International Women's Day on March 08, 2022.
- Launch of CMGI's new webpage: The launch of new webpage on March 16, 2022 was an attempt to make CMGI more user friendly, accessible, and visible which will work towards a safe and inclusive campus. (<https://www.iima.ac.in/web/about-iima/home/gender-issues-cmgi>)

3.3 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.

Research Activities

- Following are the publications of the member of the Gender Centre related to Gender issues.
- Women directors in corporate India, c. 1920–2019, Business History, DOI: 10.1080/00076791.2022.2038139
Gender Centre member: Prof. Chinmay Tumble
- Reshaping adolescents' gender attitudes: Evidence from a school-based experiment in India, American Economic Review, 112(3):899-927, 2022.
Gender Centre Member: Prof. Tarun Jain
- Lab-in-the-field experiments: Perspectives from research on gender, Japanese Economic Review, 73:31-59, 2022.
Gender Centre Member: Prof. Tarun Jain
- Domestic workers and sexual harassment in India: Examining preferred response strategies, World Development, Volume 155, 2022, 105875, ISSN 0305-750X,
Gender Centre Member: Prof. Akshaya Vijayalakshmi, Prof. Pritha Dev, Prof. Vaibhavi Kulkarni
- Employment and Income Shock during COVID-19 lockdown in a Metropolitan city in India, accepted The Indian Economic Journal
Gender Centre Member: Prof. Pritha Dev

Articles

- A programme to teach gender-equality, India Together, October 22, 2021.
Gender Centre Member: Prof. Tarun Jain
- Fruits of liberation? Women's work participation and adoption of household appliances, with Gautam Bose and Sarah Walker, Ideas for India, May 28, 2021
Gender Centre Member: Prof. Tarun Jain
- Empowering women with ovulatory cycle knowledge: The lever to lower the abortion rates and unintended pregnancies, Times of India, March 28, 2022
Gender Centre Member: Prof. Pritha Dev

3.4 INDIA GOLD POLICY CENTRE (IGPC)

The India Gold Policy Centre (IGPC) was set up in November 2014 with grant from World Gold Council. It is a centre of excellence, conducting cutting edge applied research on the Gold Industry in India, that provides insights and suggest ways the findings can be put into execution for bringing reforms in the Indian gold market.

Over the years, the Centre had provided multiple inputs to policy makers on monetising household gold, on hallmarking, building market infrastructure institutions, on the taxes and tariffs related to gold, India's bilateral trade agreement with other countries, on consumption patterns in gold and so on. During 2021-22, the Centre can claim with some pride that many of these inputs have led to policy measures taking shape in the country in a meaningful fashion.

IGPC's project on the nationwide household survey on gold consumption finally bore fruit with the completion of wave 1 & 2 of the first-year survey. Conducting the survey during the pandemic was indeed a challenge. The results of first year presented at the annual conference were quite interesting. IGPC now has a rich database that will attract researchers to mine the data for more insights.

IGPC organized a 2-day workshop on Precious Metals Trading, webinars on Importing gold from UAE under CEPA and Duty free import of gold scrap under the UAE-India CEPA: risks to Indian gold & Jewellery trade. IGPC also organized its 5th Annual Conference on Gold & Gold Markets in Delhi which further strengthened its engagement with industry and government. IGPC has also been able to provide support on the regulatory scaffolding of IIBX which started operations at the GIFT City in Gandhinagar and in helping create the right environment with the leadership. The regulator IFSCA now has an MoU with IIMA on research collaboration in various other areas.



3.5 CENTRE FOR MANAGEMENT OF HEALTH SERVICES (CMHS)

Contribution of CMHS Faculty in Teaching, Research & Other Activities

Prof. Arvind Sahay

Course: Health-Tech Products and Delivering Systems, PGP/PGPX Elective Course

Project: Development of the Innovation Index for the Pharma industry

Prof. Tarun Jain

Course: Health Economics, e-PGP/PGP Course.

Media

Prof. Tarun Jain

1. Economic consequences of Covid-19 lockdowns: Lessons from India's first wave, Ideas for India, June 14, 2021 with Robert C. M. Beyer and Sonalika Sinha. Reprinted on Global Development Blog in English, French and Spanish.

2. The Economic Case for Free Vaccines, Ahmedabad Mirror, April 26, 2021.

Publications

Anuj Kapoor; Sridhar Narayanan and Puneet Manchanda; (2021) Working paper: "Can an AI Coach Help You Lose More Weight Than a Human Coach: Empirical Evidence from a Mobile Fitness Tracking App."

Arnab Kumar Laha; Bikas Kumar Sinha & Srijib Bhusan Bagchi (ed.); (2021) "A Multi-Type Branching Process Model for Epidemics with Application to COVID-19 in India," Springer Books, in: Strategic Management, Decision Theory, and Decision Science, pages 51-58, Springer.

Biju Varkkey; Moothedath Luthufi; Jatin Pandey; Sasmita Palo; (2021). "Nurses' Perception about Human Resource Management System and Prosocial Organisational Behaviour: Mediating Role of Job Efficacy". Journal of Nursing Management.

Rajesh Chandwani; Bhawana Maheshwari; Miguel Sarrion; Manoj Motiani; Siobhan O'Sullivan; (2021). "Exploration of Factors Affecting the Use of Web 2.0 for Knowledge Sharing Among Healthcare Professionals: An Indian Perspective". Journal of Knowledge Management.

Rajesh Chandwani; Judith Fletcher-Brown; Diane Carter; Vijay Pereira; (2021). "Mobile Technology to Give a Resource-Based Knowledge Management Advantage to Community Health Nurses in an Emerging Economies Context". Journal of Knowledge Management.

Rajesh Chandwani; Mayank Kumar; Jang Bahadur Singh; Agam Gupta; (2021). "Locating Resistance to Healthcare Information Technology: A Bourdieusian Analysis of Doctors' Symbolic Capital Conservation", Information Systems Journal.

Rajesh Chandwani; Namrata Chindarkar; Vaibhavi Kulkarni; (2021). "Determinants of Psychological Well-Being During the Covid-19 Pandemic Among "People Living with HIV/AIDS" in India". AIDS Care.

Rajesh Chandwani; Samah Shaffakat; Lilian Otaye-Ebede; Jochen Reb; Pisitta Vongswasdi; (2021). "Mindfulness Attenuates Both Emotional and Behavioral Reactions Following Psychological Contract Breach: A Two-Stage Moderated Mediation Model." Journal of Applied Psychology.

Rajesh Chandwani; Vijay Pereira; Cary L. Cooper; Arup Varma; Shlomo Yedidia Y. Tarba; (2021). "Evaluating and Investigating Knowledge Management Practices and ICT in Health Care: An Emerging Economies Perspective". Journal of Knowledge Management.

Tarun Jain; Bijendra Nath Jain; (2021). "Infection Testing at Scale: An Examination of Pooled Testing Diagnostics", Vikalpa, 46(1), 13-26, 2021.

Case Development

Case Studies/Teaching/Technical Notes:

Arvind Sahay; Varuna M Joshi;(2021) "Dealing with the Corona Virus: The Case of the Pharma Industry in India – Case.

Arvind Sahay; Varuna M Joshi;(2021) "Dealing with the Corona Virus: The Case of the Pharma Industry in India: A Teaching Note

Rajesh Chandwani; Vimalkumar, M; Jang Bahadur Singh; Dr. Sonal Asthana; (2021) "MILAAP - Crowdfunding for All: Helping Patients by Facilitating Philanthropy – Case

Rajesh Chandwani; Vimalkumar, M; Jang Bahadur Singh; Dr. Sonal Asthana; (2021) "The fight with Covid: Role of Milaap – Epilogue

Rajesh Chandwani; Vimalkumar, M; Jang Bahadur Singh; Dr. Sonal Asthana; (2021) "MILAAP - Crowdfunding for All: Helping Patients by Facilitating Philanthropy: A Teaching Note.

Tarun Jain; Pallavi Wats;(2021) Deworming- Technical Note

Tarun Jain; Pallavi Wats;(2021) Deworming: A Teaching Note

Tarun Jain; Pallavi Wats;(2021) Malaria Eradication - Technical Note

Tarun Jain; Pallavi Wats;(2021) Malaria Eradication: A Teaching Note



3.6 JSW SCHOOL OF PUBLIC POLICY (JSW SPP)

Research & Publications

Journal articles

Michael Aklin, Namrata Chindarkar, Johannes Urpelainen, Ahishek Jain, and Karthik Ganesan. 2021. The hedonic treadmill: Electricity access in India has increased, but so have expectations, *Energy Policy*, 156, 112391.

Namrata Chindarkar, Vaibhavi Kulkarni and Rajesh Chandwani. 2021. Determinants of psychological well-being during the Covid-19 pandemic among “people living with HIV/AIDS” in India, *AIDS Care*, DOI: 10.1080/09540121.2021.1966696.

Case Development

Ajay Pandey, Parameswaran Iyer; Swachh Bharat Mission or the Mission to Make India Clean: Addressing Open Defecation at Massive Scale (A), Temp/JSW0001(A)

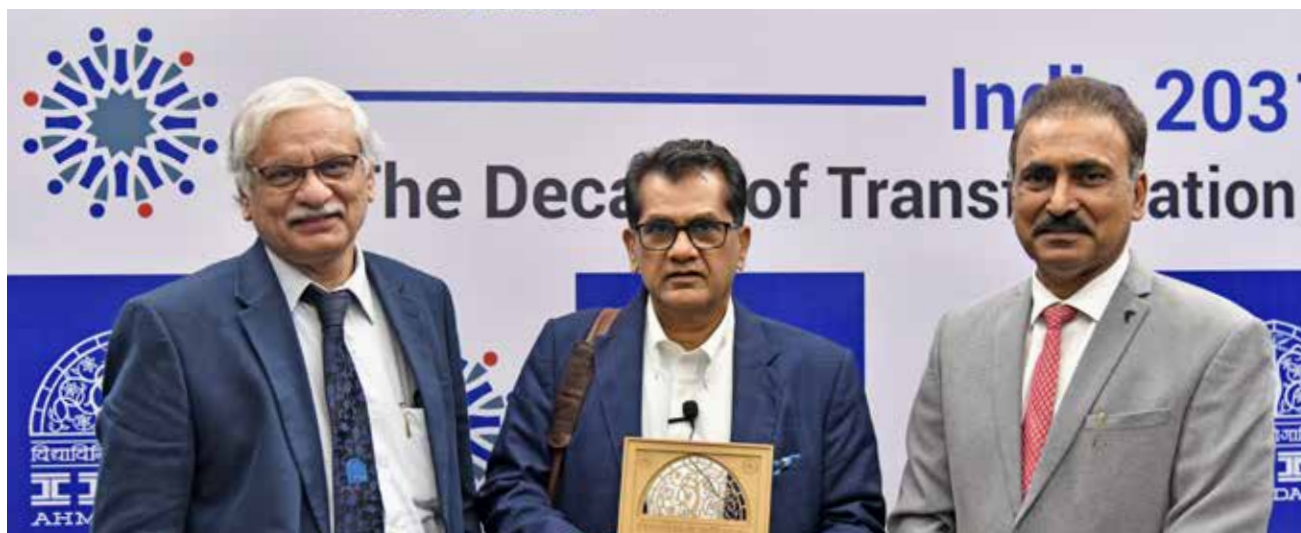
Ajay Pandey, Parameswaran Iyer; Swachh Bharat Mission: Addressing Open Defecation at Massive Scale in Rural India (B), Temp/JSW0001(A)

Ajay Pandey, Parameswaran Iyer; Swachh Bharat Mission: Scaling up the Mission to Make Rural India Open Defecation Free (C), Temp/JSW0001(C)

Ajay Pandey, Parameswaran Iyer; Teaching Note for Swachh Bharat Mission (A) (B) and (C), Temp/JSW0001(A)(B) (C)TN

Research Grant

INR 200,000 seed-money to Prof Ranjan Kumar Ghosh for study on water security: “Collaborative Governance Through ‘Convergence’: A Case of Rural Water Security Project in India”



Public talks and seminars

	Speaker	Date	Seminar/Talk Title
1	Mr. Parameswaran Iyer, Global lead for Strategic Initiatives in World bank's Water Global Practice	July 12, 2021	Book Talk on "Method in the Madness: Insights from my career as an Insider-Outsider-Insider"
2	Prof Rakesh Basant	September 12, 2021	Book Talk on "The Black Box"
3	Mr. Anil Swarup, Ex- IAs Officer and Founder Chairman of Nexus of Goods	September 17, 2021	Online seminar on "Making Things Happen"
4	Mr Sujeet Sarkar, Global Chief Operating Officer, RAF Global	September 12, 2021	Book Talk on "Quest for a Stable Afghanistan: A View from Ground Zero"
5	Mr. V Srinivas, Special Secretary to Govt of India, Department of Administrative Reforms and Public Grievances (DARPG)	October 11, 2021	Online seminar on "Transforming our Future: Public Policy Solution for Improving Quality of Life"
6	Shri Rajiv Mehrishi, former Comptroller and Auditor General of India	November 11, 2021	Keynote address on "India 2031 – The Decade of Transformation – What India needs" at the Public Talk Series India 2031-The Decade of Transformation
7	Shri Amitabh Kant, Chief Executive Officer at NITI Aayog	November 11, 2021	Inaugural public lecture on "Public Policy Priorities for the Social Sector – Leaving No One Behind in New India" at the Public Talk Series India 2031-The Decade of Transformation
8	Shri Amitabh Kant, Chief Executive Officer at NITI Aayog; Prof. Errol D'Souza, Director, IIMA. Dr. K P Krishnan, IEPF Chair Professor in Regulatory Affairs National Council for Applied Economic Research Shri Pankaj Kumar (IAS), Chief Secretary of Gujarat State. and Prof. Parameswaran Iyer, Professor of Practice at JSW-SPP	November 11, 2021	Panelists in the panel discussions at the Public Talk Series India 2031-The Decade of Transformation
9	Prof Errol D'Souza, Director IIMA	November 12-14, 2021	Special guest at the NASPAA South Asia Virtual conference co-hosted by JSW-SPP along with the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), the South Asian Institute of Policy and Governance (SIPG) and North South University
10	Shri Bharat Lal, Secretary, Lokpal of India and Founder Mission Director of Jal Jeevan Mission	February 3, 2022	Webinar on "Jal Jeevan Mission – The incredibly ambitious USD 60 billion programme to deliver tap water to every rural household in India by 2024"
11	Shri Inderjit Khanna, Former Chief Secretary of Govt of Rajasthan and former full time visiting Professor at IIMA	March 25, 2022	First Hybrid Book Talk co-hosted with the Vikram Sarabhai Library, IIMA on "Flashes Before My Eyes: The Civil Service and More"

Faculty recruitment

Mr. Parameswaran Iyer, a former IAS officer and Secretary to the Govt of India's Ministry of Drinking Water and Sanitation, joined JSW-SPP as Professor of Management Practice. He is also the CEO and Manager of the 2030 Water Resources Group, a public-private-civil society partnership hosted by the World Bank, Washington DC.

Executive education (EE)

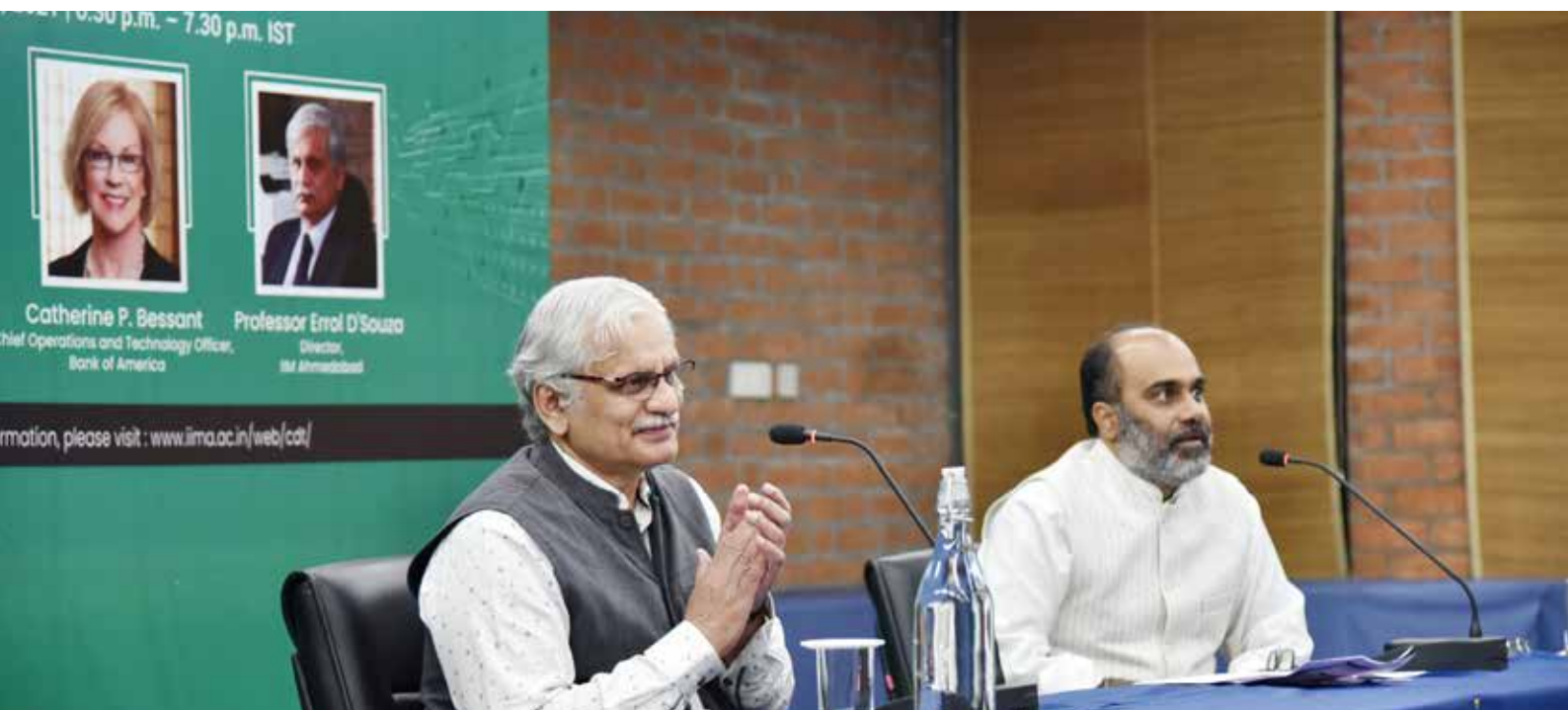
A Two year Certificate Programme in Public Policy and Management, designed at the initiative of the Ministry of Skill Development and Entrepreneurship (MSDE), GoI and implemented in collaboration with State Skill Development Missions (SSDMs) The programme, undertaken in partnership by 9 IIMs, combines class sessions with intensive field immersion at the district levels. The first academic module was undertaken in October 2021 and the second module was conducted in March 2022.

20th core course (online) for regulators associated with South Asia Forum for Infrastructure Regulation (SAFIR) on "Electricity Reforms and Regulations" from February 21 – 23, 2021.

3.7 CENTRE FOR DIGITAL TRANSFORMATION (CDT)

The Centre for Digital Transformation was inaugurated in hybrid mode on August 26, 2021 in collaboration with the Bank of America. The inauguration was attended by the advisory committee & council for responsible digital transformation members. The Centre received wide media coverage on the inauguration. The Centre for Digital Transformation (CDT) was actively engaged in its industry connection with the formation of the Retail Tech Consortium (RTC). The notable RTC industry partners include Chroma, Fabindia, Flipkart (the principal partner), Oyo, Patanjali, Procter & Gamble (P&G), Snapdeal, and Unilever with a few more in the pipeline. The Centre is undertaking a survey of more than 35,000 retail consumers across India and another survey on digital leadership and capabilities in the Indian industry involving C-level executives.

The Centre focused its research work across three chosen themes viz. consumer and retail, organizational transformation, & inclusion and bridging the digital divide. The faculty members of the Centre published 24 research articles in top journals, conferences, and book chapters during the last fiscal. The Centre contributed articles in newsletters and magazines as well. The CDT organized a panel discussion on Augmented Artificial Intelligence (AI) and also published a case study on the applicability of augmented AI in the agriculture domain. The Centre organized knowledge dissemination activities like webinars and made an invited representation in industry/academic forums through keynote addresses, panel discussions, and webinars. The Centre is coming up with a report on inclusion including case studies from Infosys, NASSCOM Foundation, and HDFC Bank. The Centre is planning and working to organize an annual conference on digital transformation involving a digital leadership summit and academic researchers.



3.8 CENTRE FOR TRANSPORTATION AND LOGISTICS (CTL)

Efficient, resilient, safe, and sustainable transportation systems and logistics processes are critical for economic development and improving the ease of doing business. Cities and regions globally are currently witnessing many innovative business models and strategic policy interventions to better manage or solve transportation and logistics problems. This introduces new challenges and performance trade-offs compelling rigorous academic investigations. The Centre for Transportation and Logistics (CTL) was established in 2020 to facilitate cutting-edge transportation and logistics research among IIMA faculty in order to expand the institute's contributions to policy and practice, globally. The Centre, through its many programs, activities and events, aims to promote impactful research through internal collaborations and external partnerships with industry, government and academia.

Currently, CTL faculty members engage both in problem-solving and thought leadership in emerging areas such as transport infrastructure, vehicle routing, facility location, warehouse design, mobility choices, environmental impact reduction, accessibility, etc. using cutting-edge data and methodologies spanning optimization techniques, stochastic and empirical methods. The goal is to continue to support faculty as well as student research and further strengthen IIMA's reputation as a leading transportation and logistics research hub in the world.



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

The Ashank Desai Centre for Leadership and Organisational Development (ADCLOD) has been set with a vision to conduct research and inform practice in leadership and organisational development. The vision is to be recognised as a centre of excellence that can build on indigenous research and knowledge to create a long-lasting impact on the leadership and management of organisations in India and worldwide. Currently, the Centre has 12 faculty members from various 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.

ADCLOD aims to bring together faculty, students and governmental, non-governmental, and private organisations to conduct distinctive and high-quality leadership and organisational development research.

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	



3.10 NSE CENTRE FOR BEHAVIORAL SCIENCE

The NSE Centre for Behavioral Science (NSE CBS) was established at IIMA in March 2020 with a grant from the National Stock Exchange of India Ltd. The Centre is the first one in this part of the globe focused on advancing applied research in behavioural science in finance, economics, and marketing - contributing to IIM Ahmedabad's philosophy to improve management practices across sectors of finance, health, public policy, marketing, economics, organizational behaviour, and human resource management, as well as making path-breaking contributions to academia, industry, and policymaking. The Centre extensively engages in rigorous research in behavioural science and disseminates the research to scholars, practitioners, and policymakers alike. As a part of the dissemination process, NSE CBS regularly organizes webinars, conferences, and Industry interactions led by researchers and Industry experts in behavioural economics/finance. Prominent being

- Predicting Retail Sales with fMRI, Attitudes, Incentivized Purchases, and Market Data by Prof. Hilke Plassmann,
- High-Stakes Failures of Backward Induction: Evidence from "The Price Is Right" by Dr Bouke Klein Teeselink
- "Expectation" or "Exception": Examining the effect of norms in social dilemmas on moral self-image and behavioural spillovers | by Fatima Koaik.
- Introduction to Functional Magnetic Resonance Imaging (fMRI) as a methodology - In house Webinar

The Centre has established a behavioural science lab equipped with EEG, eye tracker (mobile and desktop), and GSR, stimulus presentation software-E prime. It has started gathering data extensively using MatLab packages (EEG LAB & Brainstorm) for EEG data analysis. The lab has four high-end workstations, each equipped with E-Prime 3.0 software aiding in psychophysical and behavioural experiments. The latest E-Prime software makes it ideal for new learners and advanced users to collect behavioural responses like reaction times (RTs) and accuracy data with precise timings. A variety of stimuli, including text, images, videos and audio files, can be presented in the experiment. Additionally, the Centre has a multifunctional stimuli and response device, Chronos. The device allows the accurate recording of data from key presses and releases. This, combined with E-Prime, makes for a thorough data collection setup.

The Centre is geared up for large-scale experimental and control group data collection using the apps. It is staffed by competent personnel collaborating with researchers in leveraging the facility to do cutting-edge research.

The research done at the Centre contributes not only to academics but to the industry and regulators, like the Food, Safety and Standards Authority of India (FSSAI) & partners with mutual fund products. The influence of loss aversion and anchors on the selection of mutual funds was another critical study that was completed.

Members of the Center's executive committee came together to create and deliver the CXO Playbook programme in April 2022. The programme targeted CXOs intending to focus on leveraging the insights of behavioural science in their decision-making.

In March, the Centre held its annual BISM -2022 conference to foster research and build collegium connections with researchers and practitioners across India and abroad. Furthermore, NSE - CBS launched the first of its kind, Applications of Behavioural Science in Management: The CXO Playbook. The preliminary feedback suggests that the programmes and conference were well received.

A few publications in the recent past are:

- Analysis and impact of COVID-19 disclosures: is IT services different from others? Industrial Management and Data System, Majumdar, A., and Singh, P. (2021) Emerald Publishing.
- Limited Foresight Equilibrium, Games and Economic Behavior, 132, 166-188. Rampal, J. (2022)

Some of the noteworthy projects in the pipeline are :

- Neuropricing (Prof. Arvind Sahay, Richa Nigam, Paridhi Kothari),
- Consumer perceptions of different front-of-pack labels for Indian packaged food (Prof. Arvind Sahay, Prof. Ranjan Kumar Ghosh, Anushka Oza, Divya Reji and Rahul Sanghvi),
- Understanding Indian Millennial Investors Stock Preferences (Prof. Arvind Sahay, Anushka Oza, Divya Reji, Mayank Prakash)
- Household Investor Survey (Prof. Jeevant Rampal, Prof. Joshy Jacob, Mayank Prakash, Abhishek Tripathy)
- Paper about the strategic interaction between the government and various agents in developing a market infrastructure institution (Prof. Arvind Sahay, Mr Sudheesh Nambiath, and Adil Shah)
- Institutional Noise trading and its effect on volatility in the Stock Markets due to behavioural biases, specifically Diagnostic Expectation (Prof. Joshy Jacob, Mayank Prakash)
- Opponent's foresight and optimal choices (Prof. Jeevant Rampal)
- Task satisfaction and charitable giving (Abhishek Mundhra, Prof. Jeevant Rampal, Divyanshu Jan, and Praneel Jain)
- Information and behaviour during COVID-19 (Prof. Ritwik Banerjee, Prof. Anujit Chakraborty, and Prof. Jeevant Rampal)
- Contests within and between groups (Prof. Puja Bhattacharya and Prof. Jeevant Rampal)
- A strategic incentive for giving may be counterproductive (Prof. Jeevant Rampal)
- Trust and Algorithmic Control (Prof. Aditya C. Moses, Prof. Shaivi Mishra)
- Developing CAPE indicator for the Indian market (Prof. Joshy Jacob)
- A Report on the Study of Capital Requirements of Market Intermediaries (Prof. Joshy Jacob)
- Disposition Effect Study (Prof. Arvind Sahay, Yash Chakarvarty, Kunal Apastamb)



3.11 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 at IIMA in 2019 with the objectives of applied research, knowledge dissemination, engagement and training.

The Centre is releasing the Business Inflation Expectations Survey (BIES) every month. Over a period of time, the BIES has gained visibility and the policy makers and macroeconomists have been using the survey results on a regular basis. This is the only survey in India (and possibly in emerging economies) which captures the dimension of inflation expectations from the price setters' perspectives.

To support research activities, Centre has renewed the subscriptions of AGM/EGM/Postal Ballot Resolutions Database, Board Meeting Resolutions Database, Auditors Database, Financial Results Database. During the year the Centre has produced 10 working papers, some of which have been published in international journals. The centre has also published ten articles in various newspapers.

Centre has organised a series of research webinars (16) from academic experts in the field of inflation, real estate, political voice and mortgage market participation, predictability and information in REIT implied volatility, online reputation and debt capacity, policy ideas on current issues (privatization, SPACs, cryptocurrencies & more), among others. Centre has invited academic and industrial experts and organized panel discussion on Understanding REITs: The Asian and US Perspectives and Panel discussion on "REITs: Surviving the Pandemic and the Way Forward". The Centre has been offering an elective course entitled "Real Estate Management" for PGP II students. As part of this course, the Centre has submitted 5 cases for registration in the IIMA Case Centre.



3.12 BRIJ DISA CENTRE FOR DATA SCIENCE AND AI

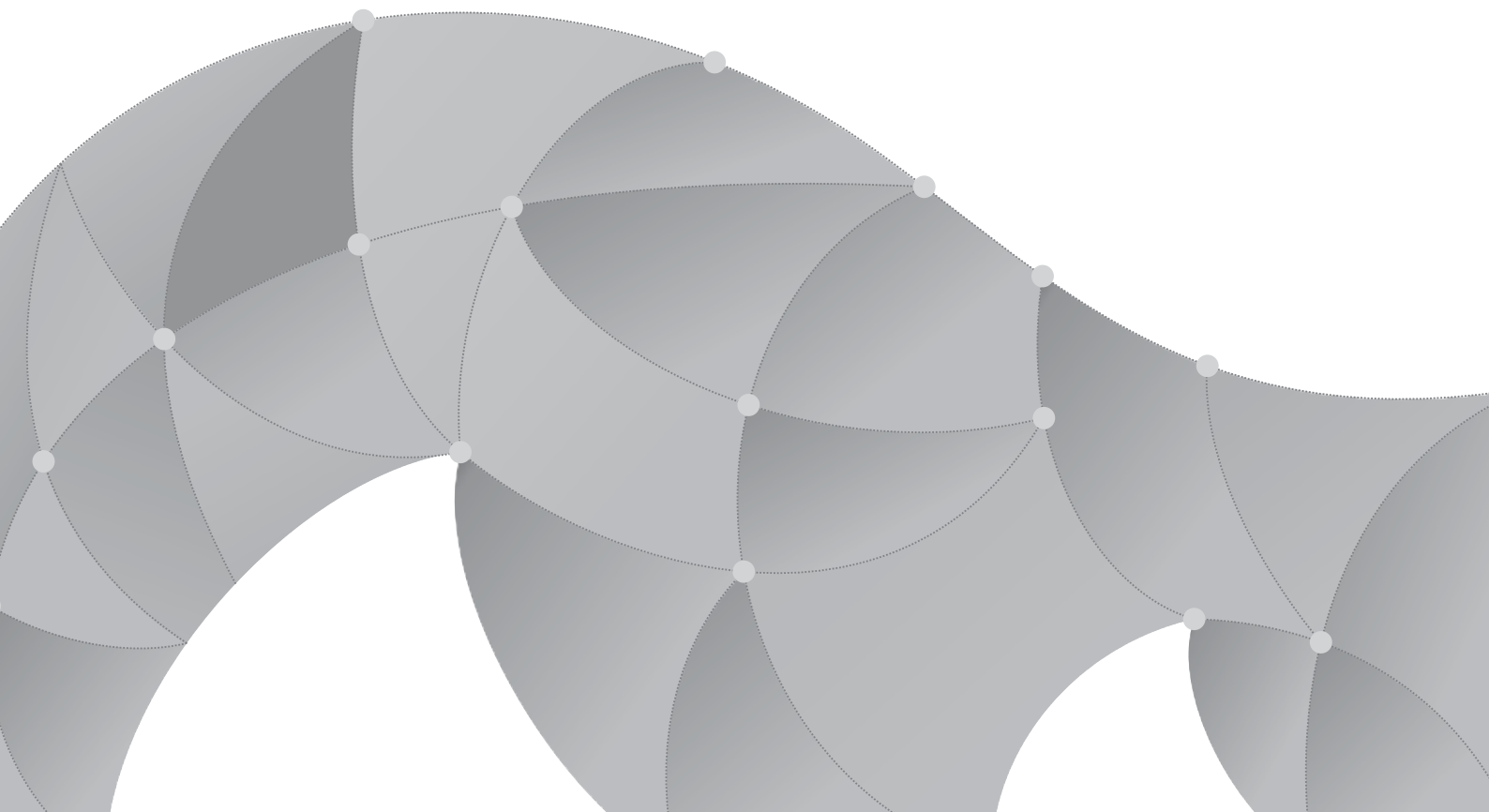
Globally, organizations are facing a huge challenge in generating, capturing, managing and converting the data generated into meaning information for making better decisions. Organizations at the frontier of knowledge have begun taking advantage of data science and AI to grow and transform their strategies. A deep understanding of these ideas, and its role in business is now essential for the leaders to position their organizations.

Brij Disa Centre for Data Science & Artificial Intelligence (CDSA) at IIMA is committed to playing a catalytic role in this changing scenario by producing and disseminating knowledge in the realm of data science and AI. The activities of the centre are five-fold through which the members of the centre engage with businesses, policy makers, students and other academic institutions. These activities are Academic Research, Knowledge Dissemination, Industry Connect, Data-driven Policy Enablement and Consulting Activities.

The Centre was inaugurated on August 16, 2021.



4. ENHANCING THE CAMPUS



4.1 INFRASTRUCTURE DEVELOPMENT

The infrastructure development work awarded to Ms PSP Projects Ltd started in April 2019. The pandemic caused a delay in project implementation. However, the construction work on the new campus is near completion. While the construction work initiated on the main campus in mid-2021 is underway. The status of the various projects as of March 31, 2022, is as follows:

Name of the Building	Area (Square Foot)	Start date	Expected completion date	*Revised completion date including interior	% of civil work completed up to March 31, 2020
Sports Complex	57,858	April 1, 2019	March 31, 2020	August 31, 2021	98%
JSW School of Public Policy	56,420	April 1, 2019	June 30, 2020	June 30, 2022	98%
Student Dormitories	3,47,359	April 1, 2019	March 31, 2021	June 27, 2022	90%
New Academic Block	2,36,924	April 1, 2019	March 31, 2021	July 31, 2022	90%
Faculty Housing (56 Units)	2,21,494	June 1, 2021	May 31, 2023	November 30, 2023	12.67%
Staff Housing 1 (60 units)	93,556	March 1, 2021	February 28, 2023	November 30, 2023	19.86%
Staff Housing 2 (40 units)	65,262	March 1, 2021	February 28, 2023	November 30, 2023	28.35%
Total	10,78,873.00				

Conservation, Restoration, and Upgradation

The infrastructure at the main campus was built in the 1960s and 1970s. The buildings, therefore, have begun to show architectural and structural distress. Conservation architects Somaya & Kallapa were appointed in 2014-15 to prepare the Conservation Master Plan and to undertake the conservation and restoration of the following Louis Kahn buildings.

Sr.	Building	Built up area in sq.ft	Status of works as on March 31, 2022
1	Library	48,000	Completed in November 2018
2	Faculty block including ambulatory/ faculty interaction center & Harvard staircase/ entrance area	71,306	Civil work commenced in October 2020. Non-destructive testing (NDT) work of various elements of the faculty block is in progress. Due to the pandemic, the work could not commence/progress in full swing. The result of NDTs and the structural consultant's final recommendation on repair methodology and structural retrofitting is awaited. The scope of work is likely to change substantially increasing cost. The time frame of this project is also expected to get affected.
3	Classroom Complex, including Entrance Plaza	66,000	
4	Dormitories for students (468 rooms)	2,11,850	D-15 was completed in November 2018.

The condition assessment of other dorms and classroom complex is being undertaken.

Renovation of Faculty Club

The renovation & upgradation was planned for the 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 the schedule. The renovation work was completed in April 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 has a MS pre-coated PUF roofing sheet. The work was completed in March 2022.

Utility Lines Replacement Project at Main campus IIMA

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

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

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



4.2 COMPUTER CENTRE

Information & Communication Technology (ICT) at IIMA manages all the infrastructure & facilities of the data centre, network, audio-visuals, telecom and endpoint devices. ICT, also called as Computer Centre (CC) is governed and guided by the Computer Services Committee (CSC). CSC formulates IT policies & procedures from time to time. ICT is managed by a team of qualified IT professionals, able managers and technical team members.

ICT continues to develop the IT Infrastructure with a focus on high availability, scalability, mobility, security, performance, automation, lower TCO (Total Cost of Ownership) and ease of management. The goal is to maintain a digitally smart campus where applications/information can be run/accessed securely 24x7 from anywhere and from any device at an acceptable speed and where all campus resources can be used optimally with the use of latest tools and technologies. 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).

ICT Infrastructure

The CC has opted for Hyper-Converged Infrastructure (HCI) to decrease data centre complexity and increase scalability and productivity. This has been built using VMware's VSAN technology on HP Servers with Veeam software as a backup platform. All buildings on the main and new campus, including the hostels, faculty blocks, academic blocks, computer centre, library, IMDC 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 the 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 an internet bandwidth of 900 + 900 Mbps through two different ISPs. In addition, it also has a 1 GBPS link from NKN (national knowledge network). Hence the Institute has a total of 2.8 Gbps internet bandwidth. Considering the virtual working mode on the campus, either at the programme offices or in the residential area, the internet backbone was strengthened by doubling ILL capacity with multiple internet service providers. This has ensured the redundancy in the 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 uptime of ILL 24/7. To ensure IT Security and mitigate external threats to the computing environment of IIMA, UTM (Unified Threat Management) has been upgraded to the latest version of the firewall with a built-in AI-based preventive security measures, log analysis and intelligent reporting tools.

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 use 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 hardware failure).

The core modules of SAP were implemented in the first phase of implementation. The Student Life Cycle Management (SLCM) will be part of the second phase. SAP implementation will help IIMA to automate its processes and move toward a more digital office along with resource optimisation and productivity improvements.

High-Performance Computing (HPC) Lab

Given the massive importance of data collection, visualization and modelling, IIMA decided to develop a new laboratory equipped with state-of-the-art high-performance computers along with large data-storage facilities. This HPC lab is facilitating the academic and research community at IIMA regarding research, consulting, and public policy-making.

The HPC Lab helps all especially research scholars and students of the new analytics programme ePost Graduate Diploma in Advanced Business Analytics (ePGD-ABA). To double the capacity to cater to the computing demands of researchers, HPC Lab – Phase 2 expansion was completed in 2021-22.

Audio-Visual Services for Virtual functioning of IIMA

A media services team has been formed to support the IIMA community's online/virtual mode of functioning and 'WFH' modes during these pandemic times. This team has handled all the academic and students' activities in complete online mode with the use of software-based VC Tool (Zoom) and digital teaching equipment, that include:

Student Admission Interview Processes	Academic Programmes Inauguration	Online classes
Online exams with AI-backed proctoring	Campus Placement interviews and Virtual convocation also.	

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.

Telephony Infrastructure

The Computer Centre has upgraded its analogue 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 internal data centre itself. Computer Centre is increasing its cloud environment for various needs like Disaster Recovery Site for SAP and Non-SAP Applications, BC-DC Portal and the new website.

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

Academic Software Support Services

The Computer Centre has developed many in-house academic and administrative applications 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. New software facilities (Arena, ThinkCell, Open-Source Tools etc.) have been added to these services and made available to faculty members and students.

Digital Certificate in Blockchain Platform (BCDC)

Managing the academic and Executive Education (ExEd) Programme certificates is manual and has the risk of duplication, difficulty in verification, etc. This process is being automated by implementing the blockchain platform for an end-to-end life cycle of managing digital certificates (design, generate, validate, issue, verify on demand, revoke, time-bound). This project has helped the Executive Education Programme to digitize the life cycle for the certificate of participation issued to ExEd programme participants. During the year 2021-22, about 6000 digital certificates were issued and managed by this BCDC platform.

Robust IT Help Desk

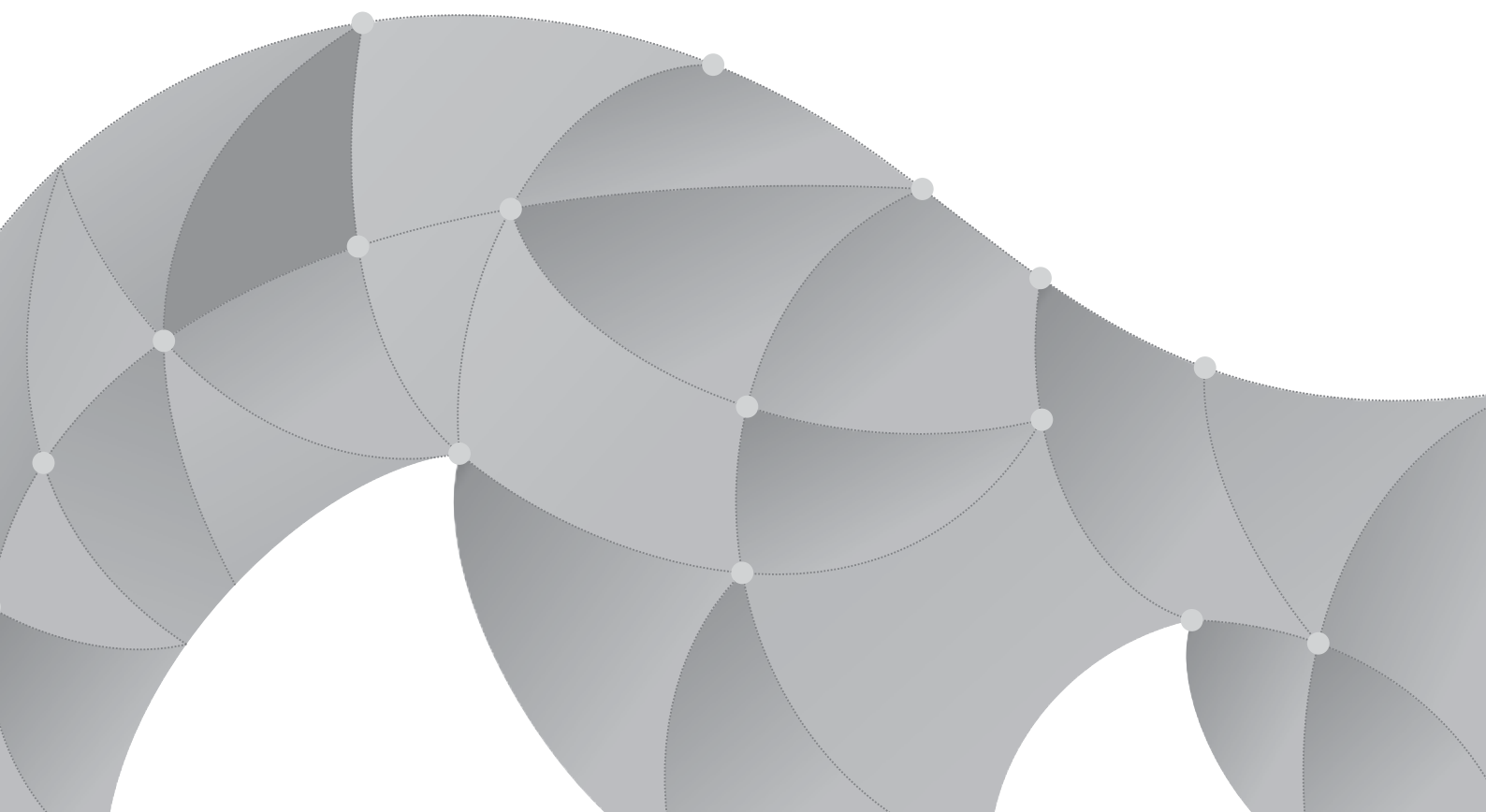
The Computer Centre has a centralised helpdesk where end users can log IT-related incidents/requests over the phone, by email, or through a web interface to get technical support. The entire process is based on the ITIL Methodology. It has a hybrid IT services model. IIMA has outsourced some of the non-critical 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.

Cyber and IT Security Measures

As the dependency on ICT is more for the virtual functioning of IIMA, the same needs to be secured from all aspects of cyber threats and IT Risks. A comprehensive VAPT and IT Security audits have been initiated to arrest gaps and strengthen the IT security control systems in the Institute. Considering the growth of IT workloads due to new buildings, an alternate network site is under setup in the new campus, to serve users in new buildings. It will also serve as the backup site for IIMA's primary network site in the Data Centre.



5. CAMPUS LIFE



5.1 VIKRAM SARABHAI LIBRARY

The Vikram Sarabhai Library (VSL) is committed to providing the widest possible access to information. This commitment is reflected in the range of services offered by the library. 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 developed an android app for accessing its resources through mobiles. 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. During the year, the library added two major databases i.e NSE Trade and Order data for 2019 and 2020 and Nielsen IQ Marketing Data.



Resources

Sr. No.	Particulars	No. of items added during the year 2021-22	Items as on 31.03.2022
1	Books	1205	204932
2	Bound Volumes of Periodicals	321	47918
3	Working Papers	58	2602
4	Thesis	29	421
5	Project Reports	525	2693
6	CDs / DVDs	24	2595
7	Current Subscription to Journals	30337 (e-journals) and 142 (print journals)	
8	News Papers subscribed	14	

E-Resources

The library subscribes to a number of company and industry databases, bibliographic databases, and E-journals to provide the latest scholarly information to the users. Details are listed in Appendix O.

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 IIMA Institutional Repository has been created to collect, preserve and distribute the scholarly output of Indian Institute of Management, Ahmedabad. It is an important tool to facilitate scholarly communication and preserve institutional knowledge. The repository contains more than 21,000 items: faculty publications, 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
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It has started NICMAN (National Information Centre for Management) Membership to help/facilitate business/management related researchers in their research.

5.2 ARCHIVES

Brick by Brick: A Journey through IIMA Archives, a permanent exhibition of the key milestones in IIMA's journey, was inaugurated on November 10, 2021. It is organized around 14 panels and an array of carefully selected objects. The exhibition is housed in Dorm 15 on the Main Campus. More than 12,200 digital documents were added during the year. A professional archivist has been appointed. Digital versions of documents and photos about the first 30 years of the Institute will soon be made available to the public through the new IIMA website that is being designed.



5.3 STUDENT ACTIVITIES

Abacus

Abacus, the analytics and quant club of IIMA, has undertaken multiple activities in the analytics field. These include flagship events like Nautilus and Blitzkrieg in TRBS. Events like Mindbend (weekly quiz), Nutcracker, and Abacus Nite were held this year. To assist with academics, various remedials were taken for quant, excel and other quant courses along with simulations in various competitions. Various certification courses were held for students and online speaker sessions for the IIMA community. Analytics Primer and Puzzle-of-the-day were released for extra support during placements. The club also published three newsletters covering the recent advances in analytics across multiple industries.



Beta - The Finance and Investments Club

Beta focuses on generating awareness among students about careers in finance, assisting in the placement process and networking extensively within the financial services industry through various initiatives. Beta also engages students across other prominent B-schools with the intent of forming a network of like-minded professionals. This year saw learning through a number of competitions and speaker sessions from industry experts, including Aswath Damodaran to give students a flavour of finance from a practical perspective.

CultComm

The Cultural & Social Affairs Committee (CultComm) has a straightforward agenda - to make life on campus more engaging and cheerful. It is dedicated to keeping the culture of the Institute and bonds between people intact and flourishing. CultComm began the year with Induction Week by passing the WIMWI culture to the incoming batch and hosting an online Freshers' Party. Due to COVID restrictions, Club Runs were conducted online, keeping the pace and enthusiasm intact and taking the legacy of past years forward. Section-wise bonding for first years was strengthened through T-Nite, a hybrid inter-section cultural competition. Multiple festivals from Onam, Navratri, Diwali, Christmas to Holi were celebrated in collaboration with Decibel and Footloose, keeping in mind the COVID regulations. During Valentine's Day, Cupid helped deliver secret messages and chocolates. Finally, the year was summed up by hosting a Farewell Party for the outgoing batch in association with Chaos, Decibel and Footloose and by celebrating the spirit of being a survivor by distributing PGPI Survivor T-shirts.



Consult Club

The Club focuses on fostering an environment conducive to honing relevant skills for students interested in Consulting. To give students a flavour of the consulting industry and life of a consultant, the Club organised various speaker sessions with management consultants throughout the year. Case-solving workshops were conducted to help students prepare for their interviews, and a revamped casebook, primer, industry reports and a series of newsletters were published. Through the organization of competitions such as Strategos and Armageddon, the Club provided all enthusiasts with an opportunity to step in the shoes of a consultant and showcase their real-life problem solving skills.



The ProdMan Club of IIMA

To create the next generation of leaders in Product Management, the Club enables career outcomes, networking outcomes, and learning outcomes for IIMA's student community. The Club engages with industry leaders, mentors, and experts across the domain through speaker sessions, workshops, competitive events, and publications to meet the objectives. During the academic year 2021-22, the Club launched the 3rd edition of Futuristic Outlook to Product Management, the flagship publication offering insightful analysis and long forms. The Club organised its flagship product management event - PM Live which garnered 1500+ participants from top colleges across the country. For the IIMA student community, the Club launched placement preparation mentorship & assistance for PGP1s and PGP2s, which helped 100+ PM aspirants in campus.

Decibel - Music Club

In the hybrid academic year, Decibel's agenda was to recreate the musical legacy with performances on campus. Starting with an online introductory video as part of the club run, Decibel conducted online Antaakshari and performed in the Freshers Nite. Decibel shared recommendations on good new music through the monthly Jukebox Journal mailers. The club strengthened its online presence through regular social media posts of covers by the members. Decibel performed during the IIMA Institute Day celebrations for the first time. Decibel collaborated with SMILE to teach music. With a befitting end to the year, Decibel performed the Last Gig as part of Mayhem.



Eloquence - The Soft Skills Club

The Club took on many initiatives through the year, despite the pandemic. The Club organised a session by Prof. Asha Kaul on Structured Thinking and Communication and another session by George Koshi on "Demystifying Group Discussions" 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. The Newsletter covers niche topics on communication skills helpful to students and commentary on general affairs. Eloquence launched a podcast titled 'Inside Stories' where it hosted Prof. Meenakshi Sharma as the honoured guest. Eloquence played an integral role in the summer internship process by collaborating with career clubs to hold mock GDs and actively coordinated Cluster-X interviews. The Club was immensely active during TRBS, conducting the Model United Nations online - receiving over 1000 registrations and over 70 delegates.

EntreVC - Entrepreneurship and Venture Capital Club

The Entrepreneurship and Venture Capital Club takes pride in being a platform that encourages and guides students through the process of starting and funding new ventures, and in providing a mentorship and support network for the IIMA community. The Club supports, develops and enables current and future Entrepreneurs and Venture Capitalists to change the world through creativity, smarts, and grit. The year started with the Young CEO Challenge, designed for first-year students. This is an entry-level event that attempts to give a flavour to the world of entrepreneurship. As part of TRBS, the club organised its flagship event, 'Masterplan', which seeks to identify budding entrepreneurs to contribute to India's buzzing economy. Later, the campus rounds of the Hult Prize and Venture Capital Investment Competition (VCIC) - Venture Mania were also conducted. The EntreFair helped interested students engage with new-age start-ups and pick up short-term projects and summer internships with them.



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. EOOSC acts as a liaison between the various administrative, housing, and academic branches of IIMA and the differently abled community to ensure that the students have a smooth academic journey. Through a mentorship programme, EOOSC intends to provide additional touchpoints for differently abled students to reach out to seek help throughout their studies and in the future. The Committee also works to sensitize the entire student community about the need for accessibility and about success stories about accessibility from around the world. EOOSC strives to work 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 of IIM-A, which seeks to develop students' interest in the field of Economics. It organized various competitions - including the flagship event Tradecraft, a carbon credit trading competition as part of TRBS. Equizzitive - the Economics Quiz was organised for PGP1s at the start of the academic year. The club also organized Stratathon, a live game theory competition in collaboration with the Indian Game Theory Society (IGTS). The Club periodically organized 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. The Club also collaborated with Economatrix and conducted a debrief session on the Union Budget presented in 2022 for high school students from across the country.



Food and Agribusiness Club

The Food and Agribusiness (FAB) club is the only career club for FABM with a vision to improve engagement with the Food and Agribusiness Industry and present the talent of the batch in the best possible way. The Club facilitated placement preparation for summers and finals with 180 mock PIs, 10 GDs, and 10 knowledge-sharing sessions. GDPI, Internship experiences, and 20+ KYCs were documented to facilitate effective knowledge transfer to incoming batches. The Club hosted 11 speaker sessions with CXOs and major industry leaders during the year. Workshops included an excel refresher, tips to grab a PPO, demystifying case studies, and

understanding the future of food. AGRENOVERA, the annual flagship event of the club under TRBS, saw 1k+ student participation and 40K in cash prizes. Club's social media presence strengthened with an average reach of 600, 36% increase in follower count and 17% engagement on LinkedIn & Instagram. The Club initiated the FAB mentorship programme for the first time with nine mentors.

FABM Committee

The primary objective of the FABM Committee is to promote the programme's recognition in the student community and the corporate world. Over the past year, the FABM Committee has hosted several speaker sessions with leaders in the Food & Agribusiness. The Start-up series and the Naturalist newsletter were frequently published to aid students with industry-specific insights. Agrosol was held for the incoming batch to explore their strategic agility.

The Club hosted the largest International Food, Agribusiness, and Rural Development Summit in Asia, which is an exclusive platform for industry, academia, and policymakers to share ideas, knowledge, and expertise. Several workshops, panel discussions and speaker sessions were conducted. The events organized were Brain-a-thon - a case-study competition, The Blurb for Ad Analysis, Stratjack – Strategy competition and Agrovation, Pitchers – innovation in the food and agribusiness space amongst others namely Finsharks, Agrovation and innovative contests including Photoscoop and SketchHR. Krishi Manthan 2021 has secured 6th position under D2C Popular B-School Festivals 2022 and was the only agri-business summit to feature in the top 10 rankings.



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.

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. In 2021-22, FII successfully executed 35+ projects and grew 40% in the top line. It received glowing recommendations from clients ranging from MNCs, start-ups and government organizations for helping them solve multi-dimensional business problems. FII also collaborated with international national and with public institutions. To aid the student's holistic development, it organized two case competitions, Livewire and Emergere. FII successfully established an industry partnership with Shell E4.



Faculty - Student Interaction Cell

Due to the pandemic, events had to be held online. The Cell had to adapt to the situation and modify events accordingly quickly. A mentorship programme for PGP1s was inaugurated before they joined the campus to reduce their stress levels. About 450 students and 40+ professors were a part of this initiative conducted across 100+ sessions. Snippets were collected from the alumni and shared with the professors to help recollect the memories. We also started with the flagship dorm mentorship programme, where professors were mapped with various dorms. This flagship programme was intended to create a strong and healthy bonding between dorm professors and the students.



Footloose

The new academic year began with the induction of the PGP1 (2021-2023) batch to the virtually shot video. The video highlighted different dance forms. An online competition called Groove was conducted, which saw active student participation. Once the students started coming on-campus, several workshops were conducted, including those for Garba and Bhangra. The Garba Nite was a massive success. Footloose performed at the Institute Day, which students and faculty greatly appreciated. For the farewell of the outgoing batch, Footloose also gave a good-bye performance with a mix of both PGP1 and PGP2s. For Valentine's Day, Footloose released a salsa dance video on Youtube. Finally, Footloose signed off for the year with an energetic flash mob performance on the occasion of Holi.

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 beyond the academic discipline through a diverse approach involving case competitions, speaker panels, roundtables, social media networking and continued knowledge dissemination. In the past year the GMLC worked on the many different aspects like publishing seven editions of the newsletter The Roundtable which provided constant updates on business news about India Inc. The Club also helped in placement preparation by publishing the the Gen-Man placement primer with internship experiences of the PGP2s and collated KYCs and information decks for the recruiting companies. It conducted 150+ GDs and mock PIs for the summer placements and 40+ mock GDs for the laterals process. The Club organised various intra and inter college competitions like Gathbandhan, Showdown, Perfect Manager and Escritor. It also organised a speaker session about Building organisations from scratch with Bharat Moossadde, Mahindra's CFO.



Virasat - The Heritage Club

Despite the pandemic creating severe restrictions on various happenings, Virasat – The Heritage Club of IIMA conducted various activities to spread the valuable heritage of IIMA and the country. The Club conducted various events such as Campus Walk, Know Your Campus Quiz on Institute Day and a classical musical performance by Ustad Shahid Parvez Khan in association with SPIC MACAY.

IIMACTS - IIMA Cultural and Theatrical Society

IIMACTS began this term with conducting the third edition of the film trivia quiz, Filmistaan, online. It tied up with the Emotional Wellness Team (Panacea) and Perspectives to bring out a short video on the importance of emotional wellness, which was well received by the student community (racking up 954 views on the IIMACTS Instagram page). On Institute Day, the society had its first live performance of the term, presenting Gen NB: Not Dog Bites. To celebrate IIMA and the passing out of the current PGP2 batch before the close of term, it brought out IIMA Unchronicled before a live audience- a smash hit.



Literary Symposium Desk

The Literary Symposium Desk (LSD) takes immense pride in being the hub for all things literary at IIM A- Writing, Debating and Quizzing. Over the years, LSD has curated many events and online contests to keep the audience engaged. The Club organized the IIMA Quiz Bowl, various online quizzes, solicited submissions for the High on LSD blog, conducted multiple events during TRBS, and have kickstarted the Humans of IIMA official page, to tell stories hidden within the red brick walled buildings, of experiences and growth. The Club also organized the Faculty-Student debate to bridge the gap between faculty & students and bring out their perspectives. The Club curated the yearbook for the outgoing batch of PGP and PGP-FABM, putting experiences and memories in a book for everyone to take away from their journeys and remember years later.

Media Cell

Media Cell began the year by welcoming the incoming batch with a Welcome book and the official Facebook group. The Cell helped highlight the student community's achievements through 10+ press releases and the Institute's social media channels. Through the monthly newsletter Brick in the Wall, the Cell engaged the student community with new ideas. The Cell invited articles in various areas of management and creatives from students in the form of competitions. The Cell also released the annual magazine 'The Writing on the Wall' with 18 articles from students, alumni and faculty alike.



Mentorship Cell

The Mentorship Cell facilitated the smooth onboarding of the batch of 2023. The Cell organized various Facebook activities for the batch, giving them a platform to interact and know their colleagues better. Despite the pandemic, the Cell organized online Faccha-Tuccha meets which saw participation from 380 PGP1s and 250 PGP2s. During the placement season, it hosted a workshop, conducted by Mr. Roy Eddington-Charles, which helped students prepare for the internship interview. The Cell also hosted a placement helpline and helped over 70 PGP1s during their summer internships by providing moral and emotional support. The Mentorship Cell also took the initiative of mentoring students for the interview process and helped 800+ interviewees in the GDPI and AWT session.

MessComm

In the past year, MessComm focussed on ensuring the proper functioning of all food outlets on the campus. The Committee created weekly mess menus, and managed vendor relations while addressing student complaints and making sure that the complaints were resolved at the earliest. The Committee also audited the Mess, which involved assessing the vendor's compliance with the contract terms. Additionally, surveys to assess the community's preference towards the food outlets were also conducted and subsequent changes were made based on the observed results. The Committee also conducted various food-related quizzes to engage the food-loving community members. The Committee also worked hard to revive the age-old tradition of Harvard dinner and witnessed a first-of-its-kind year where both the PGP1s and the PGP2s got their dinners served from each other.



Niche

Niche aims to give the marketing enthusiast the resources, events, and support they need to understand and interact with the marketing phenomenon. This year the Club organised multiple speaker sessions with field experts like Mr Josy Paul and Mr Varun Duggirala and also published marketing newsletters. The Club actively strived for a successful placement preparation by organizing a host of Mock GDs and PIs, a mentorship programme for reviews and guidance, and a repository of updated KYCs, case studies, and other resources such as the Niche notes that updated everyone on the latest marketing news. For a broader level of interaction, the Club launched two social media campaigns and organised key competition events like Markos (in collaboration with D2C) and Kotler's Conundrum with TRBS.

Optima- The Operations Club

In the past year, Optima launched Optimal Point, a simulation competition for the incoming batch witnessing 350+ registrations and OpsCross, a crossword puzzle solving competition. It continued its tradition of holding monthly quiz series (OpsMania), a case competition for the junior batch (Synopsis) and a three-round case study competition (Opstruct), organised as part of TRBS. The Club launched Critical Path, a real-life challenge-based case study competition for the senior batch during summers. The Club launched its monthly newsletter, OpsBulletin and continued with its Six Sigma Green Belt workshops. To celebrate the world of Operations, the Club started with OpsWeek, a week full of events including quizzes, speaker sessions and the release of concept articles explaining difficult concepts in simple words with real-life applications.



Panacea- The Healthcare Club

Panacea is the healthcare club of IIMA. It envisions an accessible health structure for IIMA, which is inclusive, sustainable, and aids the community in living 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, focusing on the students' physical and mental wellbeing. Partnerships with 1to1 help and OurKiran were established to promote mental health awareness and wellness initiatives on the campus. Periodic talks were conducted with Proactive for Her to help improve women's reproductive healthcare awareness. The Club also helped the administration with the smooth onboarding of students back to campus during the pandemic. The Club hosted multiple speaker sessions on women's health, nutrition, mental health and fitness and conducting fitness challenges and nada yoga.

The Club also introduced a new flagship healthcare case competition, Niramaya to promote career awareness in the healthcare industry. Vaccination drives and blood donation camps were also organised by the Club.

Perspectives: The Photography Club

Team Perspectives takes great pride in playing a crucial part in capturing the journey of everyone who is a part of the IIMA community and their various on-campus venture. Right from the induction week for Fachhas, events spread across clubs and festivals and celebrations are captured by the Club. Prom Nite, Makar Sankranti, Aakrosh, and plays by IIMACTS, are some of the landmark events where members of Team Perspectives are seen eagerly taking photographs. The team also manages to keep the IIMA community engaged through social media posts and keep the community abreast with the best snaps that the community has been taking. In the past year, the team organized club photoshoots. The Club also keeps the mess gallery refreshed with the new photographs. A significant success of the Club was garnering thousands of views in just 24 hours on the dedicated social media handle.



Prakriti: The Nature and Sustainability Club

The goal for Prakriti is to serve as a knowledge and mindset primer regarding sustainability for the managers of tomorrow. Throughout the last year, it aimed to achieve its goals through a variety of engaging events like article writing and quiz competitions besides sapling distribution drives. The Club was successful in conducting Sustain, a case study competition that challenges participants to arrive at creative solutions to modern problems, balancing business interests and environmental conservation, during TRBS 2021. It saw 3500+ students participate from across the country. The Club was active in disseminating relevant knowledge and best practices by publishing newsletters and social media content throughout the year. It also conducted its flagship Dorm Energy wars competition on the campus, which primarily inculcated a sense of saving energy in a playful way.

Sports Committee

As there were only a few offline events possible owing to the pandemic, the Sports Committee made sure that students and the community members do not miss out on any of the fun by conducting various online events such as IIMA Fantasy league for IPL, Chess, Ludo, FIFA etc and offline events included Yalgaar (PGP1 vs PGP2s), Aakrosh (inter-section sports event) and IIMA Sports day. These events got a huge participation from faculty, community members and students. Aakrosh is a high-intensity sports event of IIMA where the five sections of PGP1 and PGPX compete for the trophy. The Sportscomm conducted the event with 21+ games seamlessly following the guidelines.



SASH Club

The SASH club stands for Students Against Sexual Harassment. The main aim of the Club is to sensitize people on the issues related to sexual harassment. One of the most critical responsibilities of the Club is to ensure appropriate and immediate action in case any instance of sexual harassment within the IIMA community is reported to the club. The Club hosted a case competition, Cognizance on the D2C platform, which revolved around a case on sexual harassment. It also organized 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.

SAERC: Students Alumni and External Relations Committee

The Alumni and External Relations Committee facilitates interactions between the students and the distinguished alumni of IIMA. It helps students receive guidance and mentorship from alums in the choice of their industry. It also connects the alumni to their alma mater by organizing Synchrony (the annual student alumni meet) and batch reunions. Additionally, the Committee manages relations with MBA colleges in India and abroad and organizes joint events and case competitions. It enables mentorship programmes for baby IIMs and MBA institutes through knowledge and information sharing. The Committee provides students with touchpoints amongst the Institute's illustrious alumni via programmes like Shadow an Alum.



SYNERGY: The HR Management Club

Synergy attempts to bring out insights into the field of personnel management. Synergy organized 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. Most importantly, HRReflection - the HR newsletter-provided insights into various organizations' human resource management aspects.

The Red Brick Summit (2021)

The fourth overall and first virtual edition of The Red Brick Summit (TRBS) was held from October 9 to October 10, 2021. The summit hosted 22 flagship events and saw participation from 60,000+ students and 320+ colleges globally. The events catered to various fields like consulting, marketing, finance, operations, entrepreneurship, and several other domains. There were new events under public policy and general management. Some of the marquee speakers were: Ms. Arundathi Bhattacharya (Chairperson & CEO, Salesforce India), Shaheen Mistri (CEO, Teach for India), Ajit Balakrishnan (Founder, Chairman & CEO, Rediff.com), Saurabh Mukherjea (CIO, Marcellus Investment Managers), Hardeep Singh Puri (Union Minister for Petroleum and Natural Gas) and Philip Kotler (Father of Modern Marketing). There were 18 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 Google, Amazon, Reckitt, Nestle and Zerodha and industry stalwarts such as Aswath Damodaran.

Computer Centre Committee (CCC)

Computer Centre Committee takes pride in connecting and empowering people at IIMA through technology. The student-run club manages IT infrastructure on campus, builds applications & websites, and debriefs innovations in the tech space. The club also undertakes activities - organizing elections, getting the best laptop deals, managing printers and systems, along with hosting fun events like gaming nights. The Club conducts elections for various positions annually; moderates zoom accounts for other clubs, and manages group creation and other IT infrastructure related activities. The Club also conducted a couple of gaming events - WIMWIAN Fantasy IPL League 2021 and COD Mobile Championship Tournament 2022.

Student Interest Groups

IDEOS - Social Innovation SIG



IDEOS differentiates itself from other clubs by catering primarily to grassroots innovations. It reaches out to grassroots 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. The Club conducted innovator workshops, hackathons, guest lectures, immersion programmes and social media outreach programmes. It has served to connect the students of IIM Ahmedabad to this field. The Club has worked closely with Teach-for-India (TFI), CIIE and with several of our alums from the '91 batch. IDEOS is the only SIG on the campus which can tap into a fund of INR 60 Lacs to support social entrepreneurship. This fund, called the '91 Giving Back Fund also supports the Social Action Lab and some scholarships.

SMILE



SMILE is a student-mediated initiative aimed at uplifting underprivileged kids by providing them education and assistance required in their overall development. The club's primary objective is to provide opportunities to kids from marginalized backgrounds in the localities of Vastrapur, Ahmedabad. It handholds kids and aids in their constructive growth not only academically but also financially through raising awareness of various scholarships for the underprivileged. During the pandemic, the club volunteers conducted relief activities, including delivering ration kits to students' families. SMILE adapted to the circumstances by conducting online teaching and extracurricular sessions aimed at the holistic development of 125+ kids. It also led mentorship programmes and stationery donation drives for the students.

IIM Ally



IIM Ally is the LGBTQ+ resource group of IIM Ahmedabad, working to create a safe space for the queer community. The group also organizes activities to increase awareness and sensitivity towards LGBTQ+ issues. In the past year, 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 organised to sensitize people about sexual and gender identity misconceptions. IIM Ally is driven by the support from students, teachers, staff and family on campus. The group collaborates with other clubs of the Institute to promote a harmonious culture on campus for all individuals irrespective of their sexual identity. Events such as Stage play and Nukkad Natak were conducted with IIMActs. Other activities were themed competitions for story and poetry writing with LSD and an LGBTQ+ themed photo exhibition with Perspectives.

ShARE IIM Ahmedabad



ShARE is a student-run leadership and management consulting chapter which offers customized training programmes 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. The ShARE programme begins with an online consulting training course before students go on to work on client projects with local and global start-ups, NGOs, and corporations. ShARE Global is a think tank and an international student consulting body with 1000+ members in 40+ campuses across 15 countries. It offers unparalleled networking experiences through global collaborations on consulting projects.

Stargazers: The Astronomy Club



Stargazers is a hub for discussions on space science, technology and exploration and a portal for the IIM-A community to unravel the beauty of the night sky. It runs Voyager, a monthly magazine presenting a balanced mix of science, business and art articles. For astronomy and space enthusiasts, the Club released guidelines to follow during the solar eclipse. The Club also conducted a Space Quiz to engage the IIM-A community.

WLS - Women Leadership Society



The Women Leadership Society was formed to sensitise students about gender related issues at the workplace and to initiate and facilitate activities for interaction between students and women leaders. The Society aims to support, inspire and create awareness among the women community and thereby help them realize their aspirations. Over the past years, the Club has played host to several esteemed guests, including Niramala Sitaraman, Smriti Irani, Mallika Sarabhai and Mallika Dua.

Pawsible



Pawsible is the first of its kind SIG dedicated to Animals of IIMA that helps them cohabit alongside humans on the campus. The Group takes care of the cats and dogs of the campus daily by providing for their food and medical needs. There is a dedicated team of students and community volunteers who help fulfil the purpose of the club.

Prayaas



Prayaas is an IIMA social initiative that works towards the overall development of underprivileged kids from the nearby communities. Throughout the year, Prayaas organized various activities and events for the kids to develop their skills and capabilities. Prayaas arranged celebrations for Diwali, Holi, Children's Day festivals, etc., for these kids to foster joy, enrich relationships and encourage collaboration. Prayaas, in association with SMILE, RTERC, and other volunteers from the community, was instrumental in providing ration kits to 300+ families of migrant workers in association with NGO Sahyog. The Club organized the wish tree event where the students could wish for a gift, and the IIMA community would fulfil that. The kids were delighted to receive gifts ranging from school bags, cycles, and smartphones. The flagship event, A Day at IIMA event, was conducted online and saw a large number of registrations from various parts of the country. The event was a huge success receiving excellent feedback from all the participants. Prayaas organized a "Good Touch, Bad Touch" session in collaboration with SASH to spread awareness among children. Additionally, Prayaas organized and coordinated sessions on statistics, English, and computer science for underprivileged students from classes XI and XII with the help of volunteers from the entire IIMA community.

Club 3.0



Club 3.0 will endeavour to declutter the noise around web 3.0 and enable IIM Ahmedabad graduates to have intelligent conversations around web 3.0 based business applications such as NFTs, Decentralized finance, Decentralized applications, Blockchain Gaming and others. The SIG intends to deepen the students' engagement with developments in the space and ensure web 3.0 doesn't remain a niche at IIM Ahmedabad.

TEDx IIM Ahmedabad



In 2021-22, TEDxIIMAhmedabad conducted its first-ever hybrid event. This edition had an exemplary lineup from diverse speakers from a plethora of fields. The speakers included: Vineeta Singh (CEO & Co-founder of Sugar Cosmetics, IIMA Alumnus), Medha Patkar (Renowned Social Activist), Prof. Sujit Kumar (Ex-MD, Sony Pictures), Aaquib Wani (Forbes 30 under 30 for Design 21), Salil Shetty (Former Secretary General, Amnesty International), Viral Acharya (Ex-Deputy Governor, RBI), Pragnya Mohan (First Indian representative at Triathlon World Cup), Parveen Talha (Padma Shri, First Woman member of UPSC), Sparsh Shah (Rapper, Songwriter), Ravi Kaushik (Senior VP, Data Science at Near), Shivshankar Menon (Former National Security Advisor) and, Harish Iyer (Equal Rights Activist). The event was held on December 19, 2021; and had 1700+ views, with peak live attendance of over 100 people.

5.4 SPORTS AND RECREATION ACTIVITIES

The SARA Committee manages the sports activities on the campus. 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
	Volley Ball court
	Football Ground
Indoor (Sports Complex)	Two Badminton Courts
	Two Table Tennis Courts
	One Squash room
	One Snooker room

Yoga classes for the community are conducted in the Yoga Room, adjacent to a Fitness Centre for morning and evening batch. SARA also provides tennis coaching to community members and students.

International Yoga Day

The SARA Committee celebrated International Yoga Day on June 21, 2021. Community members participated in this event.

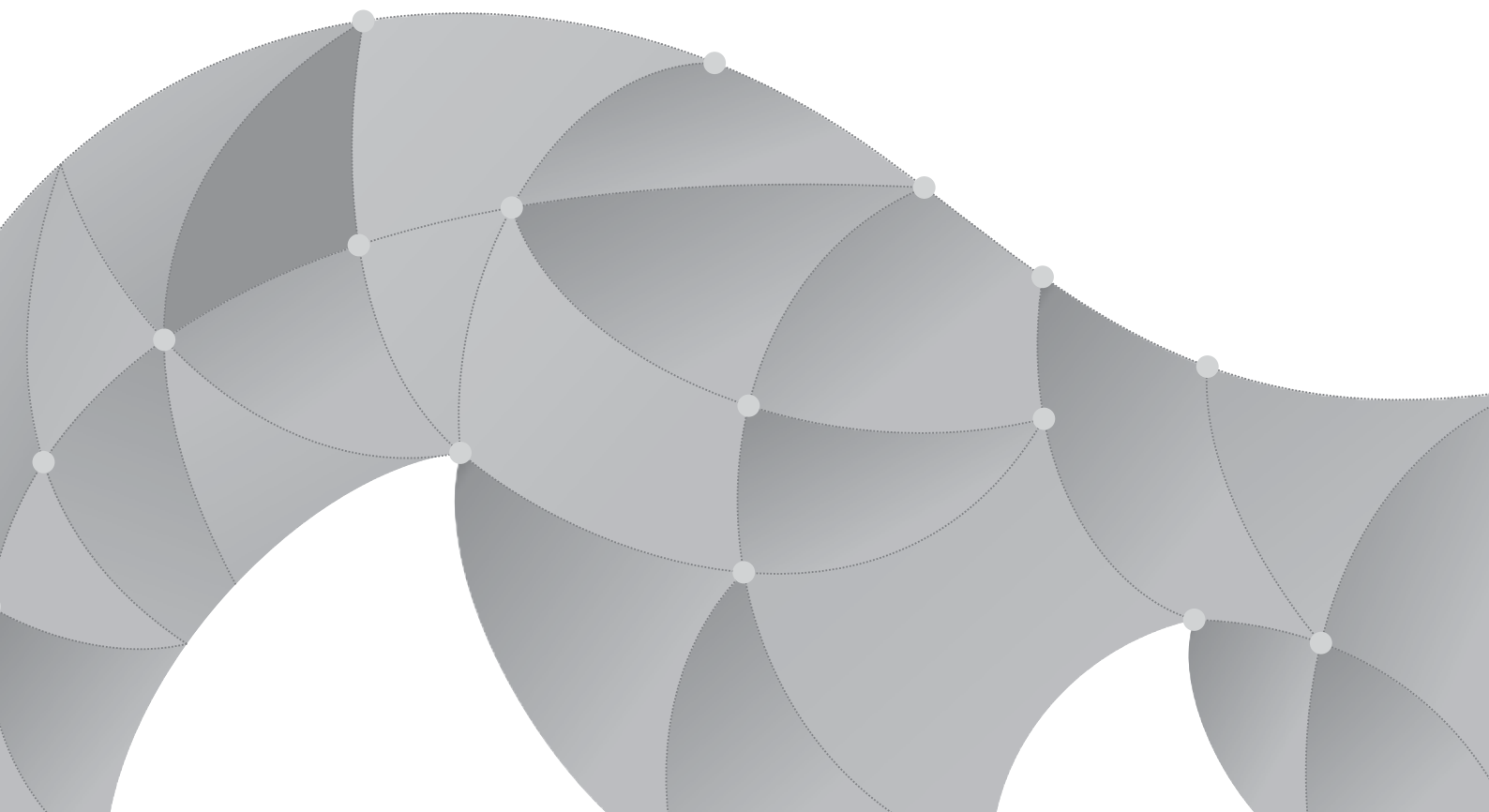
Sports Day

The SARA Committee organized Annual Sports Day on March 13, 2022, for the community. Games like running race, musical chair, lemon and spoon race, three-legged race, piggybacking, sack race, slow cycle race and hands-tied fruit eating competition etc., were organized.

Other Events

Due to the pandemic, utilisation of the sports facilities on the campus was limited and the student's sports tournaments were cancelled. In the last semester, students organized internal tournaments for squash and badminton which were innovatively broadcasted to the public on the campus for the first time. By March 2022, late-night Frisbee was back in action on the Louis Kahn Plaza lawns.

6. IMPACT AND OUTREACH



6.1 ALUMNI ACTIVITIES

The WIMWIAN Magazine

The June 2021 issue was released highlighting the 56th Convocation of the Institute, which was organised virtually. The issue also covers the experiences and memories of the medalists from the convocation, the varied initiatives taken by batches and alumni for the Covid relief during the second wave, a narrative from Mr Shakti Maira titled Life is more than a 'career choice', an update on the placements and a special feature on 'Campus during the Pandemic', It also carries obituaries of the alumni, as a memoir, who lost their lives during the covid second wave. Under the achievements and honours section, the awardees of the ET Forty Under 40 (2020) have been recognised.

The Oct 2021 issue was released highlighting 'Professors and the Indelible Memories', sharing memories of Prof VL Mote, Prof T Madhavan and Prof Labdhi Bhandari. The issue also featured a few rising ventures, namely, grad Capital, Coffeemug.ai, InSharp, JustMyRoots and Bierothek® Group. The issue includes articles from archives.

The Feb 2022 release highlighted the recent batch reunions on-campus as the cover story. The issue also featured interviews with the YAAA 2021 awardees, the inauguration of the IIMA Archive exhibition at D15, accolades, batch news, campus pulse, information on many books, write-ups from the alumni and updates from the IIMA Endowment Fund. The ASIGs and Chapters respectively shared updates on IIMPACT Health 2021 (Mumbai) and 8th Edition of UMEED 10000 Cyclothron (Hyderabad).



Alumni Special Interest Groups (ASIGs)

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 most challenging issues of our times. The ASIGs have organized around 38 events that includes webinars, panel discussion, podcasts series and live talk during the reporting period.

Appendix P highlights the activities undertaken by Students' Alumni And External Relations Committee and the Student Mediated Initiative For Learning To Excel (Smile) School

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. We had announced the YAAA winners for 2021 and organized a physical event on campus on the Institute Day. The awardees with were felicitated with certificate and trophies.

#	NAME	CATEGORY	DESIGNATION	ORGANISATION
1	Mr Saurabh Sancheti	Corporate Leadership	Group CFO	Jio Platforms
2	Mr Anant Kumar Daga	Corporate Leadership	Managing Director	TCNS Clothing Co
3	Mr Sandeep Kumar Gupta	Entrepreneurship	Co-Founder & CCO	Innovaccer
4	Mr Kaushlendra	Social & Public Service	Founder	Kaushalya Foundation & Samriddhi
5	Mr Dhaval Jain	Social & Public Service	Municipal Commissioner of Howrah, West Bengal	Indian Administrative Service Government of India

E - SYNCHRONY

This year, Synchrony was conducted online again due to the pandemic. It was organised across seven alumni chapters, the event saw cumulative attendance of 600+ students, alumni and chapter representatives. e-synchrony schedule 2021 as follows:

#	Chapter	Date	Time
1	Jaipur	18th June, Friday	7:00 PM
2	Bengaluru	19th June, Saturday	5:00 PM
3	New Delhi	19th June, Saturday	7:00 PM
4	Ahmedabad	20th June, Sunday	11:30 AM
5	Kolkata	20th June, Sunday	5:00 PM
6	Hyderabad	20th June, Sunday	7:00 PM
7	Mumbai	26th June, Saturday	7:00 PM

Chapter Activities

Chapters organized formal events, speaker sessions, talk shows, etc despite the constraints the pandemic imposed. The chapters like Singapore, Delhi, Hyderabad, Bhubaneshwar, Ahmedabad, organized many interactive events online

Alumni Reunion

This year following reunions were organized on campus:

Reunions At Institute					
Class	Batch	Reunion	Date		No. Of Alumni
			From	To	
Class of 1971	1969-71	50 Year	09.12.2021	11.12.2021	36
Class of 1981	1979-81	40 Year	10.12.2021	12.12.2021	25
Class of 1991	1989-91	30 Year	17-12.2021	19.12.2021	38
Class of 2011 PGPX	2010-11	10 Year	27.12.2021	29.12.2021	14

Chartered Financial Analyst Institute (CFAI) Scholarships

As part of the Institute's affiliation with CFAI, three scholarships are available to students every year. The CFA scholarship was first implemented in 2020- 2021. The scholarships were rolled out in two phases with two scholarships being awarded in the 1st phase and one in the 2nd phase. The 2020-2021 scholarship cycle ended on 21st August 2021. The 2021-22 cycle opened on 1st Sept 2021, with three new scholarships becoming available to the students. Fourteen applications were received from PGP 2 students of which three students have been shortlisted for the award.

Collaborations With Foreign Institutions

The Institute is in the final stages of signing an MOU with University of Vienna to jointly offer a dual degree programme. The process of renewing the collaboration with Newcastle University by signing a new MOU is underway.

Alumni Emails, Data Update and Verification

Alumni Portal: New Alumni Records

Program Name	Total Processed & Uploaded
PGPX-2021	140
PGP, PGP-DD, students-Exch -2021	405
PGP-FABM	45
FPM	14
EEP	1044
EEP, L&T MEP	11
Total	1659

Alumni Record Update Drive: Details of 2065 alums were updated on the Alumni portal.

Verification Pending Approval @IIMA Alumni Portal: To get more response from verification pending users we have started mailing these users one to one. Based on their response we have updated 69 user details.

EEP/ Blended Learning Participant Upload: 160 EEP participants were given alumni status.

LinkedIn: Bulk approval for Official IIMA PGP & PGPX LinkedIn Groups.

Alumni Subscription Fees

The alumni fees received for this year is 104.55 lakhs. Alumni fees were received from participants of Executive Education Program and Blended Learning Programme.

6.2 COMMUNICATION ACTIVITIES

During the year 2021 - 2022, the Communication Department was instrumental in driving visibility and awareness about various initiatives and projects at IIMA amongst its external and internal stakeholders. As the Institute completed its 60th year, the communication team focussed on designing and driving an integrated communication campaign to be executed throughout the year. The various activities as part of this campaign would showcase the journey of the Institute over the decades, present the Institute's roadmap for the future and illustrate the changes that the Institute had adopted to adjust to the new pandemic - induced industry realities.

The team strengthened the media outreach for IIMA by engaging with local and national media on a regular basis. Some of the key areas that were highlighted in the media included the multi-disciplinary research work at the Institute, industry partnerships between academics, the world of practice and policy making, and announcements about different programmes and events at IIMA, etc. This was done by way of more than 60 media interviews for different spokespersons, more than 50 press releases, 583 social media posts and events (online and offline).

Social media was a critical tool that helped share the IIMA stories with our stakeholders. Special emphasis was given on highlighting different aspects of campus life through videos that included testimonials from students, alumni, programme participants and eminent dignitaries that visited IIMA campus for major events. The communication department also supported major online events such as the Special Convocation for the e-PGP programme at the Institute, several webinars, and workshops, etc. As normalcy gradually returned, we worked with different departments to aid and facilitate offline events such as the launch of the JSW-SPP Lecture Series, IIMA's partnership with IBBI and the grand 57th Convocation ceremony for the PGP, PGP-FABM and PGPX Classes of 2022, etc.

Campus tours gained traction and revived interest post the pandemic. In the period of one year, we facilitated more than 100 campus tours for as many as 1600 visitors. The communication department also introduced uniformity and standardisation in the visual philosophy for the institute communication. Aligning all collaterals with the visual guidelines of the Institute, the team worked on new and improved



designs for several brochures, event collaterals, social media templates, invitations, et al.

The Institute photographer is also a part of the Communications Office and works with various departments to cover events on campus and has created a database of all 16,604 photos and more than 300 videos. In June 2022, the IIMA campaigns were awarded the IMAGEXX awards at an industry event, which was executed in partnership with our PR agency.

IIMA's Social Media Growth Figures

SM Handle	April 2021	March 2022
Twitter Followers	2,06,859	2,17,520
LinkedIn Followers	2,06,153	2,34,788
Instagram Followers	53,061	74,588
YouTube Subscribers	25,000	33,500
Facebook Followers	5,75,950	5,64,074

6.3 SUSTAINABILITY AND GREEN INITIATIVES

Tree Plantation

Nearly 300 tree saplings were planted across the campus at various locations. Sixty-six full-grown trees from project sites on the main campus were transplanted to other areas on the campus using scientific translocation methods, thereby avoiding tree cuttings for infrastructure expansion.

Rainwater Harvesting and Water Recharge System

The Institute has a well-designed rainwater harvesting (groundwater recharge) system. One part of this and the most extensive groundwater 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 underway in both the campuses.

Sewage Treatment Plants

- A 200 KLD capacity Sewage Treatment Plant (STP) is being constructed in the basement of upcoming Student Dorm-41 in the New Campus. A survey 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 compost processing system in operation on the Main Campus. One more organic waste compost 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 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, the nature and sustainability club, runs various campaigns to drive the message of sustainability and green initiatives.

6.4 WELFARE ACTIVITIES

Professor B.H. Jajoo Welfare Committee Medical Scheme

Prof. B.H. Jajoo, donated an amount of 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 Prof. Jajoo verifies the requirement of medical needs and distributes the amount to the retired employees with the help of the Welfare Committee. This year Rs.2,14,490 was reimbursed to the retired staff members of Group C & D after verification.

Higher Education Loan for IIMA Community Children

The Welfare Committee caters to the need for higher education of staff members' children by offering an interest-free loan to 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 2021-22, five employees benefited from this Scheme in the first phase and a total amount of Rs. 3,95,500/- was disbursed. In the second phase, five employees were benefitted with a disbursement of Rs. 3,35,500/-.

Sri Ramakrishna - Shrada Medical Fund

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 will cater to medical expense requirements for retired group C&D employees and their spouses. This year, total amount of Rs. 38,250/- was released to eligible retired staff members from this fund.

Employees Birthday Celebrations

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

Gujarati New Year Celebrations 2021

Every year, after Diwali holidays, the Welfare Committee organizes a get-together for community to celebrate the Gujarati New Year. This year too the Gujarati New Year was celebrated and sweets were distributed.



Institute Day Celebrations

To commemorate the Institute's foundation day, Institute Day is celebrated on December 11. During the celebrations, various awards are presented by the Director to deserving children and staff members to promote their talent. There were 170 awards distributed under various categories this year. The Institute also awarded certificates to the volunteers who had carried out their duties at the Covid helpdesk. A cultural programme was also organized by the children of the IIMA community, staff, students and faculty of the Institute. The retired employees during the year who have completed 15 years or more of continuous years of service in the Institute were recognized. The employees who have completed 20 years or more and continued serving the Institute were felicitated.



Food Packet Facility for the families with Covid Positive members

It was observed that during the quarantine period, which varies until none in the family are Covid positive, families faced problems in procuring food. The Welfare Committee decided to support such families staying on campus, by providing food (breakfast, lunch and dinner) from the students' mess at their doorstep. This initiative was much appreciated by the community members.

International Women's Day Celebrations

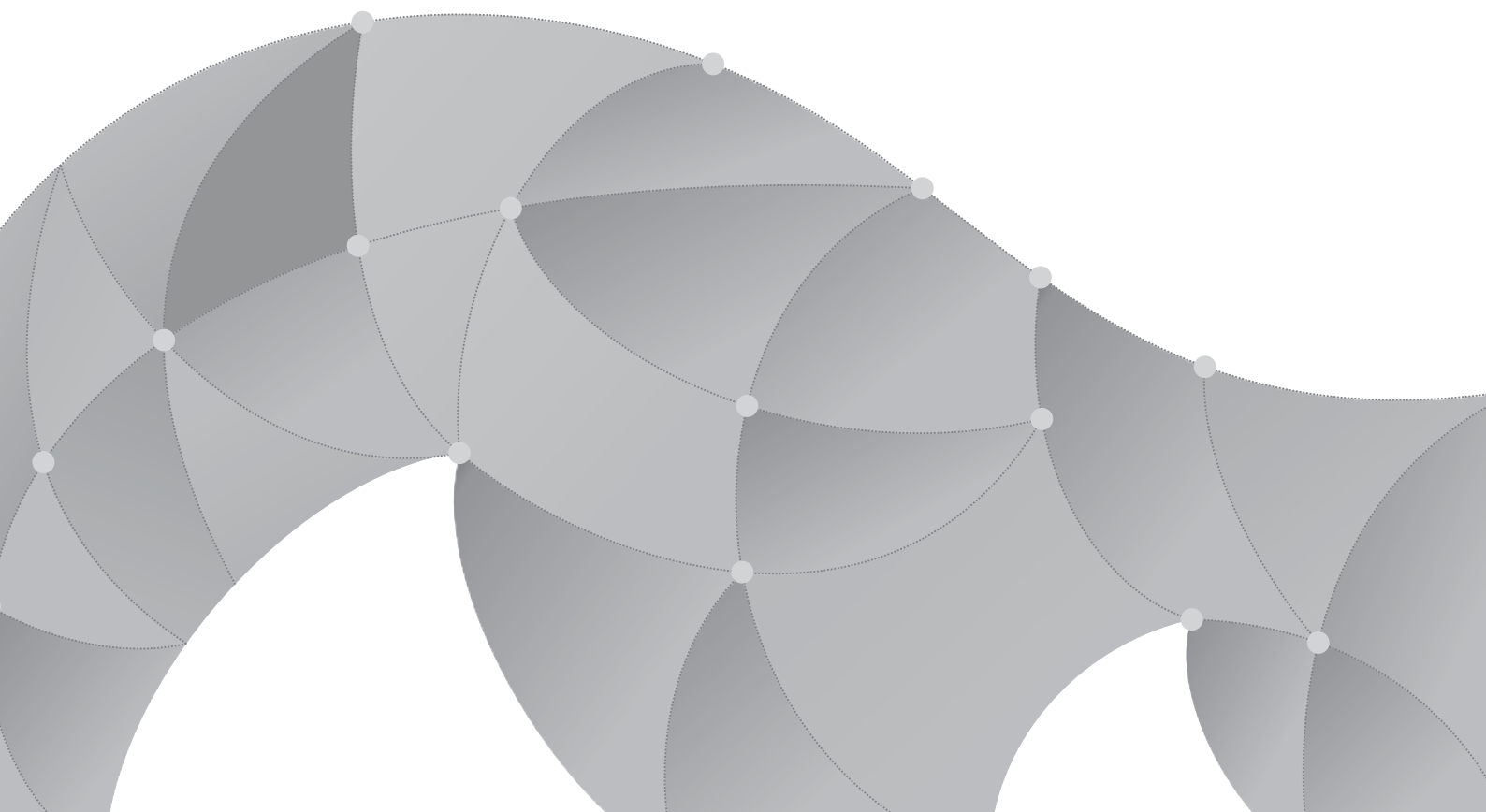
The Welfare committee celebrated International Women's Day on March 08, 2022. Fun-filled activities were planned for all the women employees of the Institute, followed by a group photo session with the Director, Deans, Chair Welfare, CAO and CFO. A memento was given to women employees to celebrate the day. Besides this the IIMA Community was requested to share inspiring stories of a woman in their life. Many community members participated, and the stories were shared with all. The Welfare Committee also arranged for an interactive session with Smt. P. Bharathi, IAS Officer to address the women employees of the Institute.

Centre for Managing Gender Issues (CMGI) in collaboration with Women Leadership Society (WLS) organized a movie screening on 'Misbehavior'. The movie was based on true events (and marks a significant beginning and gives direction to the women's liberation movement across the world).





7. ADMINISTRATION



7.1 PERSONNEL

The workforce status of the Institute for the year 2021 – 22 is as follows:

	Faculty	Staff
New Recruitment	8	25
Retirement/VRS	4	14
Death		2
Resignations/Term Completed/Terminations	1	7

Appendix Q provides detailed data on the workforce.

Officers and Staff Development Activity

During the year, two hundred and sixty-three employees, including officers and staff members, were sponsored for training programmes conducted by IIM Ahmedabad, National Productivity Council, New Delhi and other training institutes. The Institute continued to sponsor several staff members to pursue various 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. Pradyumana Khokle	Prof. Ajay Pandey	Prof. Errol D'Souza
Prof. Saral Mukherjee	Prof. Diptesh Ghosh	Mr. Ravindrakumar J. Asari
Mr Prahlad S. Patani	Mr Bharat M. Solanki	

Long Service Awards to Staff on Retirement

Mr Rajkumar P. Pasi	Mr. Pravin G. Christian	Mr P.V. Sethumadhavan
Mr Rameshbhai M. Patel	Mr Batukbhai B. Gohel	Mr Nitinkumar N. Jani
Mr S.K. Babu	Mr Jagdish B. Chavda	Mr Shailesh V. Joshi
Mr Vanaji K. Parmar	Dr Sonal A. Kureshi	

Right to Information Act, 2005

Under the Right to Information Act, 2005, 348 RTI applications and 17 first appeals were received during the year and were responded to. Month-wise break-up is as below:

Month	RTI	First Appeal
April 2021	16	0
May 2021	99	4
June 2021	28	2
July 2021	16	0
August 2021	31	2
September 2021	25	0
October 2021	12	2
November 2021	13	1
December 2021	26	1
January 2022	35	2
February 2022	32	1
March 2022	15	2
Total	348	17

Workshop on Performance Appraisal for Officers and Appraisers

The Institute engaged Willis Towers Watson to study the existing performance appraisal process for staff members. Subsequently, a workshop for all the officers and the appraisers was conducted on July 27th & 28th in two batches.

Introduction of Tenure-Based Scaled Contract for the employees appointed on Contract Basis

Effective November 1, 2021, the Board of Governors of the Institute approved moving all the employees appointed on a contract basis to a tenure-based scaled contract (TBSC). The TBSC employees will get all the benefits at par with the permanent employees for the term appointed by the Institute. The term for TBSC employees will be extended based on the performance and Institute's requirement.

Session on National Pension System (NPS) for Tenure Based Scaled Contract (TBSC) employees

NSDL (National Securities Depository Limited) conducted a session on NPS for the employees on TBSC. The session gave them a brief overview of NPS and cleared their doubts.

Special Recruitment Initiative: Faculty

Area/Group/Centre/School	Applications Received	Invited for Faculty Recruitment Seminar (FRS)	FRSs delivered as on 16.09.22	Decision on FRS as on 16.09.22
Strategy Area	4	1	1	rejected
Centre for Management in Agriculture (CMA)	2	--	--	--
Communications Area	9	--	--	--
Economics Area	11	1	1	decision pending
Finance & Accounting Area	12	2	1	decision pending
Human Resource Management Area	8	--	--	--
Information Systems Area	4	--	--	--
Marketing Area	13	3	2	decision pending
Organizational Behaviour Area	4	1	1	rejected
Production & Quantitative Methods Area (P&QM)	14	3	2	decision pending
Public Systems Group (PSG)	3	1	1	decision pending
Ravi J. Matthai Centre for Educational Innovation	7	--	--	--
JSW School of Public Policy	9	2	1	rejected

7.2 OFFICIAL LANGUAGE IMPLEMENTATION

IIMA is committed to promoting the use of the Hindi language in its day-to-day official work as per the annual programme issued by the Department of the Official Language, Ministry of Home Affairs. During the year, concerted efforts were made to implement the provisions of the Official Language Act, rules, and orders/instructions issued by the Department of Official Language.

The Institute celebrated Hindi Fortnight to promote the official language from September 14 to 28, 2021. It was inaugurated with the celebration of Hindi Divas on September 14, 2021. During this period, various competitions (essay, poetry, story writing, word knowledge, general knowledge, song singing and calligraphy for Group D staff) in Hindi, were organized. More than 350 Hindi-speaking and non-Hindi-speaking staff members and students at the Institute participated in these competitions. On the concluding day, cash prizes and certificates were distributed to all the winners of these competitions. The Vikram Sarabhai Library also organised an exhibition of Hindi books on September 23, 2021. Messages of the Hon'ble Minister of Education Ministry and the Hon'ble Home Minister were displayed on all the notice boards.

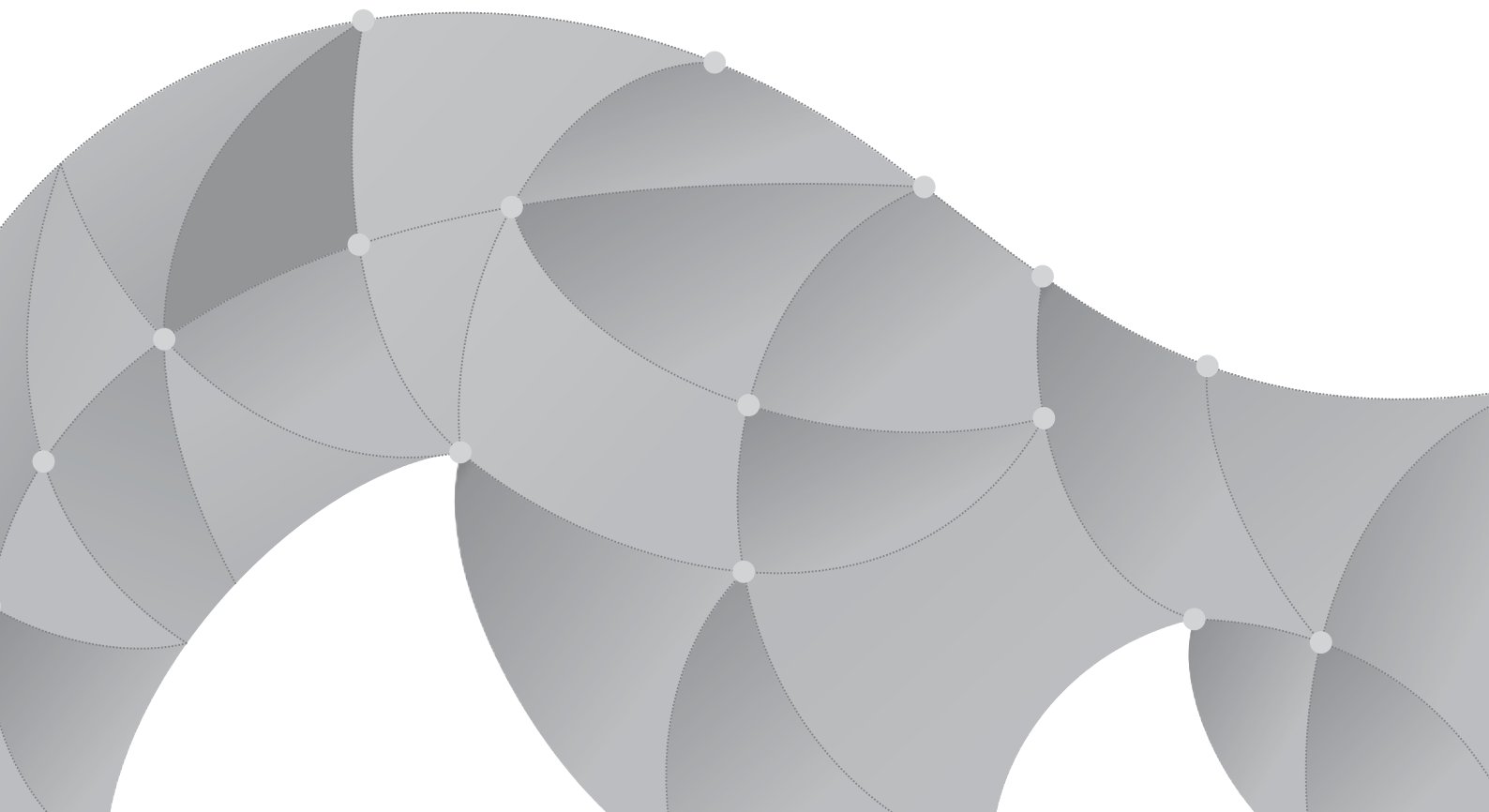
To review and monitor the progress of official language implantation in the Institute, four official language implementation committee meetings were held under the chairmanship of Director. Three Hindi workshops were organized during the year, in which 96 staff members participated.

The eleventh edition of the Hindi magazine Pratibimb was published in February 2022 and was forwarded to all the IIMs, IITs, central universities, concerned Ministries, Board of Governors and all 90 members of the Town Official Language Implementation Committee.

7.3 GRANT-IN-AID

During 2021 – 22, the Institute did not receive any grant-in-aid under Non-Plan (Regular) and Plan (Regular) from the Ministry of Education, Government of India.

8. ENDOWMENT FUND



BUILDING BRICKS BY BRICKS: A ROUND-UP OF ACTIVITIES AT IIMA ENDOWMENT FUND

Overview

The financial year 2021-2022 was the first full year of operations for IIMA Endowment Fund (IIMAEF) since its inception in FY21. With the backdrop of Covid-19's second and third waves, the activities pertaining to fundraising, donor reporting, donor relations management, and ideation on deployment ideas in discussion with the Institute; could begin. The office was set up on IIMA campus to execute the activities pertaining to IIMAEF.

IIMAEF is a first-of-its-kind initiative among management institutes in India, where the intent is to support IIMA in building a corpus for long-term financial autonomy and generating alternative funding sources to support expansion plans, strategic projects and initiatives. After the integration with the erstwhile development office announced by the Director of IIMA in July 2021, IIMAEF has become IIMA's unified fundraising and philanthropic arm for all kinds of philanthropic contributions: individual, batch, corporate, CSR, etc. The goal of IIMAEF is to help solidify IIMA's prominence in thought leadership, research and academic excellence globally. Governance, transparency and working closely with IIMA are top priorities of the Foundation.



Pic Caption: Founders and Co-Founders of IIMAEF with the Director, IIMA, Dean – AER, IIMA; and CEO, IIMAEF

Key Highlights

The overall commitment for philanthropic contributions to IIMA have increased by approximately Rs 160 Cr through the efforts of the endowment. After the integration with the development office, the Foundation is also responsible for donor relationship management and reporting as well as repurposing certain past donations. These historical philanthropic commitments are approximately Rs 250 cr. Hence the total philanthropic commitments for which reporting and relations are being managed by IIMAEF, have now surpassed Rs 400 Cr. In FY22, the actual donations received by IIMA were Rs 31 Cr since the commitments are drawn down in time. The list of significant donations by category (amount of more than Rs 5 lakhs) is given in Appendix R.

The newly founded team and the support of the IIMA community brought about some unique initiatives, which will go a long way in benefiting the students, faculty and the ecosystem at the Institute. The endowment efforts resulted in the setting up of a Center of Excellence and a Chair in the emerging areas of ESG (Environment, Social, and Governance), the inking of two other significant CSR partnerships, the deployment of the first-ever start-up pitch contest of Rs 1 Cr value for IIMA students, and the commissioning of interesting research studies such as The Glass Ceiling – Leadership Gender Balance in NSE 200 Companies.

Over 30 MoUs have been signed through the efforts of IIMAEF for new as well as repurposed donations.

General Endowment Corpus

Donations to IIMA are being raised in two ways - Firstly towards a general corpus for the long term where end-use is flexible. Most of the contributors here are alumni individuals divided into 2 categories – Founders (who typically commit Rs 10 Cr and upwards) and Co-Founders (who typically commit Rs 5 Cr upwards). Commitments are drawn down in time. In FY22, there were 10 Founders and 4 Co-Founders. A list of all Founders and Co-Founders is given in Appendix R.

Other individual contributions of all amounts are also welcome. Separately, batches can also contribute to the general corpus such as PGP 1990.

Specific Purposed Donations

Secondly, donations are also being raised for specific purposes. These can include Centres of Excellence, Chairs, research projects, infrastructure, scholarships and awards etc.

IIMAEF has helped in setting up of Centre of Excellence at IIMA which supports research, public policy and industry themes in topical areas. Through the Foundation efforts, the Arun Duggal ESG Centre for Research and Innovation was launched on December 3, 2021, to contribute to the development of the environmental, Social and Corporate Governance (ESG) ecosystem in India and help Indian enterprises and organizations integrate ESG into their core business and investment decisions. The endowment for this centre has been contributed by Mr Arun Duggal, PGP 1974, Chairman ICRA.

The inaugural event from the ESG Centre involved Prof Promila Agarwal, Associate Professor, Human Resource Management at IIMA, who conducted a study on 'The Glass Ceiling – Leadership Gender Balance in NSE 200 Companies'. The study findings were disseminated in an online panel discussion hosted by IIMA and attended by luminary leaders- Ms. Indira Nooyi, Mr. MV Kamath, and Mr. Arun Duggal.

In a new CSR partnership with the NIIF (National Investment and Infrastructure Fund), the Professorial chair position in ESG was set up on December 21. This Professorial Chair position proposes to conduct research in ESG space, develop ESG frameworks, metrics and indices as well as build ecosystems of ESG practitioners in the national & international space for learning and development.

Another significant CSR-supported MoU was signed between IIMA and Marico in March 22. Through this initiative, school teachers from the Hindi-speaking government will be trained through e-content focused on improving their teaching and learning skills. The effort intends to benefit 100,000 schoolteachers. Further, a cohort of 100 schoolteachers will have 3-day immersive classroom training at IIMA on leadership skills. The Ashank Desai Center for Leadership and Organizational Development (ADCLOD) at IIMA anchors this initiative.

Batch Donations

IIMAEF also received encouraging donation support from PGP batches. In FY22, PGP batch of 1990 became the first batch to contribute to the general corpus of IIMAEF.

The PGP batch of 1987 and PGP batch of 2004 also supported IIMAEF by re-purposing their prior unutilized donations towards the general endowment corpus. Furthermore, the PGP batch of 2003 decided to champion the cause of Differently Aabled (DA). It contributed to scholarship and infrastructure support funds for the DA at the Institute.



Inauguration of Arun Duggal ESG Centre for Research and Innovation

In December 2021, the Foundation hosted key donors and the Board of the Foundation in Ahmedabad. Over two days, the donors interacted with the Director and Dean (Alumni and External Relations) of IIMA, faculty members, existing students, Ahmedabad Alumni members as well as the team of the Foundation. The meetings also laid out the strategic vision for endowment activities in the future. A tree-planting ceremony was held at the Cricket Ground to mark the special day. The event also included an informal interactive question and answer session between alumni and students as well as a special lunch for the students, hosted by IIMAEF.



Prof Errol D'Souza - Director, IIMA, with Mr Sandeep Singhal - Chairman of the Board of IIMAEF planted saplings

On the deployment of the general endowment corpus, IIMAEF executed the Best Start-Up Pitch Contest, where the winning idea was given a sum of Rs 1 Cr. IIMA Students across long-duration programmes contested in teams. After an initial pitch submission, the top six entries were formally presented to a jury comprising Dean Alumni and External Relations (AER) Prof Saral Mukherjee, Mr Deep Kalra, Mr V.T. Bharadwaj and Ms Chhavi Moodgal, from which the winner was decided. A team of two PGPX graduates from the 2022 Batch – Ms Parul Vashist and Mr Varun Jhaveri, presented the winning idea - an AI-powered fashion shopping solution.

The endowment team is in constant touch with local as well as international IIMA alumni associations. Knowledge-building and international benchmarking activities are also carried out periodically through interfaces with Indian as well as foreign educational institutions.

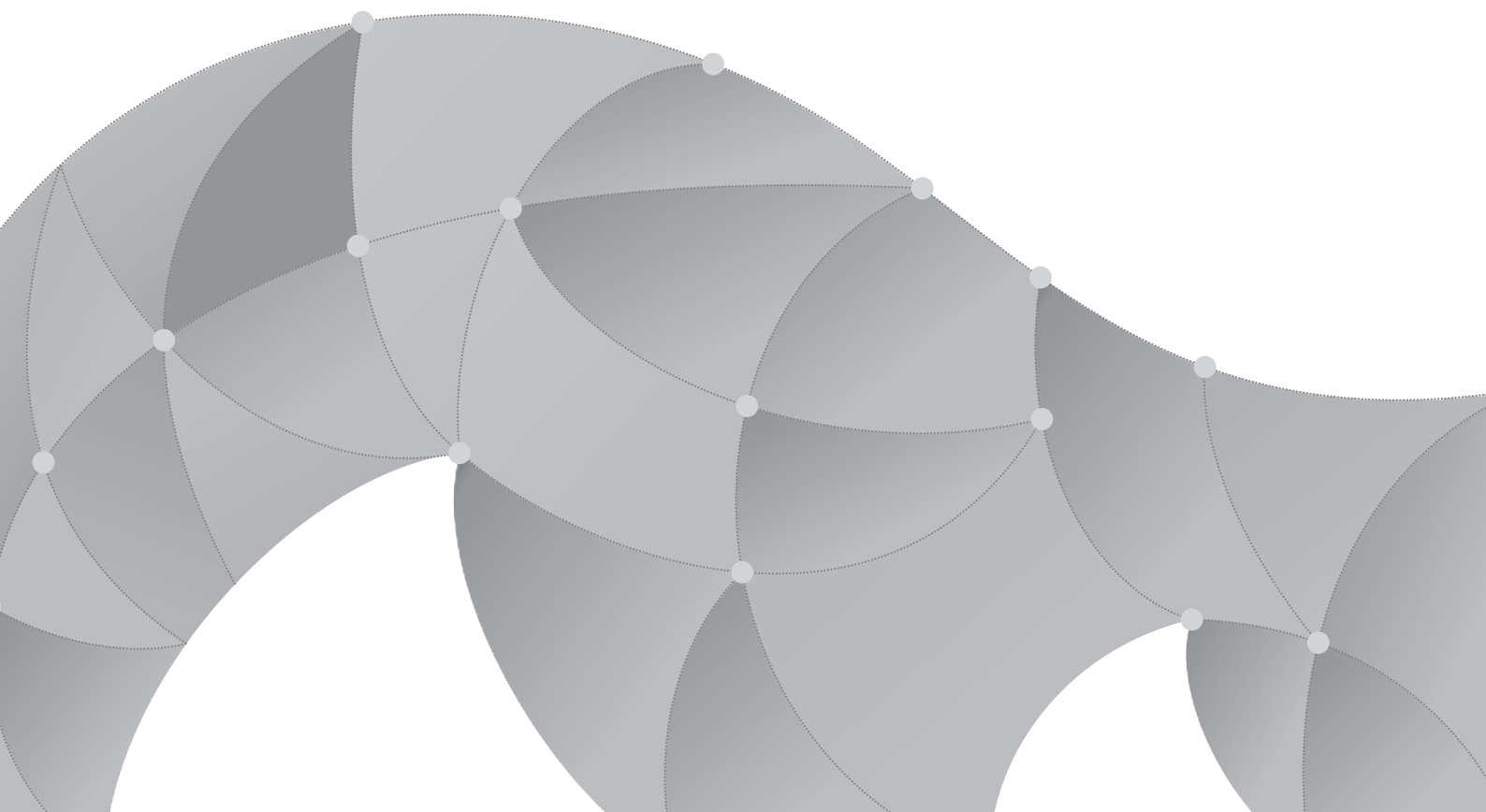


Going forward, IIMAEF will continue to identify fundraising opportunities across verticals – individuals, batches, corporates, multilateral agencies; geographies and asset classes so that donations in kind are also contributed over and above cash commitments. The team will also focus on assisting IIMA with deployment for projects and providing for long-term strategic initiatives which further enhance the mandate and charter of IIMA globally.

The setup and initiatives of the endowment would not be possible without the support of the Governing Council of IIMA, the Director, the Deans, faculty members and the eco-system at IIMA.

All contributions to the Endowment Fund are received directly in IIMA's bank account earmarked for the endowment. In cases of where the donor has an Indian PAN, the donors can avail up to 100% tax exemption (as applicable). The Endowment Fund team also looks after documentation, donor relations and reporting; and for any queries or suggestions, the team can be reached at endowment@iima.ac.in.

APPENDICES



APPENDIX A

POST-GRADUATE PROGRAMME IN MANAGEMENT

STUDENTS IN PGP

	PGP I	PGP II
Joined the Programme	393	387
(-) Discontinued	2	-
(-) Permitted/Asked to rejoin in 2022	3	-
(+) Repeaters	-	1
(+) Permitted to rejoin in 2021	1	1
No. in the First/Second Year	389	389
(-) 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	-	2
(+) Graduating from earlier year	-	-
(+) Students Graduated under Double Degree Programme	-	-
Total promoted/graduated	389	387

IIMA STUDENTS ON EXCHANGE PROGRAMME

Sl. No.	Name of Exchange Institution	2021-22 Outgoing
EUROPE		
1	EM Normandie Business School, France	7
2	Emlyon Business School, France	5
3	ESC Rennes School of Business, France	4
4	ESCP-EAP, Cedex, France	8
5	ESSEC, Cedex, France	9
6	HEC Lausanne, Switzerland	2
7	Instituto de Empresa, Madrid, Spain (IE Buss School)	1
8	Munster School of Business and Economics, Germany (MSBE)	4
9	Norwegian School of Economics, Norway	7
10	Toulouse Business School (Old Name - ESC-Toulouse) Cedex, France	3
11	University of Cologne, Koln, Germany	4
12	University of Mannheim, Mannheim, Germany	2
13	University of St. Gallen, St. Gallen, Switzerland	2
14	Vienna University of Economics & Business Admn., Vienna, Austria	4
15	Warsaw School of Economics, Poland	2
NORTH AMERICA		
16	The Fuqua School of Business, Duke University, North Carolina	1
	TOTAL	65

FOREIGN STUDENTS IN EXCHANGE PROGRAMME

Sl. No.	Name of Exchange Institution	2021-22 Incoming
EUROPE		
1	ESCP-EAP, Cedex, France	5
2	ESSEC, Cedex, France	2
3	University of St. Gallen, St. Gallen, Switzerland	1
4	Louvain School of Management, Belgium	1
5	Munster School of Business and Economics, Germany (MSBE)	1
6	Vienna University of Economics & Business Admn., Vienna, Austria	1
	TOTAL	11

INDUSTRY SCHOLARSHIP

Forty students received industry merit scholarships during the year.

Twenty students from the batch of 2020-22 were awarded the following industry scholarships, based on their academic performance in the first year of the programme:

No.	Name	Scholarship
1	Shubham Goyal	Radha and Sanjeev Chadha
2	Anand Hiteshkumar Shah	PGP1 I-schol supported by 1970 Batch
3	Nitin Kulshreshtha	PGP1 I-schol supported by 1970 Batch
4	Arham Chopra	PGP1 I-schol supported by 1970 Batch
5	Mukund Maheshwari	PGP1 I-schol supported by 1970 Batch
6	Manya Dave	Jet Age Finance Pvt. Ltd.
7	Shreyas Harish	S.M. Shah
8	Vaibhav Agarwal	Infosys
9	Anumay Ashish	ICICI
10	Rishabh Baid	SBI Mutual Fund
11	Harshavardhan Valluru	IIMA Silver Jubilee/PGP 87 Batch/Faculty Memorial & AUDCO
12	Anand Patil	IIMA
13	Mayank Choudhary	IIMA
14	Ayush Beria	IIMA
15	Kshitij Bansal	IIMA
16	Anirudh Banerjee	IIMA
17	Anubhuti Jain	IIMA
18	K M Tejkiran	IIMA
19	Bhangale Pratik Anil	IIMA
20	Dogga V George	IIMA

Twenty students from the batch of 2020-22 were awarded the following industry scholarships, based on their academic performance in the second year of the programme:

No.	Name	Scholarship
01	Shubham Goyal	Mrs. Sharda Bhandari & Mr. P.K.Rath
02	Vaibhav Agarwal	Ajay Banga Industry Scholarship
03	Nitin Kulshreshtha	Ritu Banga Industry Scholarship
04	Divakar Maurya	PGP2 I-Schol supported by the PGP 2005 batch
05	Gurpreet Singh	Jet Age Securities Pvt. Ltd.
06	Anuj Sharda	S.M. Shah
07	Sayanika Roy	IFCI Limited
08	Shreyas Harish	IFCI Limited
09	Harshavardhan Valluru	Monsanto + IIMA
10	Anand Hiteshkumar Shah	Surrendra Paul + IIMA
11	Anand Patil	Dun & Bradstreet + IIMA
12	Anoushka Pal	IIMA
13	Kshitij Bansal	IIMA
14	Bhangale Pratik Anil	IIMA
15	Vishwas Maheshwari	IIMA
16	Shivli Agrawal	IIMA
17	Nikhil Garg	IIMA
18	Avantika Mathur	IIMA
19	Arham Chopra	IIMA
20	R Soorya	IIMA

An school for woman participant with highest overall CGPA was introduced titled Chandra Prabha and Charan Dass Gupta Schol. This year, the same was awarded to Shivli Agrawal

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. This year, the award was given to Shubham Goyal.

Shri S.K. Seth Memorial Award

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

S. Umapathy Prize

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

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

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

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

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. This year, the award was given to Srishti Jain.

Outstanding Sportsperson Award was instituted by Mr. Sunil Chainani (PGP 1980). It is awarded to the student who does excellent all round performance in sports during the tenure at IIMA. This year, the award was given to Kshitij Bhatt.

Prof. Abhinandan Jain Gold Medal for Marketing is awarded to a student who shows excellent in the marketing courses. This year, the award was given to Nitin Kulshreshtha.

SCHOLARSHIPS

Aditya Birla Group selected the following scholars for their scholarship worth Rs.1,75,000/- each during 2021 – 22.

PGP – I

Harsh Raj	Vatsal Agarwal
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- The OP Jindal Scholarship worth `1,50,000 scholarship was awarded to one PGP-II student: Mr. Mukund Maheshwari
- The T. Thomas Scholarship worth Rs.1,00,000 was awarded to Mr. Ayush Khandelwal of PGP I (2021-23 batch).
- IDFC First Bank (formerly, Capital First Ltd) scholarships worth Rs.1,00,000 each were awarded to following eighteen first year PGP-I/FABM-I batch 2021-23 and fifteen second year PGP-II/FABM-II batch 2020-22 students:

First year (2021 – 23 Batch)	Second year (2020 – 22 Batch)
Ms. Deepika Sinha	Ms. Manisha Bhagat
Ms. Diksha Kumari Agarwal	Ms. Preeti Verma
Ms. Smriti Kumari	Ms. Dhore Samanti Vishnu
Ms. Neha Shrivastava	Ms. Parmar Zeal Rajsinh
Mr. Ilanthirayan P	Ms. Rashmi Kumari
Mr. Patel Neel Deepak	Mr. Aditya Goswami
Mr. Ankit Kumar	Mr. Gowri Shankar D
Mr. Chandramanshu Singh	Mr. Prabu S
Mr. Chintala Abinash	Mr. Tanmay Vivek Lad
Mr. Mohak Rajendra Ghelani	Mr. Prince Jain
Mr. Muralimadhan T	Mr. Rinkesh Binani
Mr. Pasupuleti Sai Siddhardha	Mr. Prashanth M
Mr. Amireddy Bharath Simha Reddy	Mr. Bhimana Rama Krishna
Mr. Kalluri Subramanyam	Mr. Anmol Shukla
Mr. Nihaal Vijay Lalan	Mr. Ilavarapu Dharmanjaneyulu
Mr. Avinash Kumar	
Mr. Vishnu K M	
Mr. Pranay Raj Aerra	

Details of scholarship that were merged with SNBS:

Sponsor	Amount, Rs.	Class/Batch
Warburg Pincus	14,25,000	PGP-II
Taravati Ram Gopal Mehra Foundation	10,000	PGP-I

Taravati Ram Gopal Mehra Foundation (TRMF) Merit-cum-Means scholarship worth Rs.80,000 was awarded to Mr. Divakar Maurya of PGP-II (2020-22 batch).

Several PGP alumni have generously contributed to the Institute to support the needy students. While some of the funds were utilized to award the SNBS, some were awarded as top up to the SNBS awardees.

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

Sponsor	Amount, Rs.	Awardee/s	Class/Batch
Citi-IIMA Scholarship	8,00,000 8,00,000 8,00,000	Ms. Chitla Sneetha Ms. Vanshika Juneja Ms. Yadav Ankita Patiraj	PGP-I/2021-23
PGP 2001 Peri Viswanath	5,00,000 5,00,000	Mr. Prabu S Mr. Bathina V M S R Krishna Babu	PGP-II/2020-22
Mirae Asset Foundation	5,00,000 5,00,000	Mr. Kalyan Srinivas Konidala Mr. Divakar Maurya	PGP-I/2020-22
	5,00,000	Mr. Siddhartha Siva B	FABM-I/2020-22
	5,00,000 5,00,000 5,00,000	Mr. Shalin Paresh Shah Mr. Tarun Surana Ms. Karimikonda Bhavya Sree	PGP-I/2021-23
PGP 1983 Batch (MCM)	65,000 65,000 65,000	Mr. Y Chakradhar Reddy Ms. Priya Singh Mr. Ishmeet Singh	PGP-II/2019-21
Class of PGP 1969 Endowment Fund	5,00,000 5,00,000	Mr. Nishant Gaurav Mr. Gupta Rahul Kamlesh	PGP-I/2020-22
Dainik Bhaskar (MCM)	5,60,000 5,60,000 5,60,000	Ms. Anubhuti Jain Mr. Sourav Mishra Mr. Ponnarasu K	PGP-I/2020-22
	5,60,000	Mr. Anmol Shukla	FABM-I/2020-22
Reliance Capital Ltd Endowment	2,50,000 2,50,000	Mr. Lokesh Soni Mr. Rinkesh Binani	PGP-I/2020-22
For PwD student, funded by Mr. Sameer Bansal, alumnus of PGP 2004 batch	1,00,000	Mr. Pravesh	PGP-I/2020-22

APPLICATIONS RECEIVED FOR PGP

Category	Batch 2022-2024				Batch 2021-2023			
	Male	Female	Trans-gender	Total	Male	Female	Trans-gender	Total
General	74749	43465	0	118214	79409	45386	1	124796
EWS	4781	1688	0	6469	3937	1216	0	5153
NC-OBC	22824	9484	1	32309	21203	8707	0	29910
SC	9653	4118	0	13771	8732	3800	0	12532
ST	2496	1076	0	3572	2074	972	0	3046
PwD	657	150	0	807	579	144	0	723
GMAT(Overseas Indian)	3	2	0	5	10	5	0	15
GMAT (SNQ)	6	1	0	7	5	2	0	7
Total	115169	59984	1	175154	115949	60232	1	176182
%	65.75	34.25	0.00	100	65.81	34.19	0.00	100.00

DETAILS OF THE NUMBER OF APPLICATIONS RECEIVED, CANDIDATES CALLED FOR ANALYTICAL WRITING TEST & PERSONAL INTERVIEW (AWT & PI) AND ATTENDED THE AWT & PI FOR PGP 2022-2024 BATCH.

Sl. No.	Stages	Gender / Total	General Category			Reserved Category					Total
			CAT	GMAT		EWS	NC-OBC	SC	ST	PwD	
				Overseas Indian	SNQ						
1	No. of Applicants to IIMA	Male	74749	3	6	4781	22824	9653	2496	657	115169
		Female	43465	2	1	1688	9484	4118	1076	150	59984
		Trans.	0	0	0	0	1	0	0	0	1
		Total	118214	5	7	6469	32309	13771	3572	807	175154
2	No. of Candidates Called for Interview	Male	501	2	4	32	266	137	70	33	1045
		Female	145	1	1	3	61	33	22	6	272
		Total	646	3	5	35	327	170	92	39	1317
3#	No. of Candidates Attended the Interview	Male	487	2	4	31	246	123	57	28	978
		Female	143	1	1	3	59	32	18	5	262
		Total	630	3	5	34	305	155	75	33	1240

APPENDIX B POST-GRADUATE PROGRAMME IN FOOD AND AGRI-BUSINESS MANAGEMENT

STUDENTS IN PGP-FABM 2020-21

	PGP-FABM I (2021-22)	PGP-FABM II (2021-22)
Joined the Programme	47	47
(-)Discontinued	--	--
(-)Permitted/asked to re-join in 2022	--	--
(+)Repeaters	--	--
Permitted to re-join in 2021	--	--
No. of the First/Second Year	47	47
(-)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	01
Students Graduated under Double Degree Programme	Nil	Nil
Total promoted/graduated	47	47

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, who was a Post Graduate Management Programme participant in Agriculture Business Management during the year 1971-72 and an alumnus from the Institute. This award was instituted with effect from 2010 for an accomplished and outstanding allrounder PGP-FABM student (female) who has excelled in academics, extra-curricular and co-curricular activities, made contribution to society and other relevant aspects. This year, the award was given to Ms. Amritha K.

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 honor of her parents. The student who has done something extraordinary beyond academics and usual sports activities were taken into consideration. This year, the award was given to Mr. Gadekar Avinash Ravindra.

Industrial Scholarship (I-Schol)

This scholarship is introduced and instituted by Mr. Parmesh Shah, SPA alumni of 1982 at IIMA. The I-Schol is based on the outstanding academic performance. This year, the award was given to Mr. Chiranjeev Pant.

APPLICATIONS RECEIVED FOR PGP - FABM

Category	Batch 2022-2024				Batch 2021-2023			
	Male	Female	Trans-gender	Total	Male	Female	Trans-gender	Total
General	55768	31081	0	86849	61450	33618	1	95069
EWS	4137	1405	0	5542	3506	1024	0	4530
NC-OBC	18444	7310	1	25755	17528	6887	0	24415
SC	7407	2971	0	10378	6837	2880	0	9717
ST	1799	729	0	2528	1517	698	0	2215
PwD	490	105	0	595	442	93	0	535
Total	88045	43601	1	131647	91280	45200	1	136481
%	66.88	33.12	0.00	100	66.88	33.12	0.00	100

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 2022-2024 batch.

Sl. No.	Stages	Gender / Total	General Category	Reserved Category					Total
				EWS	NC-OBC	SC	ST	PwD	
1	No. of Applicants to IIMA	Male	55768	4137	18444	7407	1799	490	88045
		Female	31081	1405	7310	2971	729	105	43601
		Trans.	0	0	1	0	0	0	1
		Total	86849	5542	25755	10378	2528	595	131647
2	No. of Candidates Called for Interview	Male	138	19	82	33	7	2	281
		Female	79	10	42	8	2	0	141
		Total	217	29	124	41	9	2	422
3#	No. of Candidates Attended the Interview	Male	115	17	74	26	7	1	240
		Female	66	9	36	8	2	-	121
		Total	181	26	110	34	9	1	361

On account of pandemic, interviews of PGP & PGP-FABM 2022-2024 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 9 days. We concluded the process on April 09, 2022.

APPENDIX C POST-GRADUATE PROGRAMME IN MANAGEMENT FOR EXECUTIVES

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
Average 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
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

New Elective Courses

PGPX 2021-22 : New Elective Courses offered		
Sr. No.	Area	Name of Course
1	F&A	Banking and Financial Intermediation
2	HRM	Leading the Digital Transformation
3	IS	Organizing in the Digital Age: How Digital Innovations Create Value and Purpose
4	Mktg	Strategic Models in Marketing
5	PSG	Business and Corporate Accountability
6	F&A	Financial Derivatives: Pricing, Trading and Risk Management
7	Eco	Hitchhiker's Guide to Business & Economies across Five Centuries
8	Comm	Intercultural Communication
9	F&A	New Venture Financing
10	P&QM	OR for Logistics
11	Mktg	Product Management

PGPX 2021-22: SPEAKER SERIES

Speaker Series is a PGPX student initiative where senior corporate leaders and eminent citizens are invited to share their experiences with the PGPX students. This initiative is entirely organized by the PGPX students under which the 16 speakers were invited to share their experience and ideas. Details are as below:

Sr	Name of the Speaker	Designation	Company	Topic
1	Mr. Varun Sridhar	CEO	Paytm Money	Leading digital transformation and the future of FinTech
2	Mr. Manish Gupta	Co-founder and CEO	Indegene	How Indegene started from a company focused on research & development And has now pivoted to being a one stop digital health technology solutions provider across the globe
3	Mr. Girish Wagh	Executive Director & Additional Director	Tata Motors	Leading Organisations in Transformational Times
4	Ms. Richa Singh	CFO	Mars Wrigley India	A CFO's guide to digital disruption in the financial chain.
5	Mr. Senthil Govindan	Founder and CEO	Datawrkz	Shifting careers and life after PGPX
6	Mr. Adarsh Nair	Chief Product Officer, and CEO, Airtel Digital	Bharti Airtel	In conversation with Adarsh Nair on Airtel's Digital Vision & Strategy
7	Mr. Manoj Kohli	Country Head	SoftBank India	Transformation of Indian economy through digital startups and entrepreneurial prospects for millennials
8	Mr. Suresh Narayanan	CEO	Nestle	Dealing with crisis- the Maggi Saga
9	Mr. Shantanu Guha Ray	Indian Editor	Central European News	The media- usign it to build your personal brand



PGPX Alum Meet: Xpressions 2021

On October 24, 2021, IIMA PGPX Class of 2022 got together with its illustrious alumni family to celebrate the annual PGPX Alumni Reunion Event – Xpressions 2021. Close to 390+ participants came together from various batches of IIMA PGPX Programme and enthusiastically took part in the sessions planned for the day.

The reunion event started with a much-coveted Master Class by Prof Saral Mukherjee where he talked about Supply Chain Management in the Era of D2C Brands, Social Commerce and Social Influencers, in the context of the brand SUGAR Cosmetics. The Master Class was also joined by the founders of the company.

The event was marked by five industry-specific panel sessions in domains like Consulting, Operations, HealthCare and Life Sciences, Entrepreneurship and Technology Products - with IIMA Alumni donning the hats of guest speakers. Some of the key speakers in these panels were Sharad Goel, Director - Strategy and Operations, Walmart; Aniruddha Mysore Srinath, Associate Director, Ola Electric; Raju Komaravolu, Cluster Head - Speciality Care, Dr. Reddy's Labs; Girish Phansalkar, Expert Associate Partner, McKinsey & Company and Rohit Nargunde, Principal Product Manager, Microsoft, besides many others.

The closing ceremony was marked by a Stand-up Comedy act by the PGPX Programme Chair, Prof Viswanath Pingali and a special IIMA Trivia Game – 'Do you think you know your alma mater?'

All the events were much appreciated by alums.

APPENDIX D EPOST GRADUATE DIPLOMA IN ADVANCED BUSINESS ANALYTICS (EPGD-ABA)

EPGD-ABA 2021-22: BATCH PROFILE

Number of Students	42
Average Work Experience	8 Years and 8 months
Average Age as on March 31, 2021	33 Years and 3 months
Number of Women Students	8

Industry Break-up		Functional Break-up	
Banking, Financial services and Insurance	11	Consulting	7
IT & ITes	8	IT based Project Management	6
Consulting	6	Operations	6
IT Products	4	ERP Professional	3
Manufacturing / Engineering	3	IT based Operations	3
Academic and Education	2	IT based Research and Development	3
Travel and Hospitality	2	Marketing	3
Advertising / Communication / Media / Entertainment	1	Finance and Accounting	2
Energy and Utilities	1	Programming	2
FMCG / Consumer Durables	1	Sales and Marketing	2
Government Enterprises and Public Sector Undertaking	1	General Management	1
Pharma / Bio-Tech / Healthcare / Hospitals	1	HR	1
Telecom	1	Knowledge Worker (BPO/KPO)	1
Total	42	Quality Assurance/Quality Control	1
		Others	1
		Total	42

SPEAKER SESSIONS

Sr	Name of the Speaker	Designation	Company	Topic
1	Mr. Ramkumar Narayanan	VP Technology & Managing Director	VMware India	Data-driven Product Management: A Fireside Chat
2	Ms. Ujjyaini Mitra	Chief Data Officer	Zee Entertainment Enterprises Ltd.	Use of AI & Neuroscience in Content Decision Making
3	Mr. Ronjon Nag Mr. Patrick Bangert Mr. Pramod Kunju	Founder VP of Artificial Intelligence President and CEO	R42 Institute Samsung SDS Nakunj Inc.	Panel Discussion on Applications of AI in Business
4	Mr. Aakash Gupta	Vice President	EXL Analytics	Analytics and Data-enabled new ways of working – Real World Intelligent Operations
5	Mr. Arun Karna	MD & CEO	AT&T Global Network Services India Pvt. Ltd.	Digital Transformation
6	Mr. Abhinandan Shah	Director, Head of Machine Learning, Enterprise Data Platforms	Barclays	Opportunities and challenges in applying AI at scale
7	Mr. Pritam Banerjee	Senior Manager, Global Analytics	Chubb	Analytics backed strategic interventions in Insurance
8	Dr. Vikas Behrani	VP, Data Science and Insights	Genpact	Responsible AI in Business
9	Mr. Avinash Karn Mr. Anindya Moitra	Director Global Business Intelligence Senior Manager - Decision Strategy	PayPal	Demystifying Data Driven Decision Making through Analytics
10	Mr. Sesidhar Sahukaru	Sr. Director, Analytics Solutions	Capgemini	Data Trends in 2021 (especially post COVID effect) and Business Development in Data Analytics
11	Mr. Aaveekshith Bushan	Regional Director and General Manager – APAC	Aerospike	Real-time Decisioning at the Edge
12	Mr. Saurabh Sapra	Associate Director – Analytics Consulting	Tiger Analytics	Advanced Analytics & Consulting- Journey so far and career path ahead
13	Mr. Dinesh Chawla	Managing Director	JP Morgan Chase	Practitioner Guide on Analytics in Finance domain
14	Ms. Ranjani Mani	Director - Analytics, Data sciences and Data Products	VMware	Fireside Chat on AI and Analytics
15	Mr. Nitin Aggarwal	Sr. Technical PM, Cloud AI	Google	Lifecycle of AI/ML projects: Problem formulation to Production
16	Mr. Arpit Agarwal	VP Analytics and Data Science	Khatabook	Analytics in MSME Market in India: Challenges and Insights

APPENDIX E PHD PROGRAMME IN MANAGEMENT

PHD THESIS 2022

Sl No	Name	Area	Thesis Title	TAC Members
1	Advaita Rajendra	PSG	Governing by (in)visibilising: A Case of Waste Materials, Infrastructure and Work	Prof. Ankur Sarin (Chair) Prof. Ajay Pandey Prof. Barbara Harriss-White
2	Amogh Kumbargeri	MKTG	Novel Cognitive Consequences of Product Anthropomorphism on Consumer Judgment and Decision Making	Prof. Arvind Sahay (Chair) Prof. Aruna Divya T. Prof. Subhadip Roy
3	Anukriti Dixit	PSG	Governing through Problems: Public Policies as Discursive Practices	Prof. Ankur Sarin (Chair) Prof. Rama Mohana Turaga Prof. Patricia Purtschert
4	Atul Kumar	MKTG	Individual Choice Decisions for Joint Consumption in Close Relationships: The Roles of Attachment Security and Relationship Power	Prof. Arvind Sahay (Chair) Prof. Akshaya Vijayalakshmi Prof. Kirti Sharda
5	Gurpreet Singh	AGRI	Challenges of Saving Water: The Adoption and Impact of Micro-Irrigation Technology in Agriculture	Prof. Vasant Gandhi (Co-Chair) Prof. Poornima Varma (Co-Chair) Prof. Arnab K. Laha
6	Harshit Kumar Singh	IS	Designing for Digital: An insight into the Technological Evolution of Work-from-home in the Contemporary Workplace	Prof. Sanjay Verma (Chair) Prof. Rekha Jain Prof. Sunil Maheshwari
7	Mayank Aggarwal	STR	Markets, Home Country Ecosystem Partners & Value Creation: A Study of Indian Pharmaceutical Industry	Prof. Amit Karna (Chair) Prof. Chirantan Chatterjee Prof. Anindya S Chakrabarti
8	Omkar Sharadrao Patange	PSG	Mitigation Strategies for Transitioning towards 'Net-Zero' Emissions from Energy Systems	Prof. Amit Garg (Chair) Prof. Sachin Jayaswal Prof. Ajay Pandey
9	Punyashlok Dwibedy	STR	Unbundling Innovation Strategies: Firms' Technological Choices and Complementarities-in-performance of Innovation Inputs and Outputs across Developing Countries	Prof. Rakesh Basant (Chair) Prof. Amit Karna Prof. Abhiman Das
10	Rashmi Kumari	MKTG	Essays on Consumers' Responses to Retail Promotions	Prof. Arvind Sahay (Chair) Prof. Aruna Divya T. Prof. Akshaya Vijayalakshmi Prof. Saravana Jaikumar
11	Sharad Sharma	IS	Factors Influencing the Performance of IS Megaproject in an Emerging Economy: The Freight Operations Information System of the Indian Railways	Prof. Rekha Jain (Co-Chair) Prof. Sanjay Verma (Co-Chair) Prof. Ajay Pandey Prof. Vishal Gupta
12	Shikha Verma	P&QM	Real-Time Analytics for Intelligent Systems	Prof. Arnab K. Laha (Chair) Prof. Chetan Soman Prof. Sanjay Verma
13	Suyog Nigudkar	P&QM	Exact Methods for Solving Linear and Nonlinear Max-Min Problems	Prof. Sachin Jayaswal (Co-Chair) Prof. Ankur Sinha (Co-Chair) Prof. Manish Verma
14	Vishal Bansal	P&QM	Stochastic Models for Omnichannel Retail Order Fulfillment	Prof. Debjit Roy (Chair) Prof. Prahalad Venkateshan Prof. Arnab Bisi

BEST THESIS AWARDS

1. Prof. Tirath Gupta Memorial Award for Best Thesis

Name of the Student	Thesis Title	Award Amount (Rs.)
Mayank Aggarwal (STR)	Markets, Home Country Ecosystem Partners & Value Creation: A Study of Indian Pharmaceutical Industry	50,000/-
Advaita Rajendra (PSG)	Governing by (in)visibilising: A Case of Waste Materials, Infrastructure and Work	50,000/-

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

Name of the Student	Thesis Proposal Title	Award Amount (Rs.)
Disha Bose (AGRI)	Examining Effects of Women's Participation in Non-Farm Work on Altruism, Diet Quality and Choice of Collective Organizations	50,000/-
Ayush Gupta (P&QM)	Supply Chain Management in the presence of Cost Learning	50,000/-

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

Name of the Student	Award Amount (Rs.)
Shriya Gehlot (P&QM)	30,000/-

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

Conferences	
International Conferences	34
Domestic Conferences	21
Total Conferences	55
Total Students Participated	51
Doctoral Colloquium/Consortium	
Total Doctoral Colloquium	7
Total Students Participated	11
Paper Publications	
Total Papers Published	20 (A*-1, A-3, B - 12, C – 2, others-2)
Total Number of Students Involved	15

APPENDIX F POST GRADUATE AND PHD 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	PhD Programme in Management	Total
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
2021-22	776	94	136	118	1124

APPENDIX G PLACEMENT

PGP

NEW FIRMS REPRESENTING FOR PLACEMENTS

56 Secure	EY- Parthenon	Info Edge Venture Fund	Sanford C. Bernstein (India) Private Limited
6 th Street.com	Flexiloans	JSW One Platforms	Shipsy
A&W Capital	Fourth Frontier	Kotak Life Insurance	Star Union Dai-ichi Life Insurance
A91 Partners	Garena	Nykaa	UnDosTres
Amagi	H&R Johnson	Olam Food Ingredients	VMock India Private Ltd
		Olam Global Agri	
Brane Enterprises	Haber	Playsimple	Whatfix
Eightfold.ai	Hevo Data	Premji Invest	Zomato
Emcure Pharma	IDFC First Bank	Red Fort Capital	Bira 91

Batch Profile

Educational Background	
Function	% of students
Engineering/ Tech/ Mfg	32
ITES	23
BFSI	18
Consulting	9
Others	18
Work Experience	
Duration	% of students
Fresher	24
0 – 1 year	13
1 – 2 years	26
2 – 3 years	24
3+ years	13

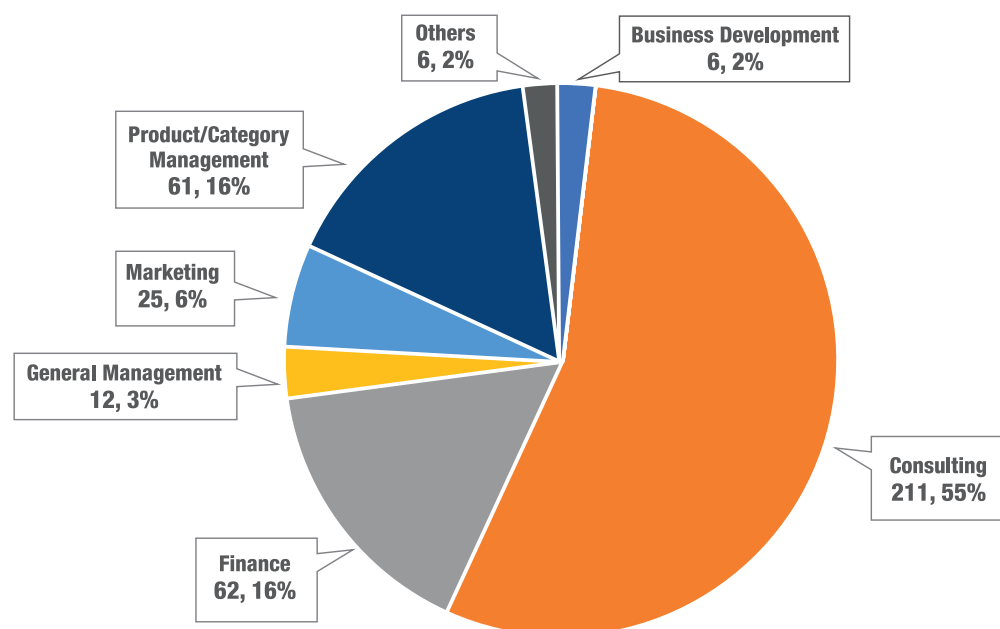
Offer Acceptance

Cluster	Acceptance
Cluster 1	164
Cluster 2	25
Cluster 3	4
PPO	105
Laterals	85
Total	383

Sector/function-wise Placements – 2022

Sector/function	Final offers	Percentage
Business Development	6	1.57 %
Consulting	211	55.09 %
Finance	62	16.19 %
General Management	12	3.13 %
Marketing	25	6.53 %
Product/ Category Management	61	15.92 %
Others	6	1.57 %
Total	383	100 %

Pictorial representation of offers across sectors



Sector/function-wise Placement Trends of last three years

Sr No	Sector/function	2020		2021		2022	
		No.	% of Total	No.	% of Total	No.	% of Total
1	Marketing	59	15.21	35	9.35	25	6.53
2	Finance	54	13.92	61	16.31	62	16.19
3	System IT/Product Management/Category Management	52	13.40	61	16.31	61	15.92
4	Operations	3	0.77	5	1.34	0	0.00
5	Consulting	155	39.95	175	46.79	211	55.09
6	Business Development	3	0.77	11	2.94	6	1.57
7	General Management	42	10.83	20	5.35	12	3.13
8	Others	20	5.15	6	1.60	6	1.57
Total		388	100	374	100	383	100

Note: * The data for the year 2021 & 2020 are audited, whilst the placement numbers and percentage shown for the year 2022 are unaudited and therefore subject to change.

Function wise Top Recruiters - 2022

Sr. No.	Sector	Recruiter	Numbers Recruited	% to total acceptance (383)
1	Consulting	Boston Consulting Group	44	11.49%
		Bain & Company	37	9.66%
		McKinsey & Co.	33	8.62%
		Accenture	32	8.36%
		PricewaterhouseCoopers	20	5.22%
		A.T. Kearney	14	3.66%
2	Finance	Goldman Sachs	6	1.57%
		Bank of America	4	1.04%
		Aventus Capital	3	0.78%
3	General Management	TAS	6	1.57%
		Emaar	3	0.78%
4	Marketing	Hindustan Unilever Limited	3	0.78%
		Mondelez	3	0.78%
5	Product/ Category Management	Amazon	12	3.13%
		Microsoft	8	2.09%
		Paytm	10	2.61%
6	Business Development	Unacademy	2	0.52%

Sector wise Distribution of Summer Placements

Sr. No.	Sector	No. of offers
1	Banking, Financial Services and Insurance (BFSI)	76
2	Conglomerates	35
3	Consulting	139
4	Consumer goods (FMCG)	54
5	Consumer Services	2
6	Engineering / Technology	11
7	Environment & Energy	3
8	Information Technology (IT)	20
9	Manufacturing	7
10	Media/Communications	6
11	Online Services	3
12	Others (Consumer Tech)	1
13	Others (E-commerce)	13
14	Others (Education Tech)	1
15	Others (Enterprise Tech)	1
16	Others (Retail B2B / B2C)	1
17	Others (Social Purpose organization)	2
18	Pharmaceutical/Healthcare	10
19	Telecom	4
	Total	389

PGP – FABM

Classification of Placement Pool

Total PGP-FABM Batch Size	48
Total number of students eligible for placements	48
Number of students not seeking placement through the institute	1
Number of students who went through placements	47
Number of students with offers	47

Offers across sectors

Sector	No. of acceptances (2022)	Percentage
Agri Inputs	7	15 %
BFSI	5	11 %
Conglomerates	1	2 %
Agri - Consulting	9	19 %
FMCG	4	9 %
International Trade	2	4 %
Food Processing	1	2 %
Engineering	1	2 %
Online Service	17	36 %
Grand Total	47	100 %

Pictorial representation of offers across sectors:

New Firms representing for placements

TVS Credit	Trident group
Reliance Industries	Zepto
ICICI Bank	WayCool
Axis Bank	Justdial
Mitsui & Co. Ltd	Arya.Ag
Accenture	Thermo Fisher
Deloitte	-

Classification of the entire 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

Classification of internships based on sector

Sector	No. of Offers
Agri Inputs	20
BFSI	4
Conglomerate	1
Consulting	4
FMCG	2
Food Processing	9
Logistics	1
Online Services	1
Others	5
Grand Total	47

Note: Others include 1 Direct Selling, 2 Retail and 2 Not for Profit

Classification of PGPX Placement Pool

Categories	Number
1. Number of students eligible for placements	136
2. Number of students who did not seek placement through the institute	15
2a. Company-sponsored or already employed	3
2b. Continuing education	0
2c. Postponing job search/seeking placement holiday	1
2d. Entrepreneurship (Starting a new business)	4
2e. Returning to / joining family business	0
2f. Seeking placement outside the campus placement process	7
3. Total who sought Placements through the institute	121
4. Total offers accepted	119
5. Students in-process (As on June 23, 2022)	2

APPENDIX H

Projects Initiated

Sl. No.	Title of the Project	Principal Investigator/s	Category of Project
1	Access to improved sanitation and dietary intake	Namrata Chindarkar	SMP
2	Splitter location and cable selection in fiber-to-the-home passive optical network	Sachin Jayaswal	SMP
3	Time and effort allocation by busy directors: Impact of firm life cycle	Neerav Nagar	SMP
4	Jati and social networks	Pritha Dev	SMP
5	The dynamics of process transparency: Empirical evidence	Anuj Kapoor	SMP
6	Sexual harassment complaints and the workplace	Akshaya Vijayalakshmi	SMP
7	Re-election and legislator performance	Tarun Jain	SRP
8	Antecedents of M&A activity in the Indian manufacturing sector in the post reform period – An exploration	Rakesh Basant	SRP
9	Opponent's foresight and optimal choices	Jeevant Rampal	SRP
10	Effects of IT capabilities during crisis	Pankaj Setia	LRP
11	Market power, capital structure, and macroeconomic shocks	Tanmoy Majilla	SRP
12	A room of their own: Examining the role of space and place on women's entrepreneurial activities	Vaibhavi Kulkarni	SMP
13	Sanitized homes, unsanitized bodies: Negotiating the return of domestic workers	Vaibhavi Kulkarni	SRP
14	Financial vulnerability, access to finance, and the response of consumption to aggregate shocks before and during COVID-19	Sanket Mohapatra	SRP
15	A systematic literature review study (SLR) on circular economy business models (CEBM) driving sustainability and identifying research gaps and opportunities	Rajat Sharma	SMP
16	Mental health, Wellbeing and HRM practices	Neha Tripathi	SRP
17	Intrahousehold time use dynamics: A gendered perspective	Namrata Chindarkar	SRP
18	Patent waiver and pandemic: The legal perspective	Anurag K. Agarwal	SMP
19	Bank deposits and regional business cycle synchronization	Anindya S. Chakrabarti	SRP
20	Marketing experience of chief sustainability Officer and its effect on corporate social responsibility performance	Sourav Borah	SMP
21	Developing a multi-dimension scale for measuring customer experience quality	Anand Kumar Jaiswal	LRP
22	Understanding content-advertisement congruence: Experimental evidence from video advertising	Anuj Kapoor	SRP
23	The role of brand anthropomorphization on customer loyalty	Hyokjin Kwak	SRP
24	Inhalant abuse among children in Ahmedabad: Challenges in treatment and rehabilitation of children	Ankur Sarin	SMP
25	Employee mobility and firm acquisition behavior	Mayank Varshney	SMP
26	Reviewing implementation of the "25 percent mandate" under RTE	Ankur Sarin	SMP
27	Trademark regulation and governance in the Indian economy	M. P. Ram Mohan	SRP
28	Political rhetoric, offense and 'engineered hurt' in digitally mediated public sphere	Vaibhavi Kulkarni	SRP

Projects Completed

Sl. No.	Title of the Project	Principal Investigator/s	Category of project
1	Threading the needle: Conceptualizing, measuring, and validating co-competition capability as an ability to manage co-opetition paradox and tension	Rajnish Rai	SMP
2	It takes two to tango: Complementarities between trade liberalization and financial reforms, external financial dependence, and profitability of emerging economy firms	Rajnish Rai	SMP
3	Do team-based input incentives boost skill development? Evidence from India	Tarun Jain	SRP
4	Impact of lockdown on informal sector women	Pritha Dev	SMP
5	Exploring the scarcity effect on shared consumption: The case of a natural disaster	Subhadip Roy	SRP
6	Investigation and evaluation of the impact of COVID-19 pandemic on tourism and hospitality sector	Rajat Sharma	SMP
7	Understanding the impact of co-shopper on in-store engagement and final purchase intentions	Akshaya Vijayalakshmi	SMP
8	Recovery post Covid-19: Implications for retail stores	Anuj Kapoor	SMP
9	Information and behavior during COVID-19	Jeevant Rampal	SMP
10	Social interactions: Increases or diminishes productivity	Debjit Roy	SMP
11	Facing the unknown: Coping with the Covid-19 pandemic and its impact on well-being of vulnerable populations	Vaibhavi Kulkarni	SMP
12	Assessment and management of conflict minerals	Sourav Borah	SMP
13	Estimating stack crane interference delays	Debjit Roy	SRP
14	An approximate method to link semi-open networks in tandem	Debjit Roy	SRP
15	Legal system studies of Indian economy	M P Ram Mohan	SRP
16	Task satisfaction and charitable giving	Jeevant Rampal	SMP
17	Regional business cycle synchronization: Role of local and global shocks	Anindya S. Chakrabarti	SRP
18	Waste conflicts: the status of 'integration' of waste pickers in increasing formalization in urban waste management	Ankur Sarin	SMP
19	Role of advertising revenues in Indian media	Ankur Sarin/ Reetika Khera	SRP
20	Asymptotic theory for maximum pseudo likelihood estimates in binary logistic regression	Tathagata Bandyopadhyay	SMP
21	Modeling disagreements of inflation expectations and the process of updating inflation expectations	Tathagata Bandyopadhyay	SRP
22	The role of brand anthropomorphization on perceived price fairness through social media: A case from Big Basket in India	Hyokjin Kwak	SRP
23	Predicting and estimating heterogeneous consumer preferences using Geo-Location data	Anuj Kapoor	SRP
24	How do encounters with sexism impact first generation entrepreneurs?	Vaibhavi Kulkarni	SMP
25	Role of language in international commercial arbitration	Anurag K. Agarwal	SMP
26	Managerial determinants and consequences in mergers and acquisitions	Mohammad Fuad	SMP
27	Meta analysis of M&A deal and effects on acquirer performance	Mohammad Fuad	SMP
28	Getting away with being bad: How social skills help deviant employees avoid being victimized by their supervisors	Amit Nandkeolyar	SRP
29	The Impact of mindsets on opportunistic financial reporting	Naman Desai	SMP
30	A feminist analysis of the Covid crisis	Prof. Ankur Sarin	SMP
31	Antecedents of M&A Activity in the Indian manufacturing sector in the post reform period – An Exploration	Prof. Rakesh Basant	SRP
32	Product line design problem: Alternate solution methods	Prof. Sachin Jayaswal	SMP
33	Understanding BOP customers' preference for package sizes	Prof. Anand Kumar Jaiswal	SRP
34	Impact evaluation of Delhi's odd-even policy	Prof. Anish Sugathan	Seed
35	Using mutual information for analysis of dependence structures	Prof. Anindya Chakrabarti	SMP

Projects Withdrawn

Sl. No.	Title of the Project	Principal Investigator/s	Category of project
1	Health information seeking behavior during Covid-19 on social media: Evidence from Twitter	Prof. Chirantan Chatterjee	SMP
2	Measuring green apparel buying behavior: Role of dispositional traits and environmental concern	Prof. Rajat Sharma	SMP

Internship Projects Completed

Sl. No.	Title of the Project	Faculty Guide	Name of the Intern/s
1	Public service leadership	Prof. Vishal Gupta	Ms. Arshya Dayal
2	Analysis of inflation expectations data	Prof. Tathagata Bandyopadhyay	Ms. Subhapriya Chakraborty
3	Simultaneous analysis structured and unstructured data for financial analysis	Prof. Ankur Sinha	Mr. Shivam Gupta
4	Impact of fertiliser subsidy on crop yield and farm income	Prof. Poornima Varma	Mr. Rishit Arya
5	A novel investor sentiment measure using transaction data of art work	Prof. Prashant Das	Ms. Sanjali Uppal
6	Using ML to unbox the influencers mystique	Prof. Anuj Kapoor	Ms. Shreya Nema
7	Understanding the AI and venture capital industry	Prof. Anuj Kapoor	Mr. Vansh Agarwal
8	International migration & remittances	Prof. Chinmay Tumbe	Ms. Anandita Saxena
9	Sentiment analysis of stock market discussion community	Prof. Adrija Majumdar	Mr. Gaurav Gupta
10	Impact of COVID-19 containment measures, fiscal support, and vaccinations on medium term GDP growth of countries	Prof. Sanket Mohapatra	Mr. Mukul Suri
11	Contrast between AI projects on crowdfunding platforms pre and post pandemic	Prof. Adrija Majumdar	Ms. Shibangi Barua
12	Economics of artificial intelligence	Prof. Anuj Kapoor	Mr. Adarsh Agarwal
13	IT in retail	Prof. Pankaj Setia	Mr. Shikhar Tiwari
14	Understand the linkages in the oxygen distribution chain	Prof. Debjit Roy	Mr. Dikshant Goel
15	Algorithmic bias	Prof. Anuj Kapoor	Mr. Gaurav Chauhan
16	Organizational structure and value of advanced artificially intelligent technologies	Prof. Pankaj Setia	Mr. Satyam Tyagi
17	Does experiencing poverty make managers more charitable?	Prof. Arun Sreekumar	Mr. Lakshya Singh
18	Transitions in marketing strategy of nascent entrepreneurs after the Covid pandemic	Prof. Arun Sreekumar	Mr. Amjad Rehan Ibrahim
19	Gamification of e-learning	Prof. Aditya Moses	Ms. Riya Garg
20	Hospitality Sector's response to the ongoing Covid-19 crisis	Prof. Chitra Singla	Mr. Gautam Bamba & Mr. Devansh Garg
21	Study of anti-Covid policies adopted by 5-star hotels in India	Prof. Rajat Sharma	Mr. Shyamal Khajuria & Ms. Shreyashi Saha
22	Understanding fake reviews	Prof. Pranav Singh	Rajat Gupta
23	Study of healthcare innovations during COVID 19 pandemic	Prof. Anand Kumar Jaiswal	Ms. Ridhima Agarwal
24	Urban policy history	Prof. Chinmay Tumbe	Ms. Vamakshi
25	Why did Indian banks underperform post 2008 crisis?	Prof. Abhiman Das	Mr. Rishabh Ghosh
26	Exploration of the framework used for Evaluating Board Performance	Prof. Biju Varkkey	Ms. Kiran A Parida
27	Development of a bid price-based parking garage revenue management	Prof. Goutam Dutta	Ms. Roshni Roy
28	Climate risks and finance	Prof. Amit Garg	Ms. Ragini Laskar
29	Do firms learn from fed? Evidence from textual analysis of earnings conference calls	Prof Ankit Kariya	Deepanshu Bagotia
30	Building capacity of ward councillors to equip them to work towards social protection of children	Prof. Ankur Sarin	Ms. Senjuti Das
31	Contests within and between groups: theory and experiment.	Prof. Jeevant Rampal	Mr. Parth Jaiswal

32	Restatement of Indian Contract Law	Prof. M P Ram Mohan	Ms. Muskaan Wadwan
33	Insolvency Law in India	Prof. M P Ram Mohan	Mr. Sai Muralidhar
34	Removing pesticides competing alternatives for changing agriculture	Prof. Ranjan Kumar Ghosh	Ms. Antara Ghosh
35	Impact of a monitoring innovation on diversion in agricultural supply chains – Evidence from introduction of neem coated urea in India.	Prof. Maya Ganesh	Ms. Anukriti Jain
36	Using processing to create interactive data visuals.	Prof. Kavitha Ranganathan	Ms. Forheen Ahmed
37	If they can, we can	Prof. Vishal Gupta	Ms. Shubhanjali Gupta
38	Tata Empress Mills history	Prof. Chinmay Tumbe	Ms. Riha Giri
39	Open-source implementation of SW projects & AI models	Prof. Pankaj Setia	Ms. Bhavani Patel
40	Share of women among the Economics faculty	Prof. Amrith Dongre	Ms. Anandita Saxena
41	Use sentiment analysis techniques to explore how social media conversations affect the demand for ride-hailing services	Prof. Sandip Chakrabarti	Mr. Pragnan Nadimatla
42	Tolerance of modern slavery in supply chain networks	Prof. Pankaj Setia	Mr. Aditya Agrawal
43	Sentiment analysis of restaurants during COVID-19	Prof. Adrija Majumdar	Mr. Jayant Choudhary
44	Identifying influential science communicators on Twitter	Prof. Arun Sreekumar	Mr. Shubham Rajpurohit
45	Gender and health issues among adolescent girls	Prof. Vaibhavi Kulkarni	Ms. Sadhvi Pandey
46	Sugar Cosmetics case study	Professors Saral Mukherjee & Akshaya Vijayalakshmi	Ms. Kriti Chaturvedi
47	Contemporary 'Smart-Mix' CSR in emerging economies: An empirical study of India's two percent CSR Law	Prof. Naman Desai & Viswanath Pingali	Mr. Yashil Sengal
48	Mistakes in Indian Contract Law	Prof. M P Ram Mohan	Mr. Pratyay Panigrahi
49	Corporate climate disclosures	Prof. Amit Garg	Mr. Aditya Vishwakarma & Ms. Rhea Chadha
50	Historical mortality in India	Prof. Chinmay Tumbe	Ms. Nelson Soy
51	To establish a two-way causal relationship Between economic growth and infrastructure performance for India using the econometric approach	Prof. Sebastian Morris	Ms. Ushmita Pareek
52	A flea market model of retailer location	Prof. Ramanathan Subramaniam	Ms. Yashasvi Rathore

Research Workshops Organized

Sl. No.	Name of the Facilitator & Affiliation	Topic of the Workshop	Date
1	Prof. Diptesh Ghosh	Heuristics to solve optimization problems	May 24, 2021
2	Prof. Sandip Chakrabarti	Introduction to GIS and geospatial analysis for decision-making	July 14, 2021
3	Mr. Ahmed Ashhar	Introduction to conducting experiments online	August 18, 2021
4	Prof. Adrija Majumdar	Online text analysis	September 23, 2021
5	Prof. Vishal Gupta	Conditional process analysis in social sciences	November 26, 2021
6	Ms. Sukriti Sekhri	Doctoral Students Workshop- How to become a 'Prolific' researcher: A guide to tools for online data collection	October 26, 2021
7	Prof. Samrat Gupta	Community detection in complex networks: Methods and applications	March 23, 2022

Research Webinars/Seminars Organized

Sl. No.	Name of the Faculty & Affiliation	Title of the Seminar	Date
1	Prof. Samuel Asher Johns Hopkins SAIS	The long-run development impacts of agricultural productivity gains: Evidence from irrigation canals in India	April 8, 2021
2	Prof. Manju Ahuja University of Louisville, Louisville	Trading well-being for productivity: Mobile overuse from a partner's perspective	April 9, 2021
4	Prof. Akshaya Vijayalakshmi Indian Institute of Management Ahmedabad	Evaluating adolescents' responses to internet ads: Role of ad skepticism, internet literacy, and parental mediation	April 21, 2021
5	Prof. Nitin R. Joglekar Boston University	Just-in-case supply chain scenario planning	May 14, 2021
3	Dr. Ritesh Jain Institute of Economics, Academia Sinica, Taiwan	Rationalizable implementation: An iterative characterization	May 17, 2021
6	Prof. John Jongho Park Pennsylvania State University	Identifying intrapreneurial leadership competencies in engineering companies	June 4, 2021
7	Prof. Sunderesh S. Heragu Oklahoma State University, Stillwater, OK	Deterministic and stochastic models for manufacturing, warehousing and healthcare systems	June 11, 2021
8	Prof. Sachin Jayaswal Indian Institute of Management Ahmedabad	Directed fixed charge multicommodity network design: A cutting plane approach using polar duality	June 21, 2021
9	Prof. Srinu Venugopal Grossman School of Business, University of Vermont	Fostering inclusive social innovation in subsistence marketplaces through community-level alliances: An institutional work perspective	July 15, 2021
10	Prof. Unnati Narang Gies College of Business, University of Illinois at Urbana-Champaign	Learning from driving behaviors: A deep learning approach for predicting retailer choice and the privacy tradeoffs of tracking consumers	July 23, 2021
12	Prof. Sanjiv Das Leavey School of Business, Santa Clara University	Goals-based wealth management	July 27, 2021
11	Prof. Rahul Mitra Dept. of Communication, Wayne State University, USA	Implementing sustainability in organizations: How practitioners discursively position work	August 27, 2021
13	Prof. Vidya Vemireddy Indian Institute of Management Ahmedabad	Gendered analysis of time allocation, work effort and nutritional outcomes – evidence across seasons from rural India	August 30, 2021
14	Prof. Dilip Soman BEAR Rotman School of Management, University of Toronto	Scaling choice architecture interventions in business and policy	September 14, 2021
15	Prof. Ranjan Ghosh & Dr. Chandan Kumar Jha Indian Institute of Management Ahmedabad	The role of food and land use systems in achieving India's sustainability targets	September 20, 2021
16	Prof. Sripad Devalkar Indian School of Business Hyderabad	Cost-effectiveness of seroprevalence based COVID-19 vaccination strategies in India	September 24, 2021
17	Prof. Tathagata Bandyopadhyay Indian Institute of Management Ahmedabad	Small data, big data & statistics	October 1, 2021
18	Prof. Siddharth Prakash Singh University College London School of Management	Community solar value generation and distribution	October 8, 2021
19	Prof. Deepthi Chatti Humboldt State University, California	Upturning the energy ladder: An ethnographic study of household energy transitions in rural India	October 19, 2021
20	Prof. Guo Xu Haas School of Business, University of California, Berkeley	The costs of Employment segregation: Evidence from the Federal Government under Wilson	October 20, 2021
21	Dr. Abhishek Kar Columbia University	Application of the transtheoretical model of change to examine LPG use in rural India	October 25, 2021
22	Prof. Jason Sandvik A. B. Freeman School of Business, Tulane University	Treatment and selection effects of formal workplace mentorship programs	November 9, 2021

23	Prof. Siddharth Natarajan The Chinese University of Hong Kong (CUHK) Business School	Additive components and diversification within and across product architectures by Android smartphone vendors	November 15, 2021
24	Prof. Yash Kanoria Columbia Business School	Facilitating the search for partners on matching platforms	November 18, 2021
25	Prof. Harish Guda The W.P. Carey School of Business, Arizona State University	The economics of process transparency	November 25, 2021
26	Prof. Ananya Sen Heinz College, Carnegie Mellon University	Information frictions and heterogeneity in valuations of personal data	December 7, 2021
27	Prof. Jennifer N. Brass Paul H. O'Neill School of Public & Environmental Affairs, Indiana University	Allies or adversaries? NGOs and the state in development	December 16, 2021
28	Prof. Christopher Tang UCLA Anderson School	Improving supply chain resilience: Looking back and looking forward	December 18, 2021
29	Prof. Srijan Kumar Georgia Institute of Technology	Advances in AI for social cyber-safety	January 19, 2022
30	Prof. Mahesh Nagarajan University of British Columbia	Operational data driven interventions to decrease adverse events associated with opioid overdose	February 17, 2022
31	Prof. Prashant Rajan Ohio University	ICT4 empowerment or exclusion? Technology and dignity of food access in the era of biometric surveillance	February 23, 2022
32	Prof. Swanand J. Deodhar Indian Institute of Management, Ahmedabad	The influence of status on evaluations: Evidence from online coding contests	February 25, 2022
33	Prof. Karin Kreutzer EBS Universität (Germany)	Entrepreneurial resource acquisition: On the discursive construction of social entrepreneurship in pitch situations	March 9, 2022
34	Prof. Srikanth Paruchuri Texas A&M's Mays Business School	Organizational misconduct: Consequences to perpetrators and bystanders	March 10, 2022
35	Dr. Saurabh Garg UIDAI	Aadhaar ecosystem and its future	March 10, 2022
36	Prof. Anish Purkayastha University of Sydney Business School	Funding beyond our borders: Interfirm linkages and foreign debt capital in Indian firms	March 22, 2022
37	Prof. Tazeeb S. Rajwani Surrey Business School, University of Surrey	Cross-border institutional complexity: A review of multinational nonmarket strategy	March 25, 2022
38	Prof. Rohan Ravindra Gudibande The School of Interwoven Arts and Sciences, Krea University	Reality, rhetoric and reporting of the relationship between immigration and crime: Evidence from Geneva, Switzerland	March 30, 2022
39	Dr. Chiristos Mavis Surrey Business School, University of Surrey	The impact of asset sales on the method of payment used in subsequent acquisitions and their value effect	March 31, 2022



विद्याविनियोगादिकाः

Brown Bag Seminars Organized

Sl. No.	Name of the Speaker	Title of the Seminar	Date
1	Prof. Anish Sugathan	Long run impact of coal power and differential institutional adaptation: Evidence from India	April 23, 2021
2	Prof. Chirantan Chatterjee	Fight or surrender to counterfeiters: Litigation as a response to trademark infringement	May 14, 2021
3	Ms. Bharati Singh	Examining the relationship of earnings management and corporate governance of a firm with surveillance actions	June 18, 2021
4	Mr. Sumit Saurav	Effect of continuous disclosure requirement on Information leakage around earnings announcements	July 16, 2021
5	Mr. Sawan Rathi	Time, technology & COVID-19: New evidence from India	August 20, 2021
6	Ms. Anukriti Dixit	Politicising 'knowledge' through a postcolonial lens: The context of anti-workplace harassment policies in India	September 17, 2021
7	Prof. Anish Sugathan	Activity-based spatial matching for air-pollution policy evaluation: Application to five Indian cities during COVID-19 lock-downs	October 22, 2021
8	Mr. Karan Babbar	COVID-19 and period products usage among menstruating women in urban and rural India	November 19, 2021
9	Mr. Abinash Mishra	Distributional effects of targeted interventions	January 21, 2022
10	Ms. Bharti Singh	Bankruptcy outcome: Liquidated vs reorganized? An empirical investigation of bankruptcy reform in India	February 22, 2022

APPENDIX I

Books

1. Agarwal, A. K. (2022). *Doing business in India: The PESTEL framework*. Singapore: Springer.
2. D´Cruz, P., Noronha, E., & Mendonca, A. (Eds.). (2021). *Asian perspectives on workplace bullying and harassment*. Singapore: Springer.
3. DCruz, P., Noronha, E., & Mendonca, A. (2021). *Asian perspectives on workplace bullying and harassment*. Singapore: Springer.
4. Ghosh, D., Khanra, A., Vansmalla, S. V., Faiz, H., & Sengupta, R. N. (Eds.). (2022). *Studies in quantitative decision making*. Singapore: Springer.
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Conference Presentations

1. Beyer, R., Jain, T., & Sinha, S. (2021, December). Lights out? COVID-19 containment policies and economic activity. Paper presented at 19th Macroeconomics and Finance Conference, IGIDR, Mumbai.
2. Beyer, R., Jain, T., & Sinha, S. (2021, June 29-30). Lights out? COVID-19 containment policies and economic activity. Paper presented at NIPFP-IIPF Public Finance Conference, New Delhi.
3. Beyer, R., Jain, T., & Sinha, S. (2021, October 5-6). Lights out? COVID-19 containment policies and economic activity. Paper presented at CDES Monash Workshop on the COVID-19 pandemic, Melbourne.
4. Bhayana, C., Gopakumar, K. V., & Vohra, N. (2021, August 5-9). Why side hustle? Multi-level antecedents of multiple job holding. Paper presented online at Annual Meeting of Academy of Management 2021.
5. Bose, G., Jain, T., & Walker, S. (2021, May 14-15). Women's labor force participation and household technology adoption. Paper presented at Society of Labor Economics Annual Meetings.
6. Chakraborty S., Noronha, E., D'Cruz, P., & Gupta, P. (2021, August 25-27). Redefining dignity: Indian security guards' unionized response to precarity. Paper presented online at British Sociological Association (BSA) Work, Employment and Society Conference.
7. Chakraborty S., Noronha, E., D'Cruz, P., & Gupta, P. (2021, July 29-August 4 June 21-24). Contracting out to manage: Evidence from security service suppliers and clients in India. Paper presented online at 81st Annual Meeting of the Academy of Management (AOM).
8. Chakraborty S., Noronha, E., D'Cruz, P., & Gupta, P. (2021, June 21-24). Dignity implications of client-supplier relationship: A study of Indian security guards and their employers. Paper presented online at 19th International Labour and Employment Relations Association (ILERA) World Congress.
9. Dhar, D., Jain, T., & Jayachandran, S. (2021, July 1-2). Reshaping adolescents' gender attitudes: Evidence from a school-based experiment in India. Paper presented at International Conference in Development Economics, University of Bordeaux.
10. Dutta, G., Roy, D., Kumar, R., Natesan, S., & Jayaswal, S. (2021, August). Efficient distribution of compressed natural gas for Sabarmati Gas Limited Fueling Stations in Gujarat, India, with simulation modeling. Paper presented online at International Federation of Operational Research Societies 2021 (IFORS 2021), South Korea.
11. Fuad, M., Varshney, M., & Malhotra, S. (2022, January 7-9). Does hiring star employees influences entrepreneurial orientation? Evidence from semiconductor industry. Paper presented at INDAM 2022 Conference, IIM Rohtak.
12. Gangadharan, L. Jain, T., & Maitra, P. (2021, October 7). Gender and third-party responses to transgressions. Paper presented at Symposium on Economic Experiments in Developing Countries, Monash University.
13. Gupta N., Dutta, G., Mitra, K., & Tiwari, M.K. (2021, September 5-9). Analytics with stochastic optimization: Experimental results of demand uncertainty in a process industry. Paper presented online at IFIP Advances in Production Management System (APMS 2021), France.
14. Gupta, A., & Das, P. (2022, March 18). Asymmetric response to political news across domestic and foreign investors: The case of private equity real estate in India. Paper presented online at American Real Estate Society.

15. Kandathil, G., Varma, P. & Turaga, R. M. (2021, July). Building Alternative Livelihoods in times of ecological and political crisis. Paper presented at International Online Joint Conference of the international degrowth research networks, the International Society for Ecological Economics and the European Society for Ecological Economics, University of Manchester, UK.
16. Khemani, G., D’Cruz, P., Gupta, P., & Noronha, E. (2021, April 12-14). Workplace bullying targets’ experiences of well-being in the platform economy: The relevance of hedonia and eudaimonia. Paper presented online at 12th IAWBH Conference.
17. Ram Mohan, M.P., & Gupta, A. (2021, October 21-23). Right to research and copyright law: From Photocopying to shadow libraries. Paper presented at 7th Annual IP Mosaic Conference: IP as Protest, Change and Empowerment.
18. Ram Mohan, M.P., & Gupta, A. (2022, February 9-12). Mutation of the trademark doctrine: Analyzing actionable use to reconcile brand identities with constitutional safeguards. Paper presented at 4th IP & Innovation Researchers of Asia Conference.
19. Tilwani, S., Trivedi, J., & Dutta, G. (2021, October 24-27). Using bootstrapping and validating with regression to identify the factors affecting construction projects in India. Paper presented online at INFORMS Annual Meeting 2021 (Hybrid Mode), Anaheim.
20. Tripathi, N. (2021, July 29 - August 4). COVID-19 fear, compliance, and counterproductive behavior: A curvilinear relationship. Paper presented online at Annual Meeting of Academy of Management 2021.
21. Tripathi, N., & Knippenberg, D., & Zhu, J. (2021, July 29 - August 4). Envy you: When does envy yield productivity? Paper presented online at Annual Meeting of Academy of Management 2021.
22. Tripathi, N., & Narayanan, J. (2021, July 29 - August 4). Interplay of start-of-workday (SWP) and at-work presenteeism (AWP): A daily diary study. Paper presented online at Annual Meeting of Academy of Management 2021.
23. Varshney, M., & Fuad, M. (2022, January 7-9). Does employee mobility network influence acquisition behavior? Evidence from the semiconductor industry. Paper presented at INDAM 2022 Conference, IIM Rohtak.
24. Agarwal, P., Kaur, A., & Maheshwari, S. (2021, July 29-August 4). The dark knight rises, but where? A cross country meta-analysis of executive personality - firm performance relationship. Paper presented online at Academy of Management 2021 Conference.
25. Babbar, K., & Dev, P. (2022, January 28-29). Period products during the pandemic: The impact of lockdowns on period products usage. Paper presented online at 10th Annual Conference of the Indian Health Economics and Policy Association (IHEPA) on Sectoral Impacts of Covid 19 Pandemic in India.
26. Babbar, K., & Dev, P. (2022, January 7-9). Modelling the impact of ovulatory cycle knowledge on the number of children and age of women at first birth: New evidence from Instrumental variable approach. Paper presented online at 7th Biennial Conference of INDAM 2022, IIM Rohtak.
27. Babbar, K., & Dev, P. (2022, March 11-12). Period products during the Pandemic: The impact of lockdowns on period products usage. Paper presented online at 3rd Annual Economics Conference, Ahmedabad.
28. Babbar, K., & Dev, P. (2022, March 22-25). Period products during the pandemic: The impact of lockdowns on period products usage. Paper presented online at 3rd Annual Conference in Economics and Finance Department of Economics and Finance, BITS-Pilani, Hyderabad.
29. Babbar, K., & Shukla, K.D. (2021, April 25-May 2). Culture of equity as a mediator of the relationship between school leadership and bullying. Paper presented online at Comparative and International Education Society Conference.
30. Babbar, K., & Shukla, K.D. (2021, April 8-12). Instructional practices as a mediator of the relationship between authoritative school climate and student engagement. Paper presented online at American Educational Research Association (AERA).
31. Babbar, K., & Shukla, K.D. (2021, August 12-13). Authoritative school climate, culture of equity and parental involvement. Paper presented online at 4th Future of Education Conference.
32. Balasubramanian, G., Mantin, B., & Jayaswal, S. (2021, April 30- May 5). Strategic inventory in the presence of cost learning. Paper presented online at 31st POMS International conference 2021.
33. Balasubramanian, G., Mantin, B., & Jayaswal, S. (2021, December 22-24). Cost learning and strategic inventories: Who shall carry inventories in a vertical supply chain? Paper presented online at POMS India International conference 2021, SPJIMR, Mumbai.

34. Bhatt, S.D., Sinha, A., & Jayaswal, S. (2021, August 23-27). Hub interdiction under stochastic demand and congestion: Models and solution methods. Paper presented online at the 22nd Conference of the International Federation of Operational Research Societies, Seoul.
35. Das, A., Sinha, A., & Jayaswal, S. (2021, October 24-27). An exact algorithm for solving facility location problems with inverse S-shaped cost function. Paper presented online at INFORMS Annual Meeting, Anaheim.
36. Das, A., Sinha, A., Anand, G., & Jayaswal, S. (2021, July 11-14). An exact solution method for concave minimization problems. Paper presented online at 31st Euro Conference, Athens.
37. Deep Prakash, C., & Verma, S. (2021, May). Understanding the effect of tweeter's geo-location on user engagement: An empirical study of Indian Premier League tweets. Paper presented online at EASM 2021: Festival of Sport Management Research and Practice.
38. Gupta, A., Jayaswal, S., & Mantin, B. (2021, December 22-24). Supplier encroachment: The impact of learning by doing. Paper presented online at POMS India International Conference, SPJIMR, Mumbai.
39. Johar, E., & Singh, M. (2021, July 29-August 4). Contextualisation of social networks and their impact on HRM: The Indian scenario. Paper presented online at 81st Annual Meeting of Academy of Management (AOM) 2021.
40. Kandula, C., Krishnamoorthy, S., & Roy, D. (2021, December 13-15). A machine learning approach for determining the optimal packaging box assortment. Paper presented online at 9th INFORMS Transportation, Science & Logistics Society Workshop, Ahmedabad.
41. Kandula, C., Krishnamoorthy, S., & Roy, D. (2021, July 11-14). A deep imitation learning approach for solving the e-commerce box-sizing problem. Paper presented online at 31st European Conference on Operational Research, Athens.
42. Kandula, C., Krishnamoorthy, S., & Roy, D. (2021, October 24-27). Neural policy search for determining the optimal packaging box sizes for e-commerce order fulfilment. Paper presented online at INFORMS 2021 Annual Meeting, Anaheim.
43. Kumar, N., Babbar, K., & Shukla, K.D. (2021, December 6-10). Measuring management student's experiences: Exploring Indian management college climate scale. Paper presented online at SRHE International Conference on Research into Higher Education, 2021, London.
44. Majumdar, S., & Laha, A.K. (2021, June 27-July 1). Pairs trading with topological data analysis. Paper presented online at Statistical Methods in Finance 2021 Conference.
45. Mohan, D., & Ghosh, D. (2021, July 11-14). An efficient neighborhood search for the tool indexing problem with tool duplications. Paper presented online at 31st Euro Conference, Athens.
46. Patange, O.S., & Garg, A., (2021, November 29-30). Mitigation strategies for transitioning towards 'net-zero' energy systems in India: An application of the TIMES model. Paper presented online at Semi-annual ETSAP meeting, South Africa.
47. Patange, O.S., Garg, A., & Vishwanathan, S.S. (2021, November 29-December 3). Mitigation strategies to bridge the gap between low-carbon and net-zero energy systems in India: The role of electrification, hydrogen and negative emission technologies. Paper presented online at Integrated Assessment Modeling Consortium Annual Meeting 2021.
48. Purohit, S. M., Desai, N., & Mishra, B. (2022, January 27-February 5). Audit partner industry experience and audit quality. Paper presented online at International Accounting Section Midyear Meeting, Las Vegas.
49. Purohit, S. M., Desai, N., Mishra, B., & Mock, T. (2022, January 27-February 5). The effects of audit partner's industry experience on lowballing, subsequent audit fees and audit quality. Paper presented online at International Accounting Section Midyear Meeting, Las Vegas.
50. Raj, G., Roy, D., & de Koster, R. (2021, December 10-14). Cost quality trade off in online order fulfillment: Integrating order picking, batching, and last mile delivery. Paper presented online at TSL workshop 2021, IIM Ahmedabad.
51. Rathi, S., Chakrabarty, A.S., Chatterjee, C., & Hegde, A. (2021, December 15-18). COVID-19 lockdown and technology engagement. Paper presented online at Winter School 2021 by Delhi School of Economics and Econometric Society, Delhi.
52. Saurav, S., Agarwalla, S.K., & Varma, J.R. (2021, December 16-18). Single stock options market dynamics around earnings announcement: Evidence from India. Paper presented online at the India Finance Conference, Bangalore.
53. Saurav, S., Agarwalla, S.K., & Varma, J.R. (2021, July 12-13). Lottery and Bubble Stocks and the cross-section of option implied tail risks. Paper presented online at the 17th Annual Conference of Asia-Pacific Association of Derivatives, Busan.

54. Saurav, S., Agarwalla, S.K., & Varma, J.R. (2022, February 24-25). Single stock options market dynamics around earnings announcement: Evidence from India. Paper presented online at 3rd SEBI-NISM Research Conference, Mumbai.
55. Saurav, S., Agarwalla, S.K., & Varma, J.R. (2022, January 27-February 5). Single stock options market dynamics around earnings announcement: Evidence from India. Paper presented online at International Accounting Section Midyear Meeting, Las Vegas.
56. Saurav, S., Agarwalla, S.K., Varma, J.R., & Pandey, A. (2021, December 20-21). Effect of continuous disclosure requirement on information leakage around earnings announcements. Paper presented online at 14th ISB Accounting Research Conference, Hyderabad.
57. Saurav, S., Agarwalla, S.K., Varma, J.R., & Pandey, A. (2021, December 16-18). Effect of continuous disclosure requirement on information leakage around earnings announcements. Paper presented online at the India Finance Conference, Bangalore.
58. Saurav, S., Agarwalla, S.K., Varma, J.R., & Pandey, A. (2021, July 22-23). Effect of continuous disclosure requirement on information leakage around earnings announcements. Paper presented online at the 2nd Annual Capital Markets Conference, Mumbai.
59. Saurav, S., Agarwalla, S.K., Varma, J.R., & Pandey, A. (2022, January 27-February 5). Effect of continuous disclosure requirement on information leakage around earnings announcements. Paper presented online at International Accounting Section Midyear Meeting, Las Vegas.
60. Sekhri, S., & Sahay, A. (2021, December 21-22). How vague versus precise date in a pre-launch advertisement impacts temporal judgments and product evaluations. Paper presented online at the 15th NASMEI International Marketing Conference, Great Lakes Institute of Management, Chennai.
61. Sharma, A., & Pandey, A. (2021, May 26-28). Options repricing behavior and investor attention. Paper presented online at 37th International conference of the French Finance Association, Audencia, France.
62. Sharma, A., & Pandey, A. (2021, May 27-28). Options repricing behavior and investor attention. Paper presented online at Global Finance Association conference, California.
63. Sharma, A., & Pandey, A. (2021, September 22-25). Options repricing behavior and investor attention. Paper presented online at Academy of Behavioral Finance & Economics (ABFE 2021), California.
64. Sharma, D., Kalubandi, S.C., Edacherian, S., & Karna, A. (2021, June 28- July 2). The role of foreign market knowledge and home country institutions in entrepreneurial internationalization-performance relationship: A meta-analysis. Paper presented online at Academy of International Business, Michigan.
65. Sharma, D., Kalubandi, S.C., Edacherian, S., & Karna, A. (2022, January 7-9). The role of foreign market knowledge and home country institutions in entrepreneurial internationalization-performance relationship: A meta-analysis. Paper presented online at 7th Biennial Conference of INDAM 2022, IIM Rohtak.
66. Shehzala., Jaiswal, A.K., & Vemireddy, V. (2021, August 4-6). Is more always better? Product availability, consumption and marketing influences at the bottom of the pyramid. Paper presented online at AMA (Summer) Marketing Conference.
67. Shehzala., Jaiswal, A.K., & Vemireddy, V. (2022, January 24-25). Is more always better? Product availability, consumption and marketing influences at the bottom of the pyramid. Paper presented online at IIM Calcutta - Stern NYU Marketing Conference, IIM Calcutta.
68. Singh, B., Desai, N., & Pandey, A. (2021, December 16-18). Relationship of surveillance actions with earnings management and corporate governance. Paper presented online at India Finance Conference.
69. Singh, B., Desai, N., & Pandey, A. (2021, December 9). Relationship of surveillance actions with earnings management and corporate governance. Paper presented online at Management Doctoral Colloquium (Shodh Samagam), IIM Visakhapatnam.
70. Singh, B., Desai, N., & Pandey, A. (2022, February 24-25). Efficacy of surveillance action and its relationship with earnings management and corporate governance. Paper presented online at 3rd SEBI-NISM Research Conference.
71. Singh, B., Desai, N., & Pandey, A. (2022, March 22-25). Efficacy of surveillance action and its relationship with earnings management and corporate governance. Paper presented online at 3rd Annual Conference in Economics and Finance Department of Economics and Finance, BITS-Pilani, Hyderabad.
72. Soni, P., & Shukla, K.D. (2021, April 7-10). Depression and test anxiety in science stream high schoolers: Influence of dummy schools in India. Paper presented online at National Association of Research in Science teaching (NARST) 94th Annual International Conference.

73. Waychal, N., Laha, A.K., & Sinha, P. (2021, July 5-7). A new approach for time series forecasting in the presence of change-point(s). Paper presented online at Australia and New Zealand Statistical Conference (ANZSC) 2021.
74. Waychal, N., Laha, A.K., & Sinha, P. (2021, June 27-30). A new approach for change-point detection and reconstruction in time series forecasting. Paper presented online at 41st International Symposium on Forecasting (ISF) 2021.
75. Yadav, V., & Das, A. (2022, March 4). Deregulation and welfare in Indian banking: Demand estimation and welfare implications of saving interest rate deregulation. Paper presented online at 7th National Conference on Economics of Competition Law - Competition Commission of India, New Delhi.
76. Athi Karthick, V., Shanmugapriya, A., & Khare, A. (2021, June 24-25). An inquiry into retailer's vulnerability: A marketing and public policy perspective. Paper presented online at AMA 2021 Virtual Marketing and Public Policy Conference.
77. Babbar, K. (2021, April 25-May 2). Decomposition of socio-economic and mass-media factors to understand inequality in sanitary items usage in India: A cross-sectional study of girls aged 15-24. Paper presented online at Comparative and International Education Society.
78. Babbar, K. (2021, November 10-12). Taboos and myths as a mediator of the relationship between menstrual practices and menstrual health. Paper presented online at 14th European Public Health Conference 2021.
79. Babbar, K. (2022, January 7-9). Menstrual health during COVID-19 lockdown: A survey study in India. Paper presented online at 7th Biennial Conference of INDAM 2022, IIM Rohtak.
80. Babbar, K., & Sharma, S. (2021, August 23-25). Understanding the complex relationship between Homophobic Bullying and Depression: A moderated-mediation approach. Paper presented online at XVI International Conference on Public Policy and Management, IIM Bangalore.
81. Balla, R., & Babbar, K. (2021, August 23-25). Social support and acceptance promotes mental health and well-being: Exploring the coming out experiences of LGBTQIA+ community. Paper presented online at XVI International Conference on Public Policy and Management, IIM Bangalore.
82. Kumar, N., & Mishra, D. (2021, December 6-10). Cross-border expansion and the production of public outcomes of universities. Paper presented online at SRHE International Conference on Research into Higher Education, 2021, London.
83. Bhatt, A. (2021, May 18-22). Biases in capturing causality through qualitative study of climate adaptation interventions. Paper presented online at 17th International conference for Qualitative Inquiry, Urbana-Champaign.
84. Bhayana, C., Sud, K., & Gupta, A. K. (2021, July 8-10). Taxonomy of dissent: Selected cases of social disruption, resistance, and movements from India. Paper presented online at 37th EGOS Colloquium 2021, Vrije Universiteit (VU) Amsterdam.
85. Chamola, B., & Singh, S. (2021, August 23-24). Beyond leading: Understanding leadership in community-based organizations. Paper presented online at XVI International Public Policy and Management, IIM Bangalore.
86. Das, R. (2021, July 5-9). Role of NGT and other actors in shaping public consultation norms related to EIA in India. Paper presented online at 5th International Conference on Public Policy, Barcelona.
87. Jha, V. (2021, July 5-9). To whom does the street belong? Unravelling the discourses on street vendors (Protection of Livelihood and Regulation of Street Vending Act 2014) in India. Paper presented online at 5th International Conference on Public Policy, Barcelona.
88. Maheshwari, S., & Kaur, A. (2021, July 29-August 4). Green HRM system and green culture: A conceptual model towards green competing values framework. Paper presented online at AOM 2021 Conference.
89. Maheshwari, S., & Kaur, A. (2022, January 7-9). Green Culture Development: Towards sustainable practices using HRM systems during turbulence. Paper presented online at 7th Biennial Conference of INDAM 2022, IIM Rohtak.
90. Priya., Sridhar, S., & Ponniah, V.M. (2022, January 7-9). Cognitive resilience and perceived recovery In post-pandemic world. Paper presented online at 7th Biennial Conference of INDAM 2022, IIM Rohtak.
91. Sekhri, S., Gupta, T., & Garg, S. (2022, January 24-25). "What the fork!" minced-oaths in branding increase brand preference. Paper presented online at IIM Calcutta - Stern NYU Marketing Conference, Calcutta.
92. Shaw, A., & Rathi, S. (2021, December 15-18). Effects of India's new agricultural cash transfers: Evidence from Rythu Bandhu. Paper presented online at Winter School 2021 by Delhi School of Economics and Econometric Society, Delhi.
93. Shaw, A., & Rathi, S. (2021, December 20-22). Effects of India's new agricultural cash transfers: Evidence from Rythu Bandhu. Paper presented online at 16th Annual Conference on Economic Growth and Development, Indian Statistical Institute Delhi.

94. Athi Karthik, V., & Zala, D.R. (2022, January 24-25). The price of being a proud national: Negative influence of national pride on stereotyping. Paper presented online at IIM Calcutta - Stern NYU Marketing Conference 2022, Calcutta.
95. Shehzala. (2021, August 17-20). Gender, employment and nutrition in India - Understanding the impact of agricultural employment of women on household nutrition and how it has been impacted by the pandemic. Paper presented online at 31st Triennial International Conference of Agricultural Economists.
96. Shetty, S. (2021, December 16-18). Playing a risky game! Exploring doctoral student's duality in responding to job market discourses. Paper presented online at 16th Biennial Conference -ISMD 2021, IIM Tiruchirappalli.
97. Siddharth, S. (2021, May 28-30). Innovation adoption in subsistence marketplace: Influence of compatibility over relative advantage on adoption intention and adoption. Paper presented online at Second Virtual Subsistence Marketplaces Conference, Loyola Marymount University, Los Angeles.
98. Siddharth, S. (2022, January 24-25). Cross market alliances: Is there a better option than collusion? Paper presented online at IIM Calcutta - Stern NYU Marketing Conference 2022, IIM Calcutta.
99. Singh, A. (2021, December 8-10). Investigating secondary school students' conceptions about earth's internal structure and related phenomena. Paper presented online at Australasian Conference on Information Systems 2021 (ACIS), Sydney
100. Singh, B., Desai, N., & Pandey, A. (2021, December 16-18). Relationship of surveillance actions with earnings management and corporate governance. Paper presented online at 8th PAN-IIM World Management Conference, IIM Kozhikode.
101. Chamola, B., Phansalkar, S.J., & Chandola, A. (2021, August 23-24). Factors influencing sustainability in collectives: Some propositions. Paper presented online at XVI International Public Policy and Management, IIM Bangalore.

Working Papers Registered during the period April 2021 – March 2022

Sl. No.	WP No.	Title of the Working Paper	Author/s	Area
1	2021-04-01	The role of insolvency tests: Implications for Indian Insolvency Law	M. P. Ram Mohan	Strategy
2	2021-04-02	A minimum buyback requirement in open market repurchases: Impact on the signalling role	Pranjal Srivastava, Joshy Jacob, Ajay Pandey	F&A
3	2021-04-03	Government responses, business continuity, and management sentiment: Impact on debt financing during COVID-19	Balagopal Gopalakrishnan, Joshy Jacob, Sanket Mohapatra	F&A
4	2021-06-01	Insolvency set offs in India: A comparative perspective	M. P. Ram Mohan, Vishakha Raj	Strategy
5	2021-07-01	Section 29A of India's Insolvency and Bankruptcy Code: An Instance of Hard Cases Making Bad Law?	M.P. Ram Mohan, Vishakha Raj	Strategy
6	2021-07-02	Pandemic Panic? Effects of Health System Capacity on Firm Confidence During covid-19	Balagopal Gopalakrishnan, Jamus Jerome Lim, Sanket Mohapatra	F&A/ Economics
7	2021-08-01	Treatment of Intellectual Property License in Insolvency: Analysing Indian law in comparison with the U.S. and U K	M.P. Ram Mohan, Aditya Gupta	Strategy
8	2021-08-02	Tracing Director Liability Framework during Borderline Insolvency & Corporate Failure in India	M.P. Ram Mohan, Urmil Shah	Strategy
9	2021-09-01	Optimal Transport based Drift Detection for Sensor Streams: Method and Applications in Transportation	Arnab Kumar Laha, Shikha Verma	P&QM
10	2021-09-02	Targeted interventions: Consumption dynamics and distributional effects	Anindya S. Chakrabarti, Abinash Mishra, Mohsen Mohaghegh	Economics
11	2021-09-03	Right to Research and Copyright Law: From Photocopying to Shadow Libraries	M.P. Ram Mohan, Aditya Gupta	Strategy
12	2021-11-01	Gold is Old: Noble Metal in Indian Economy through Ages	Satish Y. Deodhar	Economics
13	2021-11-02	Learning to Play the Box-Sizing Game: A Machine Learning Approach for Solving the E-commerce Packaging Problem	Shanthan Kandula, Srikumar Krishnamurthy, Debjit Roy	IS/P&QM
14	2021-11-03	Covid-19 and Period Products usage among menstruating women in urban and rural India	Karan Babbar, Pritha Dev	PSG/ Economics
15	2021-11-04	Modelling the impact of Ovulatory Cycle Knowledge on the number of children and age of women at first birth	Karan Babbar, Pritha Dev	PSG/ Economics
16	2021-11-05	Intellectual Property licenses in cross-border insolvency: Lessons from In Re Qimonda	M.P. Ram Mohan, Aditya Gupta	Strategy
17	2021-11-06	Exploring Gender Perceptions of Nuclear Energy in India	Mini Govindan, M.P. Ram Mohan	Strategy
18	2022-01-01	Impact of mergers and acquisitions on innovation: Evidence from a panel of Indian pharmaceutical firms	Rakesh Basant, Neha Jaiswal	Economics
19	2022-02-01	State-owned banks and credit allocation in India: Evidence from an asset quality review	Abhiman Das, Sanket Mohapatra, Akshita Nigania	Economics/ F&A

APPENDIX J

CASES, RESEARCH, AND CONSULTING

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
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
2021-22	4141	972	3671

APPENDIX K

CASE CENTRE

CASES/TECHNICAL NOTES/TEACHING NOTES REGISTERED

Reg No	Registration Date	Type	Title	Authors
PSG0139	4/12/2021	Case	Dealing with the Corona Virus: The Case of the Pharma Industry	Sahay, Arvind Joshi, Varuna M.
PSG0139TN	4/12/2021	Teaching Note	Dealing with the Corona Virus: The Case of the Pharma Industry: A Teaching Note	Sahay, Arvind Joshi, Varuna M.
CMA0823	4/15/2021	Case	WHRRL: Facilitating Agricultural Finance through Block-Chain Technology	Vemireddy, Vidya Deb, Shrey Yadav, Shweta
CMA0823TN	4/15/2021	Teaching Note	WHRRL: Facilitating Agricultural Finance through Block-Chain Technology: A Teaching Note	Vemireddy, Vidya Deb, Shrey Yadav, Shweta
OB0247	4/28/2021	Case	Medplus: An Employee's Perspective	Vohra, Neharika Bhayana, Chayanika Arora, Harnain Sud, Kashika
OB0247TN	4/28/2021	Teaching Note	Medplus: An Employee's Perspective: A Teaching Note	Vohra, Neharika Bhayana, Chayanika Arora, Harnain Sud, Kashika
MAR0521	4/5/21	Case	Nestle and Maggi in India: Recovering from a Brand Disaster	Sahay, Arvind
MAR0521TN	4/5/21	Teaching Note	Nestle and Maggi in India: Recovering from a Brand Disaster: A Teaching Note	Sahay, Arvind Tiwari, Tara
CMHS0045TEC	5/18/2021	Technical Note	Malaria Eradication	Jain, Tarun Wats, Pallavi
CMHS0045TN	5/18/2021	Teaching Note	Malaria Eradication: A Teaching Note	Jain, Tarun Wats, Pallavi
CMHS0046TEC	5/18/2021	Technical Note	Deworming	Jain, Tarun Wats, Pallavi
CMHS0046TN	5/18/2021	Teaching Note	Deworming: A Teaching Note	Jain, Tarun Wats, Pallavi
F&A0557_EX I	5/20/2021	Exercise	Frozen Sisters	Nagar, Neerav Movalia, Nilesh P.
F&A0557TN_EX I	5/20/2021	Teaching Note	Frozen Sisters: A Teaching Note	Nagar, Neerav Movalia, Nilesh P.
F&A0557_EX II	5/20/2021	Exercise	PrimeFlix	Nagar, Neerav
F&A0557TN_EX II	5/20/2021	Teaching Note	PrimeFlix: A Teaching Note	Nagar, Neerav
CMA0822	5/31/2021	Case	Kapila Krishi Udyog Limited	Singh, Kunwar Milind Singh, Sukhpal
CMA0822TN	5/31/2021	Teaching Note	Kapila Krishi Udyog Limited: A Teaching Note	Singh, Kunwar Milind Singh, Sukhpal
MAR0523	6/16/2021	Case	Shemaroo:On/Off Where to Draw the Line?	Roy, Subhadip
MAR0523TN	6/16/2021	Teaching Note	Shemaroo:On/Off Where to Draw the Line?: A Teaching Note	Roy, Subhadip Jena, Sanjay Kumar
STR0453	7/5/2021	Case	AirAsia vs Malaysia Airlines	Dixit, M.R Jena, Sanjay Kumar
STR0453TN	7/5/2021	Teaching Note	AirAsia vs Malaysia Airlines: A Teaching Note	Dixit, M.R Jena, Sanjay Kumar
PSG0138EX	7/5/2021	Exercise	A Bankable Solution for Municipal Solid Waste Management in India	Saxena, Rohan Rajiv Verma, Akshay (Supervised by Prof. Amit Garg)

PSG0138TN	7/5/2021	Teaching Note	A Bankable Solution for Municipal Solid Waste Management in India: A Teaching Note	Saxena, Rohan Rajiv Verma, Akshay (Supervised by Prof. Amit Garg)
F&A0560	7/13/2021	Case	Reliance Communications: On the Brink of Bankruptcy	Varma, Jayanth R Virmani, Vineet
F&A0560TN	7/13/2021	Teaching Note	Reliance Communications: On the Brink of Bankruptcy: A Teaching Note	Varma, Jayanth R Virmani, Vineet
OB0237TEC	7/22/2021	Technical Note	“‘TR-E-A-T’ LEADERSHIP: A LEADERSHIP MODEL FOR KNOWLEDGE-BASED ORGANISATIONS”	Gupta, Vishal
PSG0136	8/2/2021	Case	Indian Railways: An End-to-End Logistics Provider	Kumar, Ranjith J. Prabakar, Yuthish R. Kumar, Arun Krishna, Rahul Narayanaswami, Sundaravalli
PSG0136TN	8/2/2021	Teaching Note	Indian Railways: An End-to-End Logistics Provider: A Teaching Note	Kumar, Ranjith J. Prabakar, Yuthish R. Kumar, Arun Krishna, Rahul Narayanaswami, Sundaravalli
HRM0250	8/9/2021	Case	HCL TECHNOLOGIES: Leveraging Technology for Talent Acquisition Transformation	Patra, Yogita Saxena, Richa Sharma, Sunil
HRM0250TN	8/9/2021	Teaching Note	HCL TECHNOLOGIES: Leveraging Technology for Talent Acquisition Transformation: A Teaching Note	Patra, Yogita Saxena, Richa Sharma, Sunil
F&A0559(B)	8/23/2021	Case	Northern Textiles Limited (B)	Varma, Jayanth R Ghosh, Rahul
F&A0559(B)TN	8/23/2021	Teaching Note	Northern Textiles Limited (B): A Teaching Note	Varma, Jayanth R Ghosh, Rahul
CMA0821	9/27/2021	Case	Indiagro Farmer Producer Company	Ghosh, Ranjan Kumar Tank, Nikita John, Jannet
CMA0821TN	9/27/2021	Teaching Note	Indiagro Farmer Producer Company: A Teaching Note	Ghosh, Ranjan Kumar
CDT0001	10/12/2021	Case	Alternate Pathways for Leveraging Digital Technologies in Indian Agriculture	Setia, Pankaj Vemireddy, Vidya Rathi, Manisha
CDT0001TN	10/12/2021	Teaching Note	Alternate Pathways for Leveraging Digital Technologies in Indian Agriculture: A Teaching Note	Setia, Pankaj Vemireddy, Vidya Rathi, Manisha
CIIE0027	10/12/2021	Case	Aggois: Last-Mile Financing for Small-Holder Farmers	Vemireddy, Vidya Deb, Shrey Yadav, Shweta
CIIE0027TN	10/12/2021	Teaching Note	Aggois: Last-Mile Financing for Small-Holder Farmers: A Teaching Note	Vemireddy, Vidya Deb, Shrey Yadav, Shweta
CIIE0023	10/25/2021	Case	Moodcafe: From Idea Conception to Raising Funds	Singla, Chitra Sethuram, Shridhar Jena, Sanjay Kumar
CIIE0023TN	10/25/2021	Teaching Note	Moodcafe: From Idea Conception to Raising Funds: A Teaching Note	Singla, Chitra Sethuram, Shridhar Jena, Sanjay Kumar
PROD0329(A)	11/1/2021	Case	Single Block Method of Blast Furnace Revamping Project at JSW Steel Plant at Dolvi, Maharashtra, India (A)	Dutta, Goutam
PROD0329(A)TN	11/1/2021	Teaching Note	Single Block Method of Blast Furnace Revamping Project at JSW Steel Plant at Dolvi, Maharashtra, India (A) : A Teaching Note	Dutta, Goutam
PROD0329(B)	11/1/2021	Case	Single Block Method of Blast Furnace Revamping Project at JSW Steel Plant at Dolvi, Maharashtra, India (B)	Dutta, Goutam

PROD0329(B)TN	11/1/2021	Teaching Note	Single Block Method of Blast Furnace Revamping Project at JSW Steel Plant at Dolvi, Maharashtra, India (B): A Teaching Note	Dutta, Goutam
IS0142	11/15/2021	Case	MILAAP - Crowdfunding for All: Helping Patients by Facilitating Philanthropy	Chandwani, Rajesh Vimalkumar, M Singh, Jang Bahadur Asthana, Sonal (Dr)
IS0142EP	11/15/2021	Epilogue	The fight with Covid: Role of Milaap	Chandwani, Rajesh Vimalkumar, M Singh, Jang Bahadur Asthana, Sonal (Dr)
IS0142TN	11/15/2021	Teaching Note	MILAAP - Crowdfunding for All: Helping Patients by Facilitating Philanthropy: A Teaching Note	Chandwani, Rajesh Vimalkumar, M Singh, Jang Bahadur Asthana, Sonal (Dr)
ECO366EX	11/16/2021	Exercise	Fee Regulation in Private Schooling: The Case of Gujarat	Bansal, Vertika Jain, Tarun Kumar, Shivam Sarda, Priyanka
ECO366TN	11/16/2021	Teaching Note	Fee Regulation in Private Schooling: The Case of Gujarat : A Teaching Note	Bansal, Vertika Jain, Tarun Kumar, Shivam Sarda, Priyanka
PSG0140	11/16/2021	Case	Challenges of East West Underwater Metro Project in Kolkata	Dutta, Goutam
PSG0140TN	11/16/2021	Teaching Note	Challenges of East West Underwater Metro Project in Kolkata: A Teaching Note	Dutta, Goutam
STR0463	11/17/2021	Case	Procam: New Paradigms in Long Distance Running	Sud, Mukesh Chainani, Sunil
STR0463TN	11/17/2021	Teaching Note	Procam: New Paradigms in Long Distance Running: A Teaching Note	Sud, Mukesh Chainani, Sunil
OB0244	11/18/2021	Case	Dinesh Patel at the Sardar Patel Farm	Sundararaman, Ragavan Joshi, Shilpa Gupta, Vishal
OB0244TN	11/18/2021	Teaching Note	Dinesh Patel at the Sardar Patel Farm: A Teaching Note	Sundararaman, Ragavan Joshi, Shilpa Gupta, Vishal
CIIE0025(A)	12/3/2021	Case	Circles (A): The Birth of an Entrepreneurial Initiative	Mendonca, Valerie Karna, Amit Mukherjee, Saral
CIIE0025(B)	12/3/2021	Case	Circles (B): Launch and Pivot	Mendonca, Valerie Karna, Amit Mukherjee, Saral
CIIE0025(A)(B)TN	12/3/2021	Teaching Note	Circles (A) & (B): The Birth of an Entrepreneurial Initiative & Launch and Pivot	Karna, Amit Mukherjee, Saral Mendonca, Valerie
F&A0564	12/24/2021	Case	Nayan Parikh & Consultants: Loan against Shares	Varma, Jayanth R Parikh, Nayan Thakkar, Ritesh
F&A0564TN	12/24/2021	Teaching Note	Nayan Parikh & Consultants: Loan against Shares: A Teaching Note	Varma, Jayanth R Parikh, Nayan Thakkar, Ritesh
COMM0028	12/28/2021	Case	Parle Agro (India): Vision Realisation	Kaul, Asha
COMM0028TN	12/28/2021	Teaching Note	Parle Agro (India): Vision Realisation: A Teaching Note	Kaul, Asha
MAR0524	12/30/2021	Case	Vardhman Special Steels Limited (VSSL): Growth and Pricing for a Tier 2 Supplier	Sahay, Arvind Tiwari, Tara
MAR0524TN	12/30/2021	Teaching Note	Vardhman Special Steels Limited (VSSL): Growth and Pricing for a Tier 2 Supplier: A Teaching Note	Sahay, Arvind Tiwari, Tara
PROD0330	1/5/2022	Case	Dineout: Managing Business Disruptions	Roy, Debjit Shukla, Abhishek
PROD0330TN	1/5/2022	Teaching Note	Dineout: Managing Business Disruptions: A Teaching Note	Roy, Debjit Shukla, Abhishek

ADCLOD0001	1/19/2022	Case	Loop @ Digital Green : Journey of a non profit	Garg, Lokesh Gopakumar, K V
ADCLOD0001TN	1/19/2022	Teaching Note	Loop @ Digital Green : Journey of a non profit: A Teaching Note	Garg, Lokesh Gopakumar, K V
CDSAI0001EX_Game	1/24/2022	Exercise_Game	LearnCoin: A Classroom Cryptocurrency for Learning Blockchain Technology	Sinha, Ankur
CDSAI0001TN	1/24/2022	Teaching Note	LearnCoin: A Classroom Cryptocurrency for Learning Blockchain Technology : A Teaching Note	Sinha, Ankur
F&A0563	1/25/2022	Case	Selling Hotel Kinara: Valuing Commercial Property During an Economic Crisis	Das, Prashant
F&A0563TN	1/25/2022	Teaching Note	Selling Hotel Kinara: Valuing Commercial Property During an Economic Crisis: A Teaching Note	Das, Prashant
HRM0251	1/26/2022	Case	Contract worker unrest at Wistron Infocomm Manufacturing (India) Pvt Ltd	Varkkey, Biju Patel, Virangi
HRM0251TN	1/26/2022	Teaching Note	Contract worker unrest at Wistron Infocomm Manufacturing (India) Pvt Ltd: A Teaching Note	Varkkey, Biju Patel, Virangi
F&A0566	2/9/2022	Case	Governance at ICICI Bank: Chairman's Dilemma	Barua, Samir K Varma, Jayanth R
F&A0566TN	2/9/2022	Teaching Note	Governance at ICICI Bank: Chairman's Dilemma: A Teaching Note	Barua, Samir K Varma, Jayanth R
HRM0248(A)	2/10/2022	Case	Central Electronics Ltd (A)	Maheshwari, Sunil Kumar Tripathi, Gireesh
HRM0248(B)	2/10/2022	Case	Leading Rejuvenation: Central Electronics Limited (B)	Maheshwari, Sunil Kumar Tripathi, Gireesh
HRM0248TN	2/10/2022	Teaching Note	Central Electronics Ltd (A) and (B): A Teaching Note	Maheshwari, Sunil Kumar Tripathi, Gireesh
F&A0562EX	3/9/2022	Exercise	Startup Financing Issues	Jacob, Joshy Varma, Jayanth R
F&A0562TN	3/9/2022	Teaching Note	Startup Financing Issues: A Teaching Note	Jacob, Joshy Varma, Jayanth R
CIIE0026(A)	3/16/2022	Case	My T Brewer (A)	Mendonca, Valerie Aggarwal, Ansita (Under the Guidance; Prof. A.K. Jain)
CIIE0026(B)	3/16/2022	Case	My T Brewer (B)	Mendonca, Valerie Aggarwal, Ansita (Under the Guidance; Prof. A.K. Jain)
CIIE0026TN	3/16/2022	Teaching Note	My T Brewer: A Teaching Note	Mendonca, Valerie Aggarwal, Ansita
QM0284EX	3/22/2022	Exercise	Sankhosh Constructions Inc.	Sankaranarayanan, Sriram
QM0284TN	3/22/2022	Teaching Note	Sankhosh Constructions Inc: A Teaching Note	Sankaranarayanan, Sriram
F&A0565(A)	3/28/2022	Case	Home, Sweet Home: Guptas' Real Estate Decision -A	Das, Prashant
F&A0565(A)TN	3/28/2022	Teaching Note	Home, Sweet Home: Guptas' Real Estate Decision -A: A Teaching Note	Das, Prashant
F&A0565(B)	3/28/2022	Case	Home, Sweet Home: Guptas' Real Estate Decision -B	Das, Prashant
F&A0565(B)TN	3/28/2022	Teaching Note	Home, Sweet Home: Guptas' Real Estate Decision -B: A Teaching Note	Das, Prashant
CIIE0020	3/31/2022	Case	ReMaterials: Scaling up frugal innovation solutions	Mendonca, Valerie Moses, Aditya Sharma, Supriya
CIIE0020TN	3/31/2022	Teaching Note	ReMaterials: Scaling up frugal innovation solutions: A Teaching Note	Mendonca, Valerie Moses, Aditya Sharma, Supriya

STR0465	3/31/2022	Case	Singhanian Vs Singhanian	Jena, Sanjay Kumar Singla, Chitra
STR0465TN	3/31/2022	Teaching Note	Singhanian Vs Singhanian: A Teaching Note	Jena, Sanjay Kumar Singla, Chitra

SUMMARY OF CASES USED BY THE INSTITUTE, OTHER EDUCATIONAL INSTITUTES, AND OTHERS DURING 2021–2022

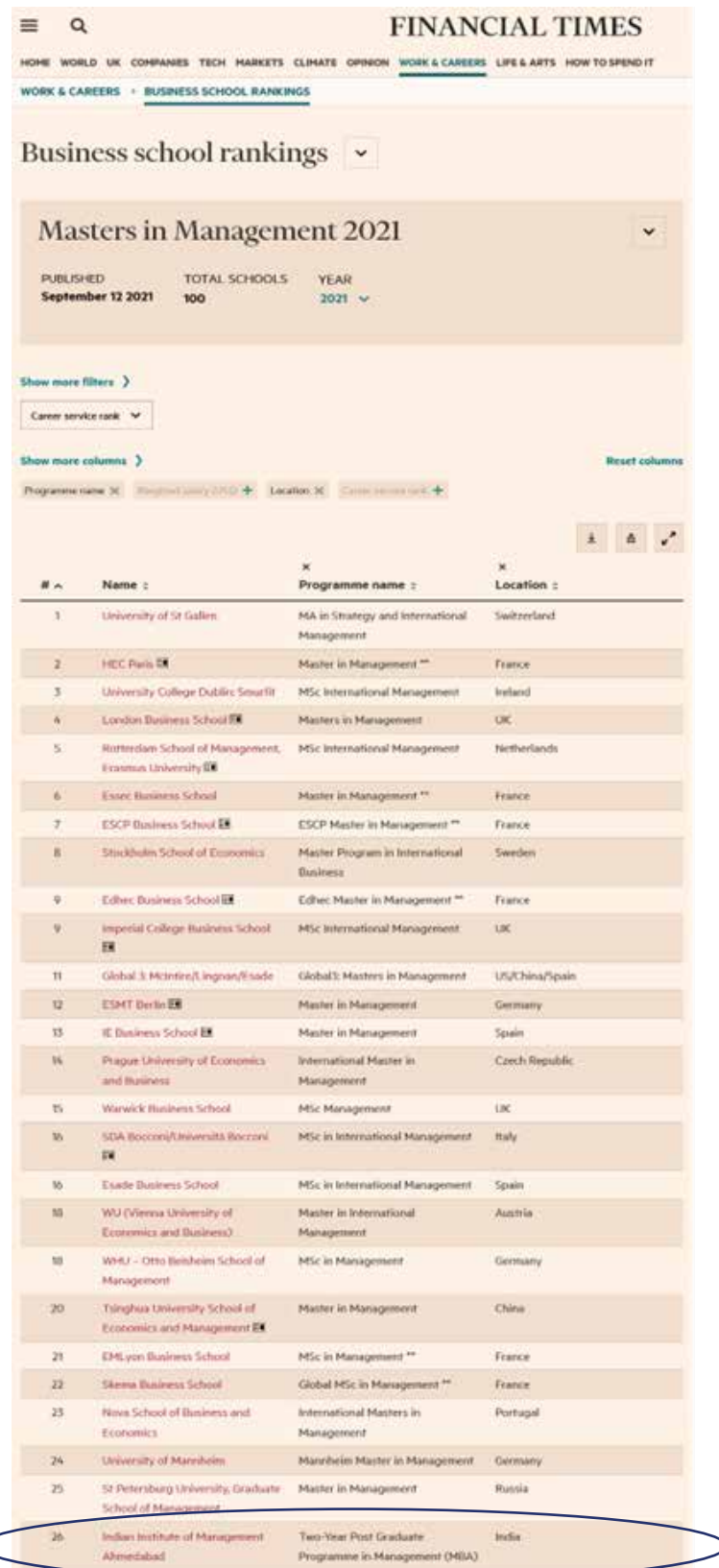
Institution	No. of Copies	Year-on-Year % Growth
Cases procured within IIMA	64,507	8
Cases procured by educational institutes (retail and annual contract agreement)	69,200	36
Cases procured by others [including individuals (IIMA and non-IIMA), corporates, and non-IIMA faculty]	2241	-21

DISTRIBUTION PARTNERS

Sr. No.	Distribution Partners	Year of Agreement	No. of Cases/Teaching Notes Distributed	No. of Copies Sold During 2021–2022	Year-on-Year % Growth in Sales
01	Richard IVEY Publishing	February 19, 2015	188	791	11%
02	Harvard Business Publishing	June 17, 2015	166	28377	23%
03	Sage Publications Ltd.	November 03, 2015	455	337	16%
04	The Case Centre UK (ECCH)	February 01, 2016	246	786	31%
05	Emerald Publishing Ltd. (Library Subscription Model)	September 02, 2019	300	300	NA

APPENDIX L

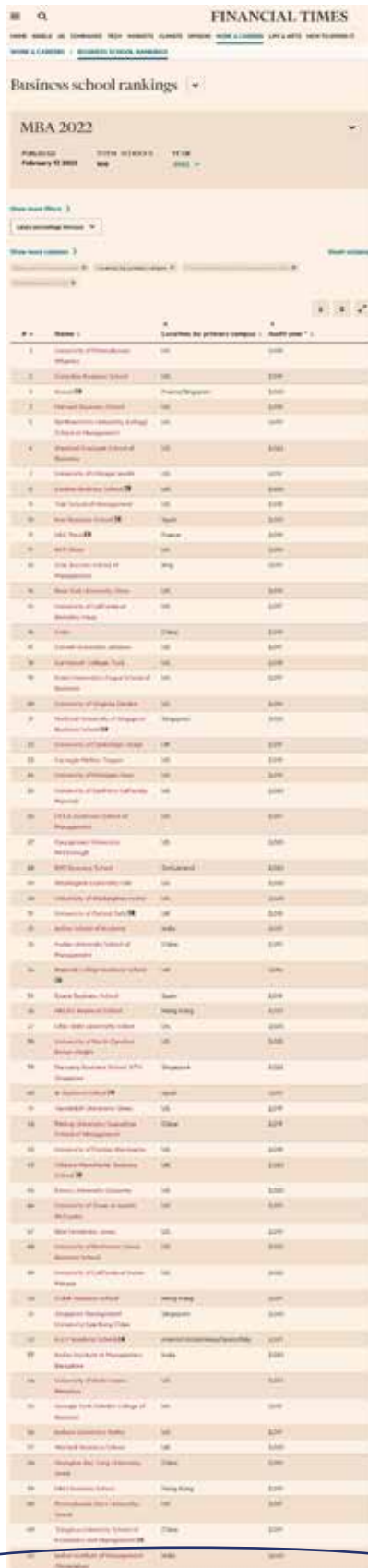
INTERNATIONAL RANKINGS: FINANCIAL TIMES MASTERS IN MANAGEMENT 2021 RANKING



The screenshot shows the Financial Times Business School Rankings website. The main heading is "Business school rankings" with a dropdown menu. Below it, the specific ranking is "Masters in Management 2021". The page indicates it was published on September 12, 2021, and includes 100 schools. There are filters for "Career service rank" and "Show more filters". The table below lists the top 26 schools, with the 26th school, Indian Institute of Management Ahmedabad, circled in blue.

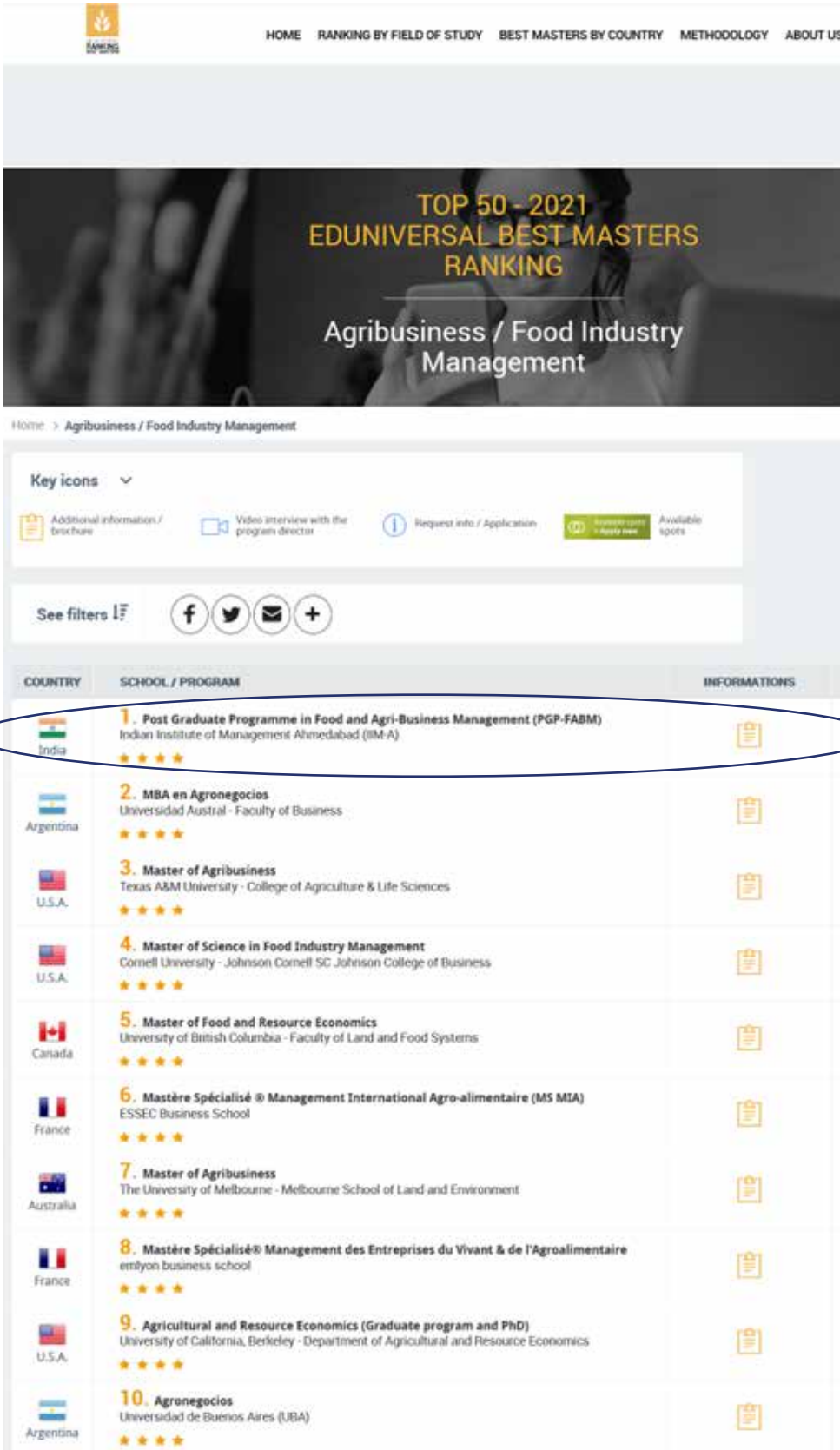
#	Name	Programme name	Location
1	University of St Gallen	MA in Strategy and International Management	Switzerland
2	HEC Paris	Master in Management	France
3	University College Dublin Smurfit	MSc International Management	Ireland
4	London Business School	Masters in Management	UK
5	Rotterdam School of Management, Erasmus University	MSc International Management	Netherlands
6	Essec Business School	Master in Management	France
7	ESCP Business School	ESCP Master in Management	France
8	Stockholm School of Economics	Master Program in International Business	Sweden
9	Edhec Business School	Edhec Master in Management	France
9	Imperial College Business School	MSc International Management	UK
11	Global 3: McIntire, Lingnan, IESE	Global 3: Masters in Management	US/China/Spain
12	ESMT Berlin	Master in Management	Germany
13	IE Business School	Master in Management	Spain
14	Prague University of Economics and Business	International Master in Management	Czech Republic
15	Warwick Business School	MSc Management	UK
16	SDA Bocconi/Università Bocconi	MSc in International Management	Italy
16	Esade Business School	MSc in International Management	Spain
18	WU (Vienna University of Economics and Business)	Master in International Management	Austria
18	WHU - Otto Beisheim School of Management	MSc in Management	Germany
20	Tsinghua University School of Economics and Management	Master in Management	China
21	EM Lyon Business School	MSc in Management	France
22	Skema Business School	Global MSc in Management	France
23	Nova School of Business and Economics	International Masters in Management	Portugal
24	University of Mannheim	Mannheim Master in Management	Germany
25	Saint Petersburg University, Graduate School of Management	Master in Management	Russia
26	Indian Institute of Management Ahmedabad	Two-Year Post Graduate Programme in Management (MBA)	India

INTERNATIONAL RANKINGS: FINANCIAL TIMES GLOBAL MBA RANKING 2022



Rank	Name	Location	Quality score
1	University of Cambridge	UK	92.8
2	London Business School	UK	92.6
3	INSEAD	France/Singapore	92.5
4	Harvard Business School	US	92.4
5	Northwestern University Kellogg School of Management	US	92.3
6	Stanford University School of Business	US	92.1
7	University of Michigan Ross	US	91.9
8	London Business School	UK	91.8
9	Yale University School of Management	US	91.8
10	MIT Sloan	US	91.7
11	MIT Sloan	US	91.7
12	MIT Sloan	US	91.7
13	MIT Sloan	US	91.7
14	MIT Sloan	US	91.7
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99	MIT Sloan	US	91.7
100	MIT Sloan	US	91.7

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

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Key icons

- Additional information / brochure
- Video interview with the program director
- Request info / Application
- 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)	

INTERNATIONAL RANKINGS: QS GLOBAL MBA RANKINGS 2022

World University Rankings - Full Time MBA: Global 2022

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International Business School Accreditation: AACSB, EQUIS, AMBA

International Business School Accreditation: AACSB, EQUIS, AMBA

International Business School Accreditation: AACSB, EQUIS, AMBA

Rank	University	Score	QS World University Ranking 2022
1	London Business School	100	1
2	INSEAD	98	2
3	IESE	97	3
4	MIT Sloan School of Management	96	4
5	HEC Paris	95	5
6	McGill University	94	6
7	Yale University	93	7
8	University of Toronto	92	8
9	University of Oxford	91	9
10	University of Cambridge	90	10
11	University of Michigan	89	11
12	University of California Berkeley	88	12
13	University of Pennsylvania	87	13
14	University of Wisconsin-Madison	86	14
15	University of Texas at Austin	85	15
16	University of Washington	84	16
17	University of Michigan Ross School of Business	83	17
18	University of Toronto Rotman School of Management	82	18
19	University of California Los Angeles	81	19
20	University of Michigan Dearborn	80	20
21	University of Michigan Flint	79	21
22	University of Michigan Ann Arbor	78	22
23	University of Michigan Trossen School of Business	77	23
24	University of Michigan Mendoza School of Business	76	24
25	University of Michigan Ross School of Business	75	25
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49	University of Michigan Ross School of Business	51	49
50	University of Michigan Ross School of Business	50	50

INTERNATIONAL RANKINGS: QS MASTERS IN MANAGEMENT RANKINGS 2022



Rank	University	Score
1	University of Oxford	100
2	University of Cambridge	98
3	University of Toronto	95
4	University of Michigan	94
5	University of California Berkeley	93
6	University of Wisconsin-Madison	92
7	University of Pennsylvania	91
8	University of Texas at Austin	90
9	University of Washington	89
10	University of British Columbia	88
11	University of Wisconsin-Minnesota	87
12	University of Michigan-Ann Arbor	86
13	University of California San Diego	85
14	University of Wisconsin-Milwaukee	84
15	University of Wisconsin-River Falls	83
16	University of Wisconsin-Stevens Point	82
17	University of Wisconsin-La Crosse	81
18	University of Wisconsin-Eau Claire	80
19	University of Wisconsin-Oshkosh	79
20	University of Wisconsin-Fox Ochs	78
21	University of Wisconsin-Stout	77
22	University of Wisconsin-Superior	76
23	University of Wisconsin-Platteville	75
24	University of Wisconsin-Whitewater	74
25	University of Wisconsin-Oroquois	73
26	University of Wisconsin-St. Francis	72
27	University of Wisconsin-Stevens Point	71
28	University of Wisconsin-Oshkosh	70
29	University of Wisconsin-Fox Ochs	69
30	University of Wisconsin-Stout	68
31	University of Wisconsin-Superior	67
32	University of Wisconsin-Platteville	66
33	University of Wisconsin-Whitewater	65
34	University of Wisconsin-Oroquois	64
35	University of Wisconsin-St. Francis	63
36	University of Wisconsin-Stevens Point	62
37	University of Wisconsin-Oshkosh	61
38	University of Wisconsin-Fox Ochs	60
39	University of Wisconsin-Stout	59
40	University of Wisconsin-Superior	58
41	University of Wisconsin-Platteville	57
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46	University of Wisconsin-Oshkosh	52
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48	University of Wisconsin-Stout	50
49	University of Wisconsin-Superior	49
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52	University of Wisconsin-Oroquois	46
53	University of Wisconsin-St. Francis	45
54	University of Wisconsin-Stevens Point	44
55	University of Wisconsin-Oshkosh	43
56	University of Wisconsin-Fox Ochs	42
57	University of Wisconsin-Stout	41
58	University of Wisconsin-Superior	40
59	University of Wisconsin-Platteville	39
60	University of Wisconsin-Whitewater	38
61	University of Wisconsin-Oroquois	37
62	University of Wisconsin-St. Francis	36
63	University of Wisconsin-Stevens Point	35
64	University of Wisconsin-Oshkosh	34
65	University of Wisconsin-Fox Ochs	33
66	University of Wisconsin-Stout	32
67	University of Wisconsin-Superior	31
68	University of Wisconsin-Platteville	30
69	University of Wisconsin-Whitewater	29
70	University of Wisconsin-Oroquois	28
71	University of Wisconsin-St. Francis	27
72	University of Wisconsin-Stevens Point	26
73	University of Wisconsin-Oshkosh	25
74	University of Wisconsin-Fox Ochs	24
75	University of Wisconsin-Stout	23
76	University of Wisconsin-Superior	22
77	University of Wisconsin-Platteville	21
78	University of Wisconsin-Whitewater	20
79	University of Wisconsin-Oroquois	19
80	University of Wisconsin-St. Francis	18
81	University of Wisconsin-Stevens Point	17
82	University of Wisconsin-Oshkosh	16
83	University of Wisconsin-Fox Ochs	15
84	University of Wisconsin-Stout	14
85	University of Wisconsin-Superior	13
86	University of Wisconsin-Platteville	12
87	University of Wisconsin-Whitewater	11
88	University of Wisconsin-Oroquois	10
89	University of Wisconsin-St. Francis	9
90	University of Wisconsin-Stevens Point	8
91	University of Wisconsin-Oshkosh	7
92	University of Wisconsin-Fox Ochs	6
93	University of Wisconsin-Stout	5
94	University of Wisconsin-Superior	4
95	University of Wisconsin-Platteville	3
96	University of Wisconsin-Whitewater	2
97	University of Wisconsin-Oroquois	1
98	University of Wisconsin-St. Francis	0
99	University of Wisconsin-Stevens Point	0
100	University of Wisconsin-Oshkosh	0

APPENDIX M EXECUTIVE EDUCATION PROGRAMMES

DISTRIBUTION OF PARTICIPANTS

Distribution of Participants					
Programmes	No. of Programmes	No. of Participants			Total
		Public / Government Sector	Private Sector	Foreign	
General Management Programme	3	6	70	28	104
New Programme Offered	4	14	82	13	109
Regular-Repeat Programme	47	257	901	143	1301
Total	54	277	1053	184	1514

GENERAL MANAGEMENT PROGRAMMES

General Management Programmes				
Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
18th General Management Programme - Dubai December 2020 - May, 2021	0	0	25	25
19th General Management Programme - Dubai September 2021 - March 2022	4	34	2	40
20th General Management Programme - Dubai February 2022 - August, 2022	2	36	1	39
Total	6	70	28	104

NEW PROGRAMMES OFFERED

New Programmes Offered				
Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
Information Systems				
Digital Transformation: Strategies and Business Models (Online) November 13 - December 12, 2021	3	21	2	26
Human Resources Management				
Understanding Bhagavad Gita: A Journey towards Leadership Excellence (Online) December 13 - 22, 2021	5	29	8	42
Leading Digital Transformation (Online) March 4 - 20, 2022	5	20	3	28
Marketing				
Marketing Tools for Digital Media and Platforms (Online) November 26 - December 19, 2021	1	12	0	13
Total	14	82	13	109

REGULAR/REPEAT PROGRAMMES

Regular/Repeat Programmes				
Programmes	No. of Participants			Total
	Public / Government Sector	Private Sector	Foreign	
Business Policy				
Strategies for Growth (Online) September 29 - October 30, 2021	4	12	9	25
Young Entrepreneurs Programme - Module I & II (Online) September 02 - 28, 2021 November 09 - December 05, 2021	0	26	0	26
Strategy Implementation (Online) August 13 - 28, 2021	0	31	8	39
Contract Management (Online) October 02 - 31, 2021	9	23	2	34
CMA				
Agricultural Input Marketing (Online) January 28 - February 20, 2022	0	20	1	21
Communications				
The Winning Edge: Communication Strategies for Leaders (Online) March 05 - 27, 2022	7	18	3	28
The Winning Edge: Communication Strategies for Leaders (Online) March 20 - April 24, 2021	7	14	1	22
Finance and Accounting				
Management and Finance for Experienced Chartered Accountants (Online) July 10 - October 20, 2021	5	22	7	34
Developing Commercial And Financial Skills For Strategic Business Decisions (Online) July 11 - August 13, 2021	8	18	3	29
Mergers, Acquisitions and Restructuring (Online) August 28 - September 23, 2021	0	29	6	35
Financial Analysis of Business (Online) March 13 to April 4, 2021	20	15	5	40
Financial Analysis of Business (Online) September 07 - 26, 2021	12	20	2	34
Financial Analysis of Business (Online) March 12 - 27, 2022	0	23	0	23
Information Systems				
Managing IT Projects (Online) August 14 - September 25, 2021	18	11	3	32
Effective Data Visualization for the Data-Driven Organisation (Online) December 4 - 26, 2021	2	16	4	22
Marketing				
Strategies for Winning in International Markets (SWIM) (Online) August 3 - 24, 2021	4	20	3	27
Pricing for Profit (Online) November 13 - December 12, 2021	5	16	0	21
Customer Based Business Strategy (On Campus) November 25 - 27, 2021	0	30	0	30
Neuroscience in Marketing (On Campus) December 8 - 10, 2021	0	16	3	19
Fintech: Business Models, Marketing, Strategy and Tactics (Online) December 30, 2021 - January 30, 2022	2	22	1	25
Marketing Luxury: Understanding the Complexities of a New World of Business (Online) January 7 - 28, 2022	0	14	0	14
B2B Marketing (Online) March 12 - April 11, 2021	6	24	0	30



विद्यार्थिनियोगादिकाः

B2B Marketing (Online) January 28 - February 20, 2022	0	17	2	19
Enhancing Sales Force Performance (Online) March 28 - April 11, 2021	0	40	0	40
Enhancing Sales Force Performance (Online) February 27 - March 16, 2022	0	17	3	20
Organizational Behaviour				
Interpersonal Effectiveness And Team Building (Online) January 22 - February 13, 2022	4	19	3	26
Human Resources Management				
Managing Internal Talent and Leadership Pipeline (Online) August 20 - September 4, 2021	24	14	1	39
Managerial Effectiveness (Online) September 18 - October 24, 2021	13	9	5	27
Strategic Human Resource Management (Online) November 5 - 28, 2021	7	12	1	20
HR Analytics (Online) February 19 - March 6, 2022	10	20	3	33
Production and Quantitative Methods				
Warehouse Design and Management (Online) July 26 - August 16, 2021	9	29	5	43
Warehouse Design and Management (Online) February 18 - March 11, 2022	4	16	2	22
Project Management (Online) August 27 - September 12, 2021	24	9	4	37
Artificial Intelligence and Machine Learning for Business (Online) September 8 - October 3, 2021	5	20	3	28
Artificial Intelligence and Machine Learning for Business (Online) March 2 - 27, 2022	1	22	1	24
Restaurant Design and Management (Online) September 16 - October 7, 2021	1	15	5	21
Supply Chain Management (Online) September 17 - October 10, 2021	5	23	3	31
Advanced Quality Management (Online) December 10 - 30, 2021	7	8	5	20
Manufacturing Strategy (Online) February 07 - 16, 2022	0	21	2	23
Public Systems Group				
Sustainable Finance (Online) September 11 - 26, 2021	10	17	1	28
General Management For Shipping (Online) March 12 - April 11, 2021	2	14	16	32
General Management for Shipping (Online) February 18 - March 13, 2022	4	9	5	18
Strategy				
Managing Strategic Alliances (Online) June 7 - 18, 2021	7	20	5	32
Innovation, Corporate Strategy and Competitive Performance (On Campus) October 25 - 30, 2021	4	18	2	24
Leading Professional Service Firms (On Campus) November 25 - 27, 2021	0	34	3	37
Design Thinking (On Campus) December 14 - 17, 2021	5	22	1	28
Creating Entrepreneurial Organisations (On Campus) March 7 - 10, 2022	2	16	1	19
Total	257	901	143	1301

NO. OF PARTICIPANTS

No. Of Participants	
OEP	1,514
CEP	3,072
BLP	1,386
Total	5,972

APPENDIX N CIIE

PUBLISHED REPORTS

Title	Focus	Source / Partners
Understanding Telemedicine in India: The Future of Healthtech	Extensive landscape of telemedicine sector in India and emerging opportunities	CIIE.CO
Insurtech: Technology at the Core	Landscape of insurtech to identify the future technology interventions	CIIE.CO
Building an Ecosystem for Cultivated Meat in India	Global landscape and future of cultivated meat in India	CIIE.CO and Good Food India
Digital Innovation in Mental Health	Landscape of startups and digital interventions in mental health	CIIE.CO and HealthArk Insights
Incubators as Catalysts for Innovation	Policy brief on incubation in India and ASEAN	CIIE.CO and Economic Research Institute of ASEAN (ERIA)
Holistic Approach for MSME Credit for Bharat	Study to develop a credit assessment model for thin file MSMEs	CIIE.CO (Bharat Inclusion Research Fellowship)
Financial Lives of Urban Poor Households	Financial diaries of 130+ urban slum households over 1 year	CIIE.CO (Bharat Inclusion Research Fellowship)
Scoping meso-level insurance in agriculture in India	Understanding the potential of meso insurance for rural inclusion	CIIE.CO (Bharat Inclusion Research Fellowship)

PUBLISHED CHAPTERS AND RESEARCH PAPERS

Title	Co-Authors	Publication
The past, present and future of startup incubation in India	Supriya Sharma, Prof. Neharika Vohra and Shailaja Shukla	Published in the book "Shifting Orbits: Decoding the Trajectory of the Indian Start-up Ecosystem"
Incubation in India: A Multilevel Analysis	Prof. Neharika Vohra and Supriya Sharma	Published in the 'Handbook on Technology Incubation and Acceleration, and Entrepreneurship Ecosystems: A Global Perspective'
Experiencing live action of business: Reflections on an immersive course in entrepreneurship	Prof. Neharika Vohra, Supriya Sharma, Prof. Nobin Thomas	Published in The Journal of Entrepreneurship

BHARAT INCLUSION RESEARCH FELLOWSHIPS

Title	Brief Description	Fellows
Data ownership and the gig worker in the gig economy	Building a platform for gig workers to own their non-rival data with rights to share it with potential employers.	Joel John, Outlier Ventures Moses Sam Paul, Outlier Ventures
Scoping meso level insurance in agriculture in India	Studying the market gap, size of the opportunity and barriers in creation of meso insurance products for farmers.	Sabina Yasmin, IFMR LEAD - Krea University Vinith Kurian, IFMR LEAD - Krea University
How can community-based, mutual insurance be scaled?	Studying the various models of community insurance across multiple product categories to suggest a model(s) for scaling them as businesses.	Payal Agarwal, Uplift Mutuals Dr. Shariq Nisar, Uplift Mutuals Kumar Shailabh, Uplift Mutuals
Disentangling the growth of MSMEs: A study of six clusters in Tamil Nadu	Studying MSME clusters to identify patterns of business operations, institutional support and access to financial services patterns within and between clusters.	Ramath N S, Founding Fuel
Mobiles for mobilisation of women	Understanding how mobiles can be a channel for self-employment of women in rural areas.	Shruti Sheopurkar, IFMR LEAD - Krea University Nalini Srinivasan
How can technology enable better credit access for micro and small enterprises?	Building a tech enabled model for credit assessment of micro and small enterprises in rural areas.	Nagachethan S M, CRIDS Vamsee Yalamanchi, CRIDS Nitin Zagade, CRIDS Chinmay Joshi, CRIDS

Understanding and debundling financial risks of small and marginal farmers in FPOs	Understanding the gaps and opportunities in FPOs being the channel of financial inclusion of farmers and suggesting a tech enabled solution(s).	Gayathri Aaditya Eranki Pramod Khadilkar, Technical University of Denmark Rohitkumar Pillai, Rural Caravan
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PUBLISHED CASES

Title	Focus Area	Authors
Circles (A): The Birth of an Entrepreneurial Initiative Circles (B): Launch and Pivot	Launching and scaling up a startup	Valerie Mendonca, Profs. Amit Karna and Saral Mukherjee
ReMaterials: Scaling up frugal innovation solutions	Frugal Innovation	Valerie Mendonca, Prof. Aditya Moses and Supriya Sharma
MyT Brewer (A) MyT Brewer (B)	Prototyping	Valerie Mendonca and Ansita Aggarwal
WHRRL: Facilitating Agricultural Finance through Blockchain Technology	Agrifintech innovation	Prof. Vidya Vemireddy, Shrey Deb and Shweta Yadav
Aggois: Last mile financing for smallholder farmers	Agrifintech innovation	Prof. Vidya Vemireddy, Shrey Deb and Shweta Yadav

APPENDIX O VIKARAM SARABHAI LIBRARY

Company & Industry:

ACE Equity (Standalone), ACE Knowledge & Research Portal (Online), ACE Mutual Fund (Standalone), AdAge, Audit+Compliance, Bloomberg Lab, Capitaline AWS, CMIE First Source, CMIE Industry Outlook, 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, Factset Revere - Relationship Data, Frost & Sullivan Growth Partnership Services, IiAS Adrian, 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 Database (MI Platform) - FIG & Real Estate, SeekEdgar, Statista, TRACE - Corporate Bond Transaction Data, 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), 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, Country Data Online (CDO), 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, Nielsen and Nielsen IQ Marketing Data, 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 GVA of India (2011-2022 to 2019-2020), 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 - May 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).

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 Caravan Magazine, 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 (eLibrary: Academic Complete), Risk.Net eBooks, Sage eBooks, Taylor & Francis eBook, World Bank eLibrary, World eBook Library.

e-Journals

Academic Search Premier, ACM Digital Library, American Economic Association(AEA), Annual Review, ASCE (American Society of Civil Engineers), Association for Information System (AIS), 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 PsycARTICLES, 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), Sprinkl (Free Research Tool for IIMA), The KEN., The Morning Context.

Specialized Search Tools

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

APPENDIX P ALUMNI ACTIVITIES

S.No.	ASIG	Date	Topic	Speaker	Moderator
1	Public Policy	March 05, 2021	India Budget 2021-22	Tarun Bajaj	-
2	Women	March 08, 2021	[Panel Discussion] I am not a Feminist	Chandrika Bahadur, Chhavi Moodgal, Sriharsha Vavilala	Prof. Pritha Dev, Prof. Promila Agarwal
3	Women	March 18, 2021	[Podcast Series] Journey from IIMA to corporate	Radika Bahadur Bhushan	-
4	Public Policy	April 01, 2021	[Webinar] Alumni-Faculty Partnerships for Case Study Development	Prof. Vijaya Sherry Chand	-
5	Healthcare	April 12, 2021	[Panel Discussion] Consumer Healthcare - Covid-19 Learnings & Way Forward	Nicholas Hall, Susan Josi, Swati Dalal	Prof. Arvind Sahay
6	Transport Logistics & Infrastructure	April 17, 2021	[Meeting] Introductory Meeting with all the participants and Centre for Transportation and Logistics (CTL)	-	Prof. Sandip Chakrabarti, Prof. Debjit Roy
7	Women	April 26, 2021	[Podcast Series] Journey from IIMA to corporate	Arunima Patel	-
8	Healthcare	May 14, 2021	[Webinar] Alumni-Faculty Partnerships for Case Study Development	Prof. Vijaya Sherry Chand	-
9	Women	June 9, 2021	[Podcasts] Journey from IIMA to corporate	Pritika Padhi	-
10	Public Policy	June 20, 2021	[Webinar] Blockchain, Bitcoin and Cryptocurrency	Kamal Gaur	-
11	Public Policy	June 26, 2021	[Webinar] Crypto in India: The Legal Perspective	Ashim Sood	Kamal Gaur
12	Women	July 7, 2021	[Podcasts] Journey from IIMA to corporate	Neha Agarwal	-
13	Public Policy	July 13, 2021	[Podcasts] Blockchain, Bitcoin and Cryptocurrency	Kamal Gaur	-
14	Public Policy	July 30, 2021	[Podcasts] Crypto in India: The Legal Perspective	Ashim Sood	-
15	Public Policy	August 1, 2021	[Webinar] Crypto in India: The Industry Perspective	Sumit Gupta	Kamal Gaur
16	Consulting	August 8, 2021	[Panel Discussion] The New Indian Digital Consumer	Abhishek Malhotra, Abhinay Choudhari	Prof. Arvind Sahay
17	Public Policy	August 16, 2021	[Podcasts] Crypto in India: The Industry Perspective	Sumit Gupta	-
18	Public Policy	August 21, 2021	[Webinar] Crypto in India: The Policy Perspective	Shri Subhash Chandra Garg	Kamal Gaur, Akhilesh Tilotia
19	Healthcare	August 28, 2021	[Panel Discussion] Start-up Opportunities in Healthcare	Deepak Bagla	Prof. Viswanath Pingali
20	Women	September 2, 2021	[Podcasts] Journey from IIMA to corporate	Shweta Mani	-
21	Public Policy	September 15, 2021	[Podcasts] Crypto in India: The Policy Perspective	Shri Subhash Chandra Garg	-
22	Healthcare	September 16 & 17, 2021	[Panel Discussion] IIMPACT 2021 Healthcare Summit	-	-
23	Consulting	October 3, 2021	[Panel Discussion] Global Disruption by FinTech	Shashank Kumar, Shanti Mohan, Noopur Chaturvedi	Saurabh Chandra, Sidhant Srivastava
24	Public Policy	October 9, 2021	[Webinar] Policy Making: 50 Shades of Grey	Amber Dubey	Akhilesh Tilotia

25	Public Policy	October 15, 2021	[Special Event] Participation of PP ASIG in Parliament for Standing Committee on Finance - Crypto	"Akhilesh Tilotia, Kaal Gaur"	-
26	Public Policy	October 16, 2021	[Webinar] Crypto in India: The Start-up Perspective	Sandeep Nailwal	Kamal Gaur
27	Public Policy	October 22, 2021	[Webinar] Cryptocurrency: Emerging Global Perspectives	Erik Feyen	Kamal Gaur
28	Public Policy	October 28, 2021	[Podcasts] Policy Making: 50 Shades of Grey	Amber Dubey	-
29	Public Policy	October 28, 2021	[Webinar] Crypto in India: The Taxation Perspective	Meyyappan Nagappan	Kamal Gaur
30	Public Policy	October 29, 2021	[Webinar] Policy Conversations: Production Linked Incentives	Ishtiyaque Ahmed	Prof. Saral Mukherjee, Prof. Viswanath Pingali
31	Public Policy	October 29, 2021	[Podcasts] Crypto in India: The Start-up Perspective	Sandeep Nailwal	
32	Communication Media and Entertainment	October 30, 2021	[Live Talk] Stretching the frontiers of Customer Engagement through the Confluence of Tech & Media	Aditya Goyal	Prof. Kandaswamy Bharathan
33	PP ASIG	November 15, 2021	[Special Event] Participation of PP ASIG in Parliament for Standing Committee on Finance - Crypto	Akhilesh Tilotia, Kamal Gaur	-
34	PP-ASIG	November 28, 2021	[Webinar] Annual General Meeting	-	Akhilesh Tilotia, Suhail Kassim
35	PP-ASIG	November 30, 2021	[Podcasts] Crypto in India: The Taxation Perspective	Meyyappan Nagappan	-
36	Women-ASIG	December 14, 2021	[Podcasts] Journey from IIMA to corporate	Shweta Anand Arora	-
37	Healthcare	January 28, 2022	[Webinar] Going Viral: The Story of Development of Covaxin	Prof. Balram Bhargava	Prof. Arvind Sahay
38	Marketing	February 26, 2022	[Webinar] REVITAL- The rise and fall	Brijesh Kapil	-

STUDENTS' ALUMNI AND EXTERNAL RELATIONS COMMITTEE (SAERC)

- PGP1 Speaker Session: The theme of this series will be around broadening PGP1s' perspective about an MBA and what they can take away from the same and is aimed at helping them utilise their time at IIM Ahmedabad better.
- Club Run and PGP1 Team Selection: The club run for the batch of 2021-23 was conducted in July. SAERC received 118 applications. Of these, 21 students were selected after a submission round and two interview rounds.
- Nexus - Inter B School Case Competition: Nexus was officially launched with 214 registrations from IIM Ahmedabad and 1163 registrations overall. A speaker session was conducted with Aviral Bhatnagar during the launch event which was attended by 500+ students from across the participating institutes.
- Alumni Mentorship Program: SAERC has launched its annual alumni mentorship program where PGP2s will be connected with Alumni mentors.
- SAERC Placement Masterclass: Masterclass where alumni from specific domains will address IIMA students on their specific domains to better prepare for summer placements
- Alumni Student Debate: The SAERC had organized Alumni vs Student debating competition. Around 70+ responses received out that 3 alumni were selected.
- PGP2 Mentorship Program: As part of the annual PGP 2 mentorship program 160 PGP2 students were connected with around 100 alumni across 18 domains.
- Nexus – Inter B School Case Competition: Nexus was officially launched with 214 registrations from IIM Ahmedabad and 1163 registrations overall. The event officially concluded with announcing the winners
- Session on social entrepreneurship with alumni from the 1991 batch : SAERC organised a session about Social Entrepreneurship in collaboration with IDEOS. This was the first ever hybrid speaker sessions organised by AERC and it was attended by 100+(30 offline)

- Alumni Database Updation: SAERC has taken the initiative to update the alumni database and after multiple rounds of discussion, potential solutions a LinkedIn group was created for this purpose and alumni are being added to it both manually and through old General Secretaries' networks.
- Inter College Club Mentorship Program: A round of interactions was conducted with Finance and Consulting clubs from 9 new IIMs to understand the pain points. They will now be connected with their counterparts from IIM Ahmedabad for mentorship and guidance.
- PGP1 Mentorship Program: The annual mentorship program which was only for PGP2s is now being extended to PGP1s as well.
- Alumni – Student Engagement website: A website is being currently built by the publication cell to strengthen the connection between alumni and students. It is being modelled after the following HBS website (<https://hbs1963.com/>)
- Chance to network – An informal interaction with the batch of PGP 1991: SAERC organised an informal networking session “Chance to network - An informal interaction with the batch of PGP 1991” which saw the participation of 50+ students.
- Inter College Club Mentorship Program: The finance and consulting clubs from nine new IIMs were connected with their counterparts from IIM Ahmedabad for mentorship and guidance.
- PGP1 Mentorship Program: The annual mentorship program which was earlier only for PGP2s was also conducted for PGP1s
- Alumni - Student Engagement website: A vendor was identified for a website to strengthen the connection between alumni and students. It is being modelled after the following HBS website (<https://hbs1963.com/>)
- SIG: A meeting was conducted with the new student coordinators to brief them on SIGs and how to best utilise them.
- Social Media: 10+ posts were spread across Instagram and LinkedIn to drive engagement.

STUDENT MEDIATED INITIATIVE FOR LEARNING TO EXCEL (SMILE) SCHOOL

- Extra-Curricular Activities: SMILE arranged many extra curricular activities like a creative storytelling session for the students, Exercise on basic idioms and phrases in English was conducted, asked to make drawings on the topic Independence in COVID times, Rakhi making workshop, dental and health check-up, interaction with the CII Ahmedabad Centre, Navratri celebration, Craft activities and exhibition of the crafts prepared by the students was also organized. The students also had Diwali celebration, visit to science city, concept of Robotics was thought to students, Christmas celebrations.
- In-Class Mentoring: IIMA students volunteer for taking English Classes. Both online and Offline classes were conducted. English speaking class for class 12th have been taken by Ekta Desai.
- Community Visits: The objective is to connect with parents and other members of the community, see the living conditions of the family, get a sense of the how supportive the family is likely to be for further education, and to make them understand the need for quality education. Our teachers did 26 community visits in different areas like Vastrapur gam, Vrundavan avas , Gulbai tekra and Ranujanagar in this year.
- Volunteer Engagement: Several volunteers have contributed by taking regular sessions with different activities and games and tried to make learning easier. Weekly extra-curricular classes were also organised to enhance creativity.
- Health and Gamification Programs: In coordination with the Akshay Patra team, a kit distribution event was organised. A basic hygiene session was conducted on 3rd July 2021, where students were taught about the basic hygiene practices and etiquettes. Several sessions have been conducted that included activities and games to make learning easier.

APPENDIX Q PERSONNEL

NEW APPOINTMENTS

Faculty

Professor Arun Sreekumar	Marketing
Professor Ankit Kariya	Finance & Accounting
Professor Maya Ganesh	Production & Quantitative Methods
Professor Neha Tripathi	Human Resource Management
Professor Mohsen Mohaghegh	Economics
Professor Ellapulli Vasudevan	Finance & Accounting
Professor Balagopal Gopalakrishnan	Finance & Accounting
Dr. Banka Bihari Chand	Librarian

Staff

Mr. Shyam Arora	Executive-Secretarial
Ms. Sunitha Aravind	Assistant Manager- Public Relations
Mr. Hirenkumar Bhuva	Executive - Accreditation & Ranking
Ms. Ranna Bhatt	Executive-Secretarial
Mr. Avi Dutt	Associate Vice President-Centre for Transportation & Logistics
Lt. Cdr. Sanjay Barai (Retd.)	Assistant General Manager-Estate
Dr. Somnath Mitra	General Manager-Centre for Digital Transformation
Mr. Piyush Sharma	Vice President - Ashank Desai Centre for Leadership and Organisational Development
Mr. Gopal Iyer	General Manager-JSW School of Public Policy
Ms. Vaishali Joshi	Executive-Secretarial
Ms. Sophia Christina	General Manager-Communications
Mr. Vikram Goyal	Assistant General Manager- PGPX
Mr. Narendra Kumar Shukla	Assistant General Manager- Centre for Digital Transformation
Mr. Harshit Jani	Assistant General Manager-Engineering Services
Mr. Satya Siva Sankar Rao K	Assistant Manager-Security
Dr. Nandlal Maheshwari	Medical Officer
Ms. Sarita Bhoi	Library Professional Assistant
Mr. Debjit Ghatak	General Manager-Brij Disa Centre for Data Science and Artificial Intelligence
Ms. Sanjana Sukumar	Executive-EEP
Ms. Maria Bartholomea	Executive-EEP
Mr. Yuvaraj Jadhav	Assistant General Manager-Electrical
Ms. Foram Panwar	Executive-Secretarial
Mr. Abhishek Kumar Mishra	Archivist
Mr. Divyesh Vyas	Assistant Manager-Security
Mr. Navnath Pawar	Assistant Librarian

RESIGNATIONS / TERM OVER / TECHNICAL RESIGNATIONS / TERMINATIONS

Faculty

Prof. Chirantan Chatterjee	Resigned on August 06, 2021
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Staff

Mr. Ronak Naik	Resigned on April 19, 2021
Mr. Ashutosh Rajput	Term over on May 24, 2021
Mr. Ajit Motwani	Term over on May 31, 2021
Mr. Srinivas Sandhikar	Resigned on June 30, 2021
Mr. Anil Chaubal	Resigned on July 26, 2021
Ms. Neha Sharma	Resigned on August 31, 2021
Ms. Nidhi Dutta	Term over on October 09, 2021

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

RETIREMENTS

The following faculty members superannuated during the year:

Professor Sidharth Sinha	July 31, 2021
Professor Shailesh Gandhi	September 30, 2021
Professor T. Bandyopadhyay	October 31, 2021
Professor Rakesh Basant	January 31, 2022

The following staff members superannuated during the year:

Mr. Patel Rameshbhai M.	April 30, 2021
Mr. Christian Pravin G	April 30, 2021
Mr. Sethumadhavan P V	April 30, 2021
Mr. Batukbhai Gohel	May 31, 2021
Mr. Nitinkumar Jani	May 31, 2021
Mr. S. K. Babu	June 30, 2021
Mr. Jagdish Chavda	September 30, 2021
Mr. Shailesh Joshi	September 30, 2021
Mr. Vanaji Parmar	Voluntarily retired on September 30, 2022
Mrs. Sonal Kureshi	October 31, 2021
Mr. Udayabhanu P.G.	January 31, 2022
Mrs. Savithriamma P.	February 28, 2022
Mr. Manubhai Chauhan	February 28, 2022
Mr. K.N Muralidharan	February 28, 2022

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



DEATHS

Staff

Mr. Ravikumar C. Rabhadia	May 3, 2021
Mr. Avinash Lad	June 12, 2021

The Institute deeply condole their untimely death.

LEAVE OF ABSENCE/LEAVE WITHOUT PAY

Faculty

Professor Vijay Paul Sharma has been granted leave without pay from June 01, 2016 to May 31, 2021.
Professor Neharika Vohra has been granted leave without pay from October 08, 2020 to October 07, 2022.
Professor Vineet Virmani has been granted leave without pay from December 01, 2020 to November 30, 2021.
Professor Debjit Roy has been granted leave without pay from March 06, 2021 to April 22, 2021.
Professor Mohammad Fuad has been granted leave without pay from January 01, 2022 to December 31, 2022.
Professor Sunil Sharma has been granted leave without pay from March 01, 2022 to February 29, 2024.

Staff

Ms. Ishita Solanki has been granted leave without pay from September 01, 2021 to August 31, 2022.
Mr. Jatin Nagori has been granted leave without pay from October 07, 2021 to April 28, 2022
Ms. Suganya Sudhakar has been granted leave without pay from March 01, 2022 to February 28, 2023.

REJOINED AFTER AVAILING LEAVE WITHOUT PAY

Faculty

Professor Debjit Roy, Prof. Vijay Paul Sharma and Prof. Vineet Virmani rejoined the Institute after availing leave without pay.

Staff

Mr. Jatin Nagori rejoined the Institute after availing leave without pay.

PROMOTIONS & FINANCIAL UPGRADATION

Faculty

Professor Sachin Jayaswal has been promoted as Professor
Professor Sandip Chakrabarti has been promoted as Associate Professor
Professor Vineet Virmani has been promoted as Associate Professor
Professor Akshaya Vijayalakshmi has been promoted as Associate Professor
Professor Kathan Shukla has been promoted as Associate Professor
Professor Rajat Sharma has been promoted as Associate Professor
Professor Anish Sugathan has been promoted as Associate Professor

Staff (Promotion)

Ms. Saraswathy S.	Ms. Vinodini Raveendran	Mr. Suresh Mannem
Mr. Harshadkumar K Parmar	Mr. Ankur Shankarbhai Sumesra	Mr. Maulik R Thakkar
Mr. Biju Sahadevan	Ms. Rini Vinod	Mr. Bhaumikkumar Solanki
Ms. Maya Swaminadhan	Ms. Kairavi R Swarup	Ms. Indrakumari Kori
Mr. Nelson Thomas Christian	Mr. Sujit V Nair	Ms. Suganya Sudhakar
Mr. Sudheeran K S	Mr. Hiren Narendrabhai Shah	Ms. Devanshi Amish Parekh
Ms. Vasanthi Durairajan	Ms. Reji R Pillai	Mr. Ravindrakumar J Asari
Mr. Mahesh Laxmishankar Joshi	Mr. Harish K Vaghela	Ms. Vidya Kadamberi
Mr. Mohammed Akbar G. Shaikh	Mr. Maneesh N. Nair	Mr. Dharmendra N. Solanki
Mr. Lalit R. Sharma	Ms. Sujatha Jayprakash	Mr. Dharmesh J. Raval
Ms. Arunya Minesh Pillai	Mr. Harshadkumar Babulal Zala	Ms. J.S. Vijayapiriya
Mr. Himanshu S. Bhatt	Mr. Premkumar M.B.	Ms. Mini Nair
Ms. Bindu Shinoj	Ms. Sindhu Menon	Ms. Reshmi Thomas
Ms. Binduben Dodiya	Mr. Joseph Peter Bandi	Mr. Shekappa Bandi
Ms. Jaya Dinesh Nair	Mr. Abhijit Dilipsinh Mahida	Ms. Zalak Devang Jardosh
Ms. Divya Biju	Ms. Vijita Ajesh Nair	Mr. Pala Veja Detharia
Ms. Preeti Rajiv Unnithan	Mr. Niraj Vinayakbhai Dave	Ms. Sandhya Saseendran
Mr. Krutagna G. Patel	Ms. Jagruti D. Sindhav	

Staff (Financial Upgradation)

Ms. Uma Baskaran	Mr. T. Prasad	Mr. Harish Rathod
Mr. Manubhai Chauhan	Mr. Arjanbhai M Makwana	Mr. K N Muralidharan
Ms. Savithriamma P.	Mr. Udayabhenu P.G.	

MANPOWER

Year	Faculty	Academic Associates	Administrative Staff	Total
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
2021-22	105	90	287	482

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

	Sunil Maheshwari	Sanjay Verma	Arvind Sahay	Sobhesh K Agarwalla	Amit Karna
1. Taught in the following Long Duration Programmes (No. of courses)					
a. PGP	4	2	7	8	3
b. PGPX	1	--	4	3	3
c. PhD	2	2	3	1	4
d. ePGP	2	5	2	2	1
2. Taught in the following Executive Education Programmes:					
a. OEP	16	12	6	7	16
b. CEP	9	12	8	13	19
c. BLP	--	1	5	1	1
3. Contribution to PhD					
TAC Chair	1	2	3	1	3
TAC Member	1	1	--	--	5
4. Research & Publication					
Cases registered	1	--	3	--	1
Peer reviewed articles	--	--	--	3	2
Book published	--	--	1	--	--
Editor of a Book	--	--	--	--	1
External speaker / Workshops	--	--	--	--	1
5. Advisory/ Consulting Services	2	--	2	2	1
6. Others (Policy Committees - internal)	--	2	--	2	5
(Policy Committees / Board etc. - external)	1	2	3	2	2

APPENDIX R

Significant Donations at IIMAEF - Category-Wise (FY21-22)				
Sl No.	Name	Purpose	Amount (In INR)	Amount (In INR Cr.)
I. Purposed Donations at IIMAEF (FY21-22)				
A. Contributions from Individuals - Purposed				
1	Mr Arun Duggal (PGP1974)	Arun Duggal ESG Centre	22,000,000	2.20
2	IIMA Alums, Ex-Faculty & Others	Prof V L Mote Award	806,948	0.08
3	Ms Roopa Kudva(PGP 1986) & Mr Vivek Kuda(PGP 1986)	Kamla Choudhary Communication Hub	50,000,000	5.00
4	Total Contributions from Individuals (FY21-22)		72,806,948	7.28
B. Contributions from Corporates - Purposed				
1	National Investment and Infrastructure Fund Limited (NIIF)	Professorial Chair in ESG	5,000,000	0.50
2	Marico	Promotion of Education	4,000,000	0.40
3	Nykaa	Chair in Consumer Tech	800,000	0.08
4	Total Contributions from Corporates (FY21-22)		9,800,000	0.98
II. General Corpus at IIMAEF (FY21-22)				
C. Contributions from Individuals - General Corpus				
1	Mr Arun Duggal (PGP 1974)	Founder	10,232,470	1.02
2	Mr Deep Kalra (PGP 1992)	Founder	10,000,000	1.00
3	Mr GV Ravishankar (PGP 2004)	Founder	20,000,000	2.00
4	Mr Manish Gupta (PGP 1998)	Co-Founder	10,000,000	1.00
5	Mr Nishith Arora (PGP 1979)	Founder	20,000,000	2.00
6	Mr Ramesh Mangaleswaran (PGP 1993) Ms Meenakshi Ramesh (PGP 1993)	Founder	30,000,000	3.00
7	Mr Ranodeb Roy (PGP 1992)	Co-Founder	10,156,545	1.02
8	Mr Sandeep Singhal (PGP 1999)	Founder	10,000,000	1.00
9	Mr Surendra Kumar Jain (PGP 2000)	Co-Founder	10,000,000	1.00
10	Mr Venkatavaraghavan Thiruvankata Bharadwaj (PGP 2001)	Founder	13,000,000	1.30
11	Ms Vindi Banga Mr Kamini Banga (PGP 1977)	Co-Founder	7,284,853	0.73
12	Anonymous	Founder	20,000,000	2.00
13	Anonymous	Alum	2,500,000	0.25
14	Total Contributions from Individuals (FY21-22)		173,173,868	17.32
D. Contributions from Batch - General Corpus				
1	Mr Alok Amritsagar Mahajan	PGP 1990 Batch	500,000	0.05
2	Mr Alok Sharma	PGP 1990 Batch	500,000	0.05
3	Mr Amit Gupta	PGP 1990 Batch	1,000,000	0.10
4	Mr Balram Singh Yadav	PGP 1990 Batch	1,000,000	0.10
5	Mr Balwant Rao Jain	PGP 1990 Batch	1,500,000	0.15
6	Mr Om Prakash Manchanda	PGP 1990 Batch	500,000	0.05
7	Mr Prasanjit Datta	PGP 1990 Batch	500,000	0.05



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8	Mr Pushkar Misra	PGP 1990 Batch	500,025	0.05
9	Mr Rajeev Minocha	PGP 1990 Batch	500,000	0.05
10	Mr Rajesh Baheti	PGP 1990 Batch	500,000	0.05
11	Mr Sandeep Ghosh	PGP 1990 Batch	500,000	0.05
12	Mr Sanjay Jain	PGP 1990 Batch	1,000,000	0.10
13	Mr Saurabh Sonthalia	PGP 1990 Batch	1,000,000	0.10
14	Mr Varun Batra	PGP 1990 Batch	1,500,000	0.15
15	Mr Vikas Gattani	PGP 1990 Batch	500,000	0.05
16	Anonymous	PGP 1990 Batch	1,500,000	0.15
17	Anonymous	PGP 1990 Batch	1,500,000	0.15
18	Anonymous	PGP 1990 Batch	1,000,000	0.10
19	Anonymous	PGP 1990 Batch	700,000	0.07
20	Anonymous	PGP 1990 Batch	600,000	0.06
21	Anonymous	PGP 1990 Batch	500,000	0.05
22	Anonymous	PGP 1990 Batch	500,000	0.05
23	Anonymous	PGP 1990 Batch	500,000	0.05
24	Others	PGP 1990 Batch	8,030,539	0.80
25	Re-Purposed Donations	PGP 1987 Batch	1,702,746	0.17
26	Re-Purposed Donations	PGP 2004 Batch	13,409,690	1.34
Total Contributions from Batch (FY21-22)			41,443,000	4.14
A. Total Contributions from Individuals (FY21-22) - (Purposed Donations)			72,806,948	7.28
B. Total Contributions from Corporates (FY21-22) - (Purposed Donations)			9,800,000	0.98
C. Total Contributions from Individuals (FY21-22) - (General Corpus)			173,173,868	17.32
D. Total Contributions from Batch (FY21-22) - (General Corpus)			41,443,000	4.14
E. Interest & Others - (General Corpus)			12,795,843	1.28
Grand Total (A+B+C+D+E)			310,019,659	31.00

Founders of IIMA Endowment Fund (IIMAEF) FY21-22

1	Mr. Arun Duggal (PGP 1974)
2	Mr. Deep Kalra (PGP 1992)
3	Mr. GV Ravishankar (PGP 2004)
4	Mr. Kuldeep Jain (PGP 1999)
5	Mr. Nishith Arora (PGP 2002)
6	Mr. Peeyush Misra (PGP 1999)
7	Mr. Ramesh Mangaleswaran & Ms Meenakshi Ramesh (PGP 1993)
8	Mr. Sandeep Singhal (PGP 1999)
9	Mr. VT Bharadwaj (PGP 2001)
10	Anonymous

Co-Founders of IIMA Endowment Fund (IIMAEF) FY21-22

1	Mr Manish Gupta (PGP 1998)
2	Mr Ranodeb Roy (PGP 1992)
3	Mr Surendra Kumar Jain (PGP 2000)
4	Mr Vindi and Ms Kamini Banga (PGP 1977)

APPENDIX S 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 (Up to June 13, 2021)</p> <p>Neeta Prasad JS (Mgt, ICC & Policy) Ministry of Education Government of India, New Delhi (From June 14, 2021 to September 16, 2021)</p> <p>Shri P.K. Banerjee, ISS (1993) Joint Secretary (Mgt. & MC & Scholarship) Ministry of Education New Delhi, (From September 17, 2021)</p>	<p>Vishal Gupta Professor Indian Institute of Management Ahmedabad (Up to February 18, 2022)</p>
<p>Anju Sharma Principal Secretary (Higher and Technical Education) Education Department, Government of Gujarat Gandhinagar, (Up to July 22, 2021)</p> <p>S J Haider Principal Secretary (Higher and Technical Education) Education Department, Government of Gujarat Gandhinagar, (From July 23, 2021)</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>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>	

APPENDIX T 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) Arindam Banerjee Ph.D. (State University of New York)
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 Dr. Banka Bihari Chand Ph.D. (Bangalore University) Member of the faculty
Chief Financial Officer Umesh Dalal CA/CS/Cost Accounting Member of the Faculty		
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)
Communication		
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)	Mohsen Mohaghegh Ph.D. Ohio State University)
Sanket Mohapatra Ph.D. (Columbia University, New York)	Satish Deodhar Ph.D. (Ohio State University)	Tarun Jain Ph.D. (University of Virginia)
Viswanath Pingali Ph.D. (Northwestern University)		
Finance and Accounting		
Ajay Pandey Fellow (IIMA)	Anirban Banerjee Fellow (IIMC)	Ankit Kariya Fellow (IIMB)
Balagopal Gopalakrishnan Fellow (IIMA)	Ellapulli Vasudevan Ph.D. (Aalto University)	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)	Vineet Virmani Fellow (IIMA)

Human Resource Management		
Aditya Moses Fellow (IIMB)	Biju Varkkey Fellow (NIBM, Pune)	Manjari Singh Fellow (IIMC)
Neha Tripathi Ph.D. (National University of Singapore)	Promila Agarwal 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)	Arun Sreekumar Ph.D. (University of Illinois)	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)	Maya Ganesh Ph.D. (Indian School of Business, Hyderabad)
Prahalad Venkateshan Ph.D. (Case Western Reserve University)	Sachin Jayaswal Ph.D. (University of Waterloo)	Saral Mukherjee Fellow (IIMC)



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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)	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)		
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		
Akhileshwar Pathak Ph.D. (University of Edinburgh)	Amit Karna Fellow (IIMA)	Anish Sugathan Fellow (IIMB)
Anurag K. Agarwal LL.M. (Harvard), LL.D. (University of Lucknow)	Chirantan Chatterjee Ph.D. (Carnegie Mellon University)	Chitra Singla Fellow (IIMB)
M P Ram Mohan Ph.D. (IIT Kharagpur)	Mohammad Fuad Fellow (IIML)	Mukesh Sud Fellow (IIMB)
Sunil Sharma Fellow (IIMA)	Mayank Varshney Ph.D. (National University of Singapore)	
Adjunct Faculty		
Brij Kothari Chirantan Chatterjee Indranil Bose		
Officers		
A MS Rajesh Kanna B.Sc (Physics), M B A (Information System) General Manager – IT	Abhijit Jagam B.Tech., Masters in Marketing & HRM Assistant General Manager – ERP	Ajit Motwani B. Tech, MBA Associate Vice President – Development
Albert Xavier B.Sc./MLM/PGD in IRPM Assistant General Manager - Development - EEP	Ankit P Shah BE, Civil Manager - Civil	Anshul Mehta BE, MBA, LLB HR - Manager
Anurag Choudhury BA, Post Grad. Dip. Mgmt., PGPX (IIMA) Associate Vice President – Alumni & External Partnerships	Avi Dutt B.Tech. , PGPX (IIMA) Associate Vice President - Centre for Transportation & Logistics	Avinash G. Lad BE (Electrical), MBA Assistant General Manager - Electrical
Chandrashekar D. Solanki B.Com, HDSE Manager - Material Reproduction	Debjit Ghatak B.E (Hons.), M.Sc (Hons.), PGPX (IIMA) General Manager-Brij Disa Centre for Data Science and Artificial Intelligence	Diana Joseph B.Sc (Biochemistry), M.Sc (Environmental Science), Manager - Editorial
Dineshkumar D. Joshi Dip. in Mechanical Engineering Dip. in Business Management BA Manager - House Keeping	Gopal Iyer B. Com, PGDBA, Executive Post Graduate Certificate Course in Strategic Management (IIM Kozhikode) Vice President-JSW School of Public Policy	Harish Chopra B. Com, Chartered Accountant Senior Policy Consultant

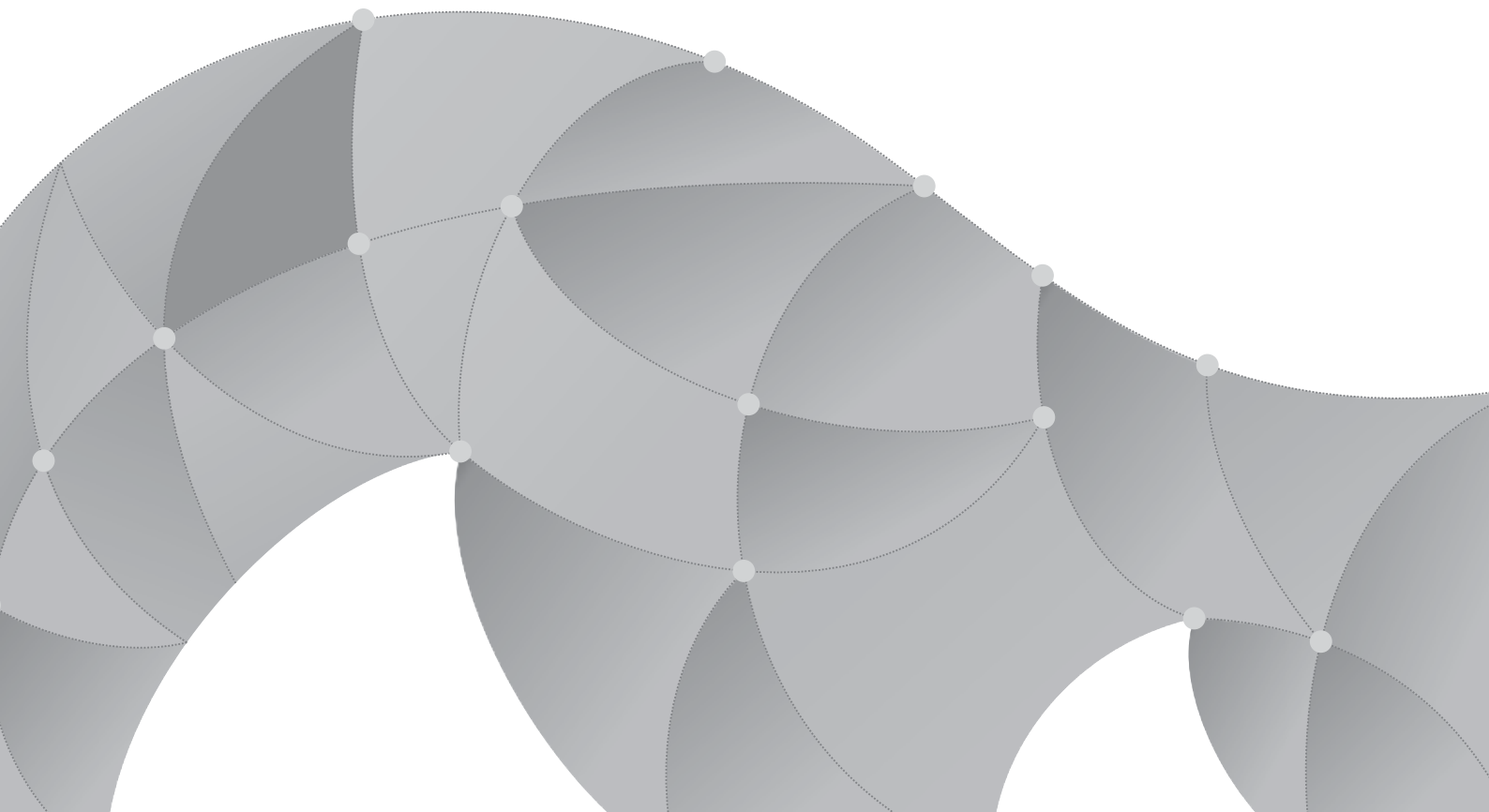
Harish K. Rathod B.Com, M.Com, DTP (Taxation) Manager - Accounts	Harshit Jani B.E., M.E Assistant General Manager - Engineering Services	Himanshu Bhatt B.SC.; Dip EDP&CM Manager – Archives
Ishita Nilesh Solanki P.G.D.in Social Comm.and Media, P.G.D. in Rural Dev.Mgmt., Specialization Dip.in HRM General Manager - Accreditation and Ranking	J.S. Vijayapiriya B.COM., PGDM (HR) Manager - Ph.D. Jagruti Sindhav B.Com., M. Com, CIC Manager-Admissions	Jatin M. Nagori M.Com., LL.B. Dip. in Export Mktg. Mgmt. General Manager - PGPX
Jayant Bhatt M.Sc., Dip. in Computer Science Assistant General Manager – IT Web Services	Kalapi Chetanbhai Shah Chartered Accountant Manager – Finance	Kaushik D. Bhatt M.Com., Second L.L.B. Manager - Accounts
Mansi Parikh B.Com, C.A., Certificate in Information Systems Audit Finance - Manager	Mini Nair B.A, M.A, PGD HRM Manager - India Gold Policy Centre	Mohan Paliwal M.Com., PG Dip. Comp. Sc. Assistant General Manager - IT (Application Services)
Dr. Mukesh Sharma MA (Public Administration), MA (Hindi), M.Phil., Ph.D. Assistant General Manager - Hindi	Dr. Nandlal Maheshwari M.B.B.S Medical Officer	Narendra Kumar Shukla B.E., M.Tech Assistant General Manager - Centre for Digital Transformation
Neeraj Jain BE General Manager – CIIE	Pankajkumar K. Bhatt M.Com. Assistant General Manager Accounts	Pawan Ruikar B.Com., M.A in Public Administration, MBA Assistant General Manager- Placement
Piyush Sharma B.Sc. (Hons.), M.Sc (Hons.), M.B.A Vice President - Ashank Desai Centre for Leadership and Organisational Development	Pradosh V Thiya BA Manager - HR	Pranaya Srivastava B.Tech. (Civil), MBA 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	Premkumar M.B. B.A., M.A., G.D.M.M Manager-PGP
Ram C Kartha BA, MA in Economics & Statistics, MS- Economics, PGPX (IIMA) Associate Vice President-Corporate Relations-PGPX	Ravindranath N. Pandya B.Sc. (Physics), Diploma in EDP and Computer Management, Diploma in Business Entrepreneurship, MBA Assistant General Manager – Stores & Purchase	Richa Nigam Bachelor of Psychology, Master in Cognitive Neuroscience, Ph.D. in Cognitive Neuroscience Research Fellow/Behavioral Lab-In- charge
Saju John BHM Assistant General Manager-Hospitality	Samir Sheth Chartered Accountant Assistant General Manager – PGP	Lt. Cdr. Sanjay Barai (Retd.) B.E., PGCBM Assistant General Manager-Estate
Saurabh Soni BE Manager - Electrical	Dr. Somnath Mitra B.E., M.B.A, Ph.D. General Manager- Centre for Digital Transformation	Sophia Christina B.Sc., M.A. General Manager-Communications
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	Uma Baskaran MA, Diploma in HRM Manager – CMA	Vadher Harendra J. B.E. (Civil), MBA General Manager - Engineering Services and Estate



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Venkateswara Rao Alaparathi B,Com, M.A(Industrial Relations and Personnel Management) Associate Vice President - HR	Victor Pareira M.A. Assistant General Manager – Alumni Relations	Vikas Chaturvedi M.Sc. in Behavioural Science, MBA, B.A (Hons.) Chief Operating Officer - EEP
Vikram Goyal B.H.M., P.G.D.M, IAFD and IATA/UFTAA course Assistant General Manager- PGPX	Vinay Chauhan BE, MBA Assistant General Manager - Contracts	Yuvaraj Jadhav B.E, M.B.A Assistant General Manager-Electrical
Library		
Asha Desai B.Com, M.Com, B.LIB, M.LIB, UGC-NET Assistant Librarian	Hiral T. Patel M.Li.Sc. Deputy Librarian	Mallikarjun Dora B.SC, M.LIB, UGC-NET Assistant Librarian
Muralidharan K.N. M.Lib.Sc., B.Com. Assistant Librarian	Navnath Pawar B.Sc. (Hons.), B.L.I.Sc., M.L.I.Sc., UGC-NET Assistant Librarian	
Permanent Research Staff		
Sonal Kureshi MBA, LL.B., Ph.D.		

FINANCIAL STATEMENTS



भारतीय लेखापरीक्षा और लेखा विभाग
कार्यालय प्रधान निदेशक लेखापरीक्षा (केन्द्रीय)
लेखापरीक्षा भवन, नवरंगपुरा, अहमदाबाद - ३८० ००९



INDIAN AUDIT & ACCOUNTS DEPARTMENT
Office of the Principal Director of Audit (Central)
Audit Bhavan, Navrangpura, Ahmedabad - 380 009

संख्या: प्र.नि./के.ले.प.(व्य.)/प्र.ले.प.प्र./भा.प्र.सं.अहमदाबाद/2022-23/जावक - ५३५
दिनांक : 7-10-2022

सेवा में,
भारत सरकार के सचिव,
शिक्षा मंत्रालय,
माध्यमिक और उच्चतर शिक्षा विभाग,
कमरा नंबर 529 शास्त्री भवन, 'सी' विंग,
नई दिल्ली -110001.

विषय : भारतीय प्रबंध संस्थान, अहमदाबाद के वर्ष 2021-22 के लेखाओं पर पृथक लेखापरीक्षा प्रतिवेदन

महोदय,

भारतीय प्रबंध संस्थान, अहमदाबाद के वर्ष 2021-22 के लेखाओं की लेखापरीक्षा दिनांक 26.07.2022 से 08.08.2022 तक भारत के नियंत्रक महालेखापरीक्षक के वर्ष 1971 के डीपीसी अधिनियम की धारा 19(2) के तहत की गयी थी।

इस पत्र के साथ आपको भारतीय प्रबंध संस्थान, अहमदाबाद की वर्ष 2021-22 की पृथक लेखापरीक्षा प्रतिवेदन संलग्नको एवं प्रबंधन पत्र सहित तथा वर्ष 2021-22 के लेखाओं की सत्यापित प्रति भेजी जा रही है। आगे बताया जाता है की प्रतिवेदन में शामिल कमेंट संख्या E.1 पूर्व के लेखापरीक्षा प्रतिवेदन में भी उल्लेखित किया गया था लेकिन संस्थान के द्वारा कोई कार्यवाही नहीं की गयी है। अतः अनुरोध है की आगामी वर्ष के लेखाओं में इस का ध्यान रखा जावे।

आपसे अनुरोध किया जाता है की इस पृथक लेखापरीक्षा प्रतिवेदन को संसद के दोनों सदनों में रखवाने की व्यवस्था करे। संसद में रखवाये गए दस्तावेजों की मुद्रित प्रति उसके दिनांक के साथ इस कार्यालय को उपलब्ध करावे एवं उसकी एक प्रति भारत के नियंत्रक महालेखापरीक्षक के कार्यालय नई दिल्ली को भी भेजे।

संसद के दोनों सदनों में रखवाने तक इस प्रतिवेदन को गोपनीय माना जावे।

हस्ता/-

उपनिदेशक/के.ले.प. (व्यय)

संलग्न: उपर्युक्त

प्रतिलिपि : निदेशक, भारतीय प्रबंध संस्थान, अहमदाबाद

पृथक लेखापरीक्षा प्रतिवेदन, प्रबंधन पत्र एवं लेखाओं की सत्यापित संलग्न है इसे संसद के दोनों सदनों में रखवाने तक गोपनीय माना जावे। संसद में रखवाये गए दस्तावेजों की मुद्रित प्रति उसके दिनांक के साथ इस कार्यालय को उपलब्ध करावे। मुद्रित प्रतिवेदन में प्रधान निदेशक लेखापरीक्षा (केन्द्रीय) का नाम, पद सहित शामिल करावे।

उप निदेशक/के.ले.प. (व्यय)

अनिर्देशक
३/१०

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 2022.

We have audited the attached Balance Sheet of Indian Institute of Management, Ahmedabad (IIMA) as of 31 March 2022, Income and Expenditure Account and Receipts and Payments Account for the year ended March 31, 2022 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 Education (earstwhile 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 Expenditure: Schedule

B.1 Establishment Expenses (₹ 155.18 crore) (Schedule 14).

As per MHRD Accounting Principles expenditure made on Labour Charges, Daily Wages & Contract Labour shall be booked under Administrative & General Expenses.

During the scrutiny of records it was found by audit that in year 2021-22 institute had paid ₹ 3.76 crore to outsource agencies (₹1.67 crore to Kavach Securities Services Pvt.Ltd& ₹2.09 crore to CIEL HR Services Pvt Ltd) for providing manpower supply to Institute. However, institute had booked these expenses under Establishment Expenses instead of Administrative & General Expenses. This resulted in overstatement of Establishment Expenses as well as understatement of Administrative & General Expenses by ₹ 3.76 crore.

C. Accounting Policy

C.1 Non-disclosure of effects of changes in foreign exchange rate in note to accounts.

As per Accounting Slanderred (AS) 11, effects of changes in foreign exchange rate, the exchange differences arising on the settlement of monetary items or on reporting an enterprise's monetary items at rates different from those at which they were initially recorded during the period, or reported in previous financial statements, should be recognised as income or as expenses in the period in which they arise in the notes to account. The expenditure in foreign currency incurred during the year was as detailed below: -

(₹ in lakh)		
S.No.	Nature of Expenses	Expenses
1	Foreign Travel	0.38
2	Books and case materials	679.26
3	Others	132.18

As per above table though the expenditure incurred in foreign currency during the year had been shown but the effect of changes in foreign exchange rate had not been disclosed in the Notes to accounts.

C.2 Schedule 24 – Contingent Liabilities and Notes to Accounts

As per Note 15 of the 'Guidance Notes for the Second and subsequent years, after change over to the Accrual System' stipulated in the formats of financial statements prescribed by Ministry of Human Resource Development (MHRD), assets acquired from sponsored project funds should be separately disclosed.

During the year 2021-22, the Institute incurred ₹ 23.42 lakh towards capital expenditure out of the funds of the sponsored projects. Such assets should have been disclosed separately. The Notes to Accounts were deficient to that extent.

D. Receipt & Payment Account: Nil

E. General

E.1 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 for the building of main campus. It is the contravention of MHRD guidelines

Grant in Aid

The Grant-in-aid received during 2021-22 was ₹3.25crore. The Institute utilized a sum of ₹3.19 crore. The closing balance of Grant-in-aid for the year was of ₹ 0.41 crore.

Net Effect of Audit: NIL

i. Subject to our observations in preceding paragraphs, we report that the Balance Sheet, Income & Expenditure Account and Receipts and Payments Account dealt with by this report are in agreement with the books of accounts.

ii. In our opinion and to the best of our information and according to the explanations given to us, the said financial statements read together with the Accounting Policies and Notes on Accounts, and subject to the significant matters stated above and other matters mentioned in Annexure to this Audit Report gives a true and fair view in conformity with accounting principles generally accepted in India.

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 2022 and

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 C & AG of India

V.N. Kishore

Pr Director of Audit (Central)

Date: *7-10-2022*

Place: *Ahmedabad*

Annexure- A to Audit Report

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 2021-22.

Adequacy of Internal Control System: - The internal control system is adequate subject to the following:
No Internal Audit wing is constituted till date.

System of Physical verification of fixed assets: Physical verification is being carried out at regular interval.

System of Physical verification of inventory: Physical verification is being carried out at regular interval.

Regularity in payment of statutory dues: The Institute is regular in depositing the statutory dues.


Sr. Audit Officer/CA(E)

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

BALANCE SHEET AS AT MARCH 31, 2022


SOURCES OF FUNDS	Schedule	(₹ in lakh)	
		As at 31-03-2022	As at 31-03-2021
Corpus / Capital Fund	1	51,320.29	37,297.97
Designated/ Earmarked/ Endowment Funds	2	83,269.25	82,810.61
Current Liabilities & Provisions	3	56,305.79	49,345.07
TOTAL		1,90,895.33	1,69,453.65
APPLICATION OF FUNDS			
		As at 31-03-2022	As at 31-03-2021
Fixed Assets			
Tangible Assets	4	4,546.21	5,091.39
Intangible Assets	4	71.47	56.60
Capital Work-in-Progress	4	30,315.02	16,399.08
Investments			
Long Term	5	1,39,999.18	1,34,459.97
Current Assets	6	10,474.51	5,498.05
Loans, Advances & Deposits	7	5,488.94	7,948.56
TOTAL		1,90,895.33	1,69,453.65
Significant Accounting Policies	23		
Notes to Accounts	24		



वरि. लेखापरीक्षा अधिकारी / के.ले.प. (व्यय)

Sr. Audit Officer / CA(E)

कार्यालय प्रधान निदेशक लेखापरीक्षा (केंद्रीय) गुजरात
Office of the Principal Director of Audit (Central), Gujarat
लेखापरीक्षा भवन, नवरांपुरा, अहमदाबाद-३८० ००९
Audit Bhavan, Navrangpura, Ahmedabad-380 009




Errol D'Souza
Director




Umesh Dalal
Chief Financial Officer

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED MARCH 31, 2022

Particulars	Schedule	(₹ in lakh)	
		2021-22	2020-21
INCOME			
Academic Receipts	8	25,874.87	20,201.48
Grants / Subsidies	9	318.63	254.64
Income from Investments	10	1,037.22	708.72
Interest Earned	11	345.98	138.48
Other Income	12	2,640.65	2,034.89
Prior Period Income	13	-	-
Total (A)		30,217.35	23,338.21
EXPENDITURE			
Staff Payment & Benefits (Establishment Expenses)	14	15,518.30	9,080.17
Academic Expenses	15	5,847.70	4,976.60
Administrative and General Expenses	16	1,471.82	1,381.93
Transportation Expenses	17	5.82	3.03
Repairs & Maintenance	18	1,118.33	1,168.65
Depreciation/Amortization	19	1,485.02	1,569.71
Other Expenses	20	45.21	20.62
Prior Period Expenses	21	-	-
Total (B)		25,492.20	18,200.71
Balance being excess of Income over Expenditure (A-B)		4,725.15	5,137.50
Transfer to Designated Fund	22	4,700.00	5,000.00
Balance Being Surplus Carried to Capital Fund		25.15	137.50
Significant Accounting Policies	23		
Notes to Accounts	24		


 वरि. लेखापरीक्षा अधिकारी / के.ले.प. (व्यय)
 Sr. Audit Officer / CA(E)
 कायालय प्रधान निर्यक्त लेखापरीक्षा (केंद्रीय) गुजरात
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 लेखापरीक्षा भवन, नवरंगपुरा, अहमदाबाद-३८० ००९
 Audit Bhavan, Navrangpura, Ahmedabad-380 009




 Errol D'Souza
Director



 Umesh Dalal
Chief Financial Officer

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
RECEIPT AND PAYMENT ACCOUNT FOR THE YEAR ENDED MARCH 31, 2022

	Current Year	Previous Year	PAYMENTS	Current Year	Previous Year	(₹ in lakh)
I. RECEIPTS			I. Expenses			
a) Opening Balances	0.10	0.10	a) Establishment Expenses	9,668.62	8,832.16	
b) Cash balances			b) Academic Expenses	3,041.90	2,388.75	
i. In Rupee accounts	612.44	942.78	c) Administrative Expenses	1,338.59	1,473.39	
ii. In Deposit accounts	738.86	4,692.72	d) Transportation Expenses	5.82	3.17	
iii. Savings accounts	2,670.58	2,214.50	e) Repairs & Maintenance	1,161.48	1,294.32	
iv. In FC accounts	164.70	48.69				
c) Balance with Franchising Machine	0.97	0.51				
II. Grants Received			II. Payments against Earmarked/Endowment Funds	2,152.71	1,406.22	
a) From Government of India	335.00	340.00	III. Payments against Sponsored Projects/Schemes	6,031.72	4,450.79	
b) From State Government	-	-	IV. Payments against Sponsored Fellowships and Scholarships	831.53	431.70	
c) From Other sources	-	-	V. Investments and Deposits made	30,042.95	21,711.48	
III. Academic Receipts	16,192.77	16,367.00	a) Out of Earmarked/Endowment Funds	-	-	
IV. Receipts against Earmarked/Endowment Funds	5,648.83	2,449.94	b) Out of own Funds/ Investment Others	-	-	
V. Receipts against Sponsored Projects/Schemes	10,881.05	8,542.74	VI. Term Deposits with Scheduled Banks	-	6,450.22	
VI. Receipts against Sponsored Fellowships and Scholarships	556.27	335.84	VII. Expenditure on Fixed assets and Capital Works-in-Progress	2,067.34	3,341.65	
VII. Income on Investments from	10,778.70	9,416.91	a) Fixed Assets	14,039.37	6,622.40	
a) Earmarked/Endowment Funds	55.40	-	b) Capital Works-in-Progress (Including Capital Advances)	-	-	
b) Other Investments	-	-	VIII. Other Payments including Statutory Payments	-	9.92	
VIII. Interest received on	1,042.05	1,187.23	a) Security Deposits Given	-	0.68	
a) Bank Deposits	209.89	-	b) Caution Money Deposits Repaid	-	-	
b) Other Interest	832.16	1,187.23	c) Decrease Other Liabilities	-	119.52	
IX. Savings Bank Accounts	136.09	134.10	d) Statutory Liabilities	336.90	-	
IX. Investments Encashed (Including Term Deposits)	24,286.10	14,541.91	IX. Refund of Grants	-	-	
X. Other Income	246.33	177.35	X. Other Payments	11.29	-	
a) Income from Land & Buildings	853.58	825.59	a) Advances to Employee	2.16	1.91	
b) Other	-	-	b) Changes in Stock	-	185.94	
XI. Deposits and Advances	-	388.95	c) Increase/Decrease in TDS Receivable	-	-	
a) Caution Money Deposits Received	239.16	3.14	XI. Closing Balances	0.10	0.10	
b) Deposits Received (Liability)	11.64	0.33	a) Cash balances	386.92	612.44	
c) Deposits Encashed (Asset)	544.81	68.99	b) Bank balances	2,001.00	738.86	
d) Statutory Liability	-	3.14	i. In Rupee accounts	6,425.34	2,070.58	
e) Advances Received Back (Employee)	-	-	ii. In Deposit accounts	84.22	164.70	
XII. Miscellaneous Receipts (Statutory Receipts)	-	-	iii. Savings accounts	1.48	0.97	
III. Any Other Receipts	25.54	31.08	iv. In FC accounts	-	-	
a) Sale of Assets	2,422.21	95.71	c) Balance with Franchising Machine	-	-	
b) Increase Other Liabilities	1,360.06	-				
c) Other Advances	-	-				
d) Decrease in TDS Receivable	-	-				
TOTAL	80,076.17	62,911.25	TOTAL	80,076.17	62,911.25	

Errol D'Souza
Errol D'Souza
Director

Umesh Dabhi
Umesh Dabhi
Chief Financial Officer



वरि. लेखापरीक्षा अधिकारी / के.ले.प. (व्यय)
Sr. Audit Officer / CA(E)
कार्यालय प्रथम निदेशक लेखापरीक्षा (केंद्रीय) गुजरात
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Audit Bhavan, Navrangpura, Ahmedabad-380 009

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 1 - CORPUS/CAPITAL FUND

Sr. No.	Particulars	Balance as At 01-04-2021	Assets Purchased				Interest	Others	(Debited) / Credited during the year	Balance as At 31-03-2022
			Out of Grant (GoI/State Govt.)	Out of Earmarked Funds	Out of Sponsored Projects	Donation / Gift				
1	Corpus Fund	16,619.04	-	-	-	-	1,264.71	-	17,883.75	
2	Capital Fund	20,019.80	-	12,296.77	22.41	1,399.37	-	-	32,785.56	
3	Income & Expenditure Account	595.84	-	-	-	-	-	25.15 (38.12)	582.87	
4	IIMA Society Membership Fund	63.29	-	-	-	-	4.82	-	68.11	
	Total	37,297.97	-	12,296.77	22.41	1,399.37	1,269.53	(12.97)	51,320.29	
	Previous Year	21,597.58	-	14,004.86	314.03	1,092.94	1,272.82	137.50	37,297.97	

- (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
(d) Transferred to Research Fund

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 2 - EARMARKED FUNDS

Sr. No.	Particulars	Balance as at 01-04-2021		Contributions Received	Other Income Earned	Interest on Investment	Internal Transfer within Funds A/c	Appro. from Income & Expenditure Account	Other Adjustments	Capital Expenditure	Revenue Expenditure/ Projects Sanctioned	Balance as at 31-03-2022	
		Endowment	Accumulated Interest										
1	Fund for CKA Programme	880.77	-	-	-	46.78	(530.63)	-	-	-	7.38	389.54	
2	Fund for Alumni Activities	942.70	102.61	-	75.70	75.70	-	-	-	-	26.23	1,094.78	
3	Fund for Expense on Computer	5,669.35	-	-	426.36	426.36	-	-	-	186.92	102.82	5,805.97	
4	Students' Welfare Fund	715.08	138.07	-	45.53	45.53	-	-	-	-	84.64	814.04	
5	Campus & Infrastructure Development Fund	39,381.89	430.02	-	2,777.57	2,777.57	-	4,700.00	-	12,105.21	-	35,184.27	
6	Centre for Innovation & Incubation	82.33	0.17	-	6.21	6.21	-	-	-	-	-	88.71	
7	Research, Publication & Thrust Area Fund	5,620.64	207.67	-	8.23	392.57	530.63	-	38.12 (a)	4.64	232.39	6,552.60	
8	Fund for Conveyance Advance	106.20	-	-	8.23	8.23	-	-	-	-	6.86	114.78	
9	House Building Advance Fund	893.52	-	-	58.68	58.68	-	-	-	-	-	952.20	
10	Faculty, Officers & Staff Development & Welfare Fund	3,977.09	265.18	265.18	38.73	38.73	(64.67)	-	-	-	36.50	4,122.69	
11	Chair Funds	547.42	58.00	58.00	38.73	38.73	(486.44)	-	-	-	169.67	542.98	
12	Endowment Fund (Schedule 2A)	6,289.37	1,42	1,42	419.24	419.24	-	-	-	-	-	6,053.92	
13	-Campus & Infrastructure Development -Research & Publication -Students Aid -Staff Welfare -IIMA Endowment Fund -Others	8,676.84 3,974.99 2,246.15 147.73 292.90 2,365.64	1,389.74 500.00 95.55 - - 19.66	1,389.74 500.00 95.55 - - 19.66	244.31 282.06 128.85 5.78 177.25 489.78	244.31 282.06 128.85 5.78 177.25 489.78	895.93 201.99 (688.84) (71.14) 256.68 (43.71)	-	4,700.00	38.12	1,351.21	2,134.06	83,269.25
	Total	82,810.61	5,151.21	5,151.21	510.69	5,868.82	-	4,700.00	38.12	13,695.14	2,134.06	83,269.25	
	Previous Year	84,300.44	2,446.68	2,446.68	130.40	7,369.17	-	3,000.00	79.42	15,097.80	1,417.70	82,610.61	

Represented by	Balance as at 01-04-2021	Balance as at 31-03-2022
Cash & Bank Balances	-	-
Investments	82,810.61	83,269.25
Interest accrued but not due	-	-

Note for Other Adjustments

(a) Transferred from opening balance of Income and Expenditure Account

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 2A - ENDOWMENT FUNDS

Chair Funds

Sr. No.	Name of Endowment	Balance as at 01-04-2021		Received during the year		Total		Balance as at 31-03-2022	
		Endowment	Accumulated Interest	Endowment	Interest	Endowment	Accumulated Interest	Endowment	Accumulated Interest
1	Chair Funds	2,330.62	1,373.75	-	266.98	2,330.62	1,640.73	2,330.48	1,554.28
	Total	2,330.62	1,373.75	-	266.98	2,330.62	1,640.73	2,330.48	1,554.28

Donation Funds

Sr. No.	Name	Opening		Received during the year		Expenses during the year		Closing	
		Donation	Interest	Donation	Interest	Donation	Interest	Donation	Interest
1	Donation Funds	1,829.32	755.68	1.42	152.26	-	83.22	1,414.15	755.01
	Total	1,829.32	755.68	1.42	152.26	-	83.22	1,414.15	755.01
	Grand Total	4,159.94	2,129.43	1.42	419.24	-	169.67	3,744.63	2,309.29

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 3 - CURRENT LIABILITIES & PROVISIONS

		(₹ in lakh)	
Particulars		As at 31-03-2022	As at 31-03-2021
A. CURRENT LIABILITIES			
1	Deposits from Staff	5.93	8.54
2	Deposits from Students		
	Current Students	223.83	226.21
	Ex-Students	2.86	1.16
3	Deposit-Others (including EMD, Security Deposit, Retention Deposit)	1,196.28	954.51
4	Sundry Creditors		
	For Goods & Services	1,151.52	988.09
	Others (For capital works)	3,158.40	3,477.06
5	Fee Received in Advance	4,778.58	5,545.24
6	Statutory Liabilities		
	Overdue	-	0.28
	Others	544.81	336.62
7	Other Current Liabilities		
	Salaries	458.70	370.81
	Pension	160.93	133.64
	Receipts against Sponsored Projects / Programmes (Schedule - 3A)	4,279.18	3,511.88
	Receipts against Sponsored Fellowships & Scholarships (Schedule - 3B)	282.00	564.26
	Unutilised Grant (Schedule 9)	41.06	261.71
	Service Tax/GST Refundable to Students (PGP-X)	224.63	224.63
	Students Events	307.66	304.70
	Common Admission Test	2,487.37	-
	Other Liabilities	256.08	340.67
	Total A	19,559.82	17,250.01
B PROVISIONS			
1	Superannuation Pension	30,730.70	26,388.90
2	Accumulated Leave Encashment	2,885.09	2,442.13
3	Gratuity	1,854.88	1,805.95
4	Provision for Expenses	1,275.30	1,458.08
	Total B	36,745.97	32,095.06
	Total (A+B)	56,305.79	49,345.07

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 3A - SPONSORED PROJECTS / PROGRAMMES

Sr. No.	Particulars	Balance as at 01-04-2021		Credits during the Year	Debits during the Year	Balance as at 31-03-2022	
		Credit	Debit			Credit	Debit
1	Open Enrollment Programme	1,335.32	-	1,257.51	1,298.79	1,294.04	-
2	Customised Executive Education Programme	942.65	-	620.09	639.92	922.82	-
3	Consultancy Projects	842.01	-	1,948.30	1,548.99	1,241.32	-
4	Research Projects	314.49	9.65	1,200.90	751.09	755.21	0.57
5	Workshop, Seminar, Conferences	33.55	0.06	24.78	33.34	24.99	0.06
6	Others Projects / Programme	43.86	-	19.47	22.53	40.80	-
	Total	3,511.88	9.71	5,071.05	4,294.66	4,279.18	0.63
	Less: GST collected on advance receipts for which invoices are not yet raised		-	-	-	-	-
	Net Total	3,511.88	9.71	5,071.05	4,294.66	4,279.18	0.63

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 3B - SPONSORED FELLOWSHIPS AND SCHOLARSHIPS

Sr. No.	Name of Sponsor	Balance as at 01-04-2021		Transactions during the year	Debit	Balance as at 31-03-2022	
		Credit	Debit			Credit	Debit
1	IIM Scholarship	293.20	-	278.50	293.20	278.50	-
2	Central Government	266.66	-	140.82	407.48	-	-
3	Endowment / Donation Funds	4.40	-	129.95	130.85	3.50	-
	Total	564.26	-	549.27	831.53	282.00	-

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 4 - FIXED ASSETS

Sr. No.	Assets Heads	Depreciation										Net Block	
		As at 01-04-2021	Additions	Deductions	Adjustment	As at 31-03-2022	For the Year	Deductions	Adjustment	As at 31-03-2022	As at 31-03-2022	As at 31-03-2021	
1	Freehold Land	107.00	-	-	-	107.00	-	-	-	-	-	107.00	107.00
2	Buildings	13,673.59	25.67	13.96	-	13,685.30	456.49	11.51	-	12,895.39	789.91	1,223.18	1,223.18
3	Electrical Installation and Equipment	1,171.78	12.22	-	-	1,184.00	47.99	-	-	818.98	365.02	400.79	400.79
4	Plant & Machinery	1,767.79	53.75	-	-	2,30.54	29.69	-	-	1,682.25	62.29	144.19	144.19
5	Office Equipment	2,596.17	240.16	109.51	-	2,726.82	1,674.84	96.68	-	1,752.23	974.59	921.33	921.33
6	Audio Visual Equipment	721.75	72.42	-	-	794.17	88.62	-	-	267.17	527.00	543.20	543.20
7	Computers & Peripherals	3,411.84	399.54	10.46	(50.97)	3,749.95	2,644.17	7.39	(16.76)	3,032.11	717.84	767.67	767.67
8	Furniture, Fixtures & Fittings	2,623.93	29.19	17.71	-	2,635.41	1,737.52	14.72	-	1,822.47	812.94	886.41	886.41
9	Vehicles	44.28	0.17	-	-	44.45	2.49	-	-	30.28	14.17	16.49	16.49
10	Library Books	1,624.26	28.46	0.01	-	1,652.71	40.10	0.01	-	1,583.22	69.49	81.13	81.13
	Total (A)	26,151.39	861.88	151.65	(50.97)	26,810.35	1,351.21	130.31	(16.76)	22,264.14	4,546.21	5,091.39	5,091.39
	Previous Year	25,208.09	1,092.24	148.94	-	26,151.39	1,352.85	131.74	-	21,060.00	5,091.39	5,540.20	5,540.20
11	Capital Work in Progress (B)	16,399.08	14,001.61	85.67	-	30,315.02	-	-	-	-	-	30,315.02	16,399.08
	Previous Year	6,495.42	10,271.29	367.63	-	16,399.08	-	-	-	-	-	16,399.08	6,495.42

Sr. No.	Intangible Assets	Amortization										Net Block	
		As at 01-04-2021	Additions	Deductions	Adjustment	As at 31-03-2022	For the Year	Deductions	Adjustment	As at 31-03-2022	As at 31-03-2022	As at 31-03-2021	
12	Computer Software	224.18	31.32	-	50.97	306.47	50.66	-	16.76	235.00	71.47	56.60	56.60
13	Librant Databases & Periodicals	1,826.66	1,028.14	-	-	2,954.80	1,028.14	-	-	2,954.80	71.47	56.60	56.60
	Total (C)	2,150.84	1,059.46	-	50.97	3,261.27	1,078.80	-	16.76	3,189.80	71.47	56.60	56.60
	Previous Year	999.42	1,151.42	-	-	2,150.84	1,165.85	-	-	2,094.24	56.60	71.03	71.03
	Grand Total (A+B+C)	44,701.31	15,922.65	237.32	-	60,386.64	2,430.01	130.31	-	25,453.94	34,932.70	21,547.07	21,547.07
	Previous Year	32,702.93	12,514.95	516.57	-	44,701.31	2,689.70	131.74	-	23,154.24	21,547.07	12,106.65	12,106.65

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 4A - FIXED ASSETS - PLAN

Sr. No.	Assets Heads	Gross Block				Depreciation				Net Block	
		As at 01-04-2021	Additions	Deductions	As at 31-03-2022	As at 01-04-2021	For the Year	Deductions	As at 31-03-2022	As at 31-03-2022	As at 31-03-2021
1	Freehold Land	90.90	-	-	90.90	-	-	-	-	90.90	90.90
2	Buildings	2,789.61	-	-	2,789.61	53.81	-	-	2,789.61	-	53.81
3	Electrical Installation and Equipment	275.44	-	-	275.44	9.23	-	-	192.38	-	92.29
4	Office Equipment	356.82	-	12.60	344.22	4.15	12.05	-	320.72	83.06	28.20
5	Computers & Peripherals	145.69	0.18	-	145.51	0.05	0.18	-	145.44	23.50	0.12
6	Furniture, Fixtures & Fittings	545.56	-	-	545.56	391.25	-	-	406.68	138.88	154.31
7	Library Books	582.83	-	-	582.83	15.43	-	-	582.83	-	-
	Total	4,786.85	-	12.78	4,774.07	82.67	12.23	-	4,437.66	336.41	419.63
	Previous Year	4,798.83	-	11.98	4,786.85	276.58	11.91	-	4,367.22	419.63	696.28

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 4B - FIXED ASSETS - OTHERS

Sr. No.	Assets Heads	Gross Block				Depreciation				Net Block		
		As at 01-04-2021	Additions	Deductions	Adjustment	As at 31-03-2022	For the Year	Deductions	Adjustment	As at 31-03-2022	As at 31-03-2021	
1	Freehold Land	16.10	-	13.96	-	16.10	-	-	-	-	16.10	16.10
2	Buildings	10,883.98	25.67	13.96	-	10,895.69	402.68	11.51	-	10,105.78	789.91	1,169.37
3	Electrical Installation and Equipment	896.34	12.22	-	-	908.56	38.76	-	-	626.60	281.96	308.50
4	Plant & Machinery	176.79	53.75	-	-	230.54	29.69	-	-	62.29	168.25	144.19
5	Office Equipment	2,239.35	240.16	96.91	-	2,382.60	1,346.22	84.63	-	1,431.51	951.09	893.13
6	Audio Visual Equipment	721.75	72.42	-	-	794.17	88.62	-	-	267.17	527.00	543.20
7	Computers & Peripherals	3,266.15	399.54	10.28	-50.97	3,604.44	412.04	7.21	-16.76	2,886.67	717.77	767.55
8	Furniture, Fixtures & Fittings	2,078.37	29.19	17.71	-	2,089.85	84.24	14.72	-	1,415.79	674.06	732.10
9	Vehicles	44.28	0.17	-	-	44.45	2.49	-	-	30.28	14.17	16.49
10	Library Books	1,041.43	28.46	0.01	-	1,069.88	40.10	0.01	-	1,000.39	69.49	81.13
	Total (A)	21,364.54	861.58	138.87	-50.97	22,036.28	1,268.54	118.08	-16.76	17,826.48	4,209.80	4,671.76
	Previous Year	20,409.26	1,092.24	136.96	-	21,598.44	1,247.27	119.83	-	16,692.78	4,671.76	4,843.92
11	Capital Work in Progress (B)	16,399.08	14,001.61	85.67	-	30,315.02	-	-	-	-	30,315.02	16,399.08
	Previous Year	6,495.42	10,271.29	367.85	-	10,599.08	-	-	-	-	16,399.08	6,495.42
Sr. No.	Intangible Assets	As at 01-04-2021	Additions	Deductions	Adjustment	As at 31-03-2022	For the Year	Amortization	Adjustment	As at 31-03-2022	As at 31-03-2021	As at 31-03-2021
12	Computer Software	224.18	31.32	-	50.97	306.47	50.66	-	16.76	235.00	71.47	56.60
13	Library Database & Periodicals	1,926.66	1,028.14	-	-	2,954.80	1,028.14	-	-	2,954.80	-	-
	Total (C)	2,150.84	1,059.46	-	50.97	3,261.27	1,078.80	-	16.76	3,189.80	71.47	56.60
	Previous Year	999.42	1,151.42	-	-	2,150.84	1,165.85	-	-	2,094.24	56.60	71.03
	Grand Total (A+B+C)	39,914.46	15,922.65	224.54	-	55,612.57	2,347.34	118.08	-	21,016.28	34,596.29	21,127.44
	Previous Year	27,904.10	12,514.95	504.59	-	39,914.46	2,413.12	119.83	-	18,787.02	21,127.44	11,410.37

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 5 - INVESTMENTS FROM EARMARKED / ENDOWMENT FUNDS

		(₹ in lakh)	
Sr. No.	Particulars	As at 31-03-2022	As at 31-03-2021
	Long Term		
1	In Central Government Securities	92,753.56	79,905.33
2	In State Government Securities	16,708.56	16,708.56
3	Bonds	15,044.27	20,012.86
4	Term Deposits with banks & others	12,214.14	15,131.65
		1,36,720.53	1,31,758.40
	Premium paid on acquisition of investments (to be written off over the maturity period)	3,278.65	2,701.57
	Total	1,39,999.18	1,34,459.97

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 6 - CURRENT ASSETS

Sr. No.	Particulars	(₹ in lakh)	
		As at 31-03-2022	As at 31-03-2021
1	Stock		
	a) Electrical Material	14.45	7.46
	b) Stationery	23.08	21.70
	c) Others	15.20	21.41
		52.73	50.57
2	Sundry Debtors		
	a) Debts Outstanding for a period exceeding six months	247.11	314.37
	b) Others	1,275.61	912.48
		1,522.72	1,226.85
3	Cash and Bank Balances		
	a) With Scheduled Banks:		
	In Current Accounts		
	Rupee Account	386.92	612.44
	FC Account	78.66	100.39
	In Term Deposit Accounts		
	In Savings Accounts	2,001.00	738.86
	Rupee Account	6,425.34	2,670.58
	FC Account	5.56	64.31
		8,897.48	4,186.58
	b) Cash on hand	0.10	0.10
	c) Balance with Franking Machine	1.48	0.97
4	Current Investment - Out of Earmarked / Endowment Funds		
	a) Equity Shares (Received as Donation)	-	32.98
	TOTAL	10,474.51	5,498.05

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 7 - LOANS, ADVANCES & DEPOSITS

Sr. No.	Particulars	As at		As at
		31-03-2022	31-03-2021	
1	Advances to Employees: (Non-interest bearing)			
	a) Festival	-	4.04	11.23
	b) Other	22.52	7.19	
2	Advances and Other Amounts Recoverable in Cash or in Kind or for Value to be Received			
	a) Capital Advances	62.78	62.78	
	b) Advances to Others	32.28	165.14	
	c) Students	1.37	1.38	
	d) GST/Service Tax Input Credit Receivable	0.27	0.27	
	e) Service Tax/GST Paid under Protest (PGP-X)	224.63	224.63	
	f) TDS Receivable under Income Tax & GST Laws	565.81	1,925.87	
	g) Service Tax Paid against demand orders (For earlier years)	15.62	14.81	2,394.88
3	Prepaid Expenses			
	a) Insurance	164.58	28.98	
	b) Other expenses	258.11	272.16	301.14
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	6.80	18.44	124.98
5	Income Accrued			
	a) On Investments		-	5,106.62
6	Other Current Assets receivable from Grant/Sponsored Projects			
	a) Debit balances in Sponsored Projects		0.63	9.71
	Total		5,488.94	7,948.56

(₹ in lakh)

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 8 - ACADEMIC RECEIPTS

Particulars	2021-22	2020-21
FEES FROM STUDENTS		
Academic		
1. Tuition Fee	11,625.60	10,527.67
2. Admission Fee	164.92	183.94
3. Academic Support	3,189.14	2,925.98
4. International Immersion Programme	232.00	69.69
Total (A)	15,211.66	13,707.28
Examinations		
1. Admission Test Fee - CAT (Net)	174.56	219.48
2. Mark Sheet, Certificate Fee	15.11	22.62
Total (B)	189.67	242.10
Other Fees		
1. Fine / Miscellaneous Fee	163.13	59.22
2. Medical Fee	24.72	24.64
3. Hostel Fee	1,061.37	616.74
4. Mess Charges	188.50	86.15
Total (C)	1,437.72	786.75
Other Academic Receipts		
(a) Executive Education Programmes		
1. Registration Fee for Workshops, Programmes	5,909.89	4,050.78
2. Registration Fee for Customised Executive Education Programme	3,103.13	1,391.95
	9,013.02	5,442.73
(b) Registration Fees (Academic Staff)		
	22.80	22.62
Total (D)	9,035.82	5,465.35
GRAND TOTAL (A+B+C+D)	25,874.87	20,201.48

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 9 - GRANTS / SUBSIDIES (IRREVOCABLE GRANTS RECEIVED)

Particulars	Government of India		Total 2021-2022	Government of India		Total 2020-2021
	FPM	CMA		FPM	CMA	
	(₹ in lakh)					
Balance Brought forward	244.05	17.66	261.71	225.43	-	225.43
Add: Grants received/receivable during the year	-	325.00	325.00	-	340.00	340.00
Add: Interest received during the year	17.03	-	17.03	18.62	-	18.62
Total	261.08	342.66	603.74	244.05	340.00	584.05
Less: Refund	244.05	-	244.05	-	-	-
Balance	17.03	342.66	359.69	244.05	340.00	584.05
Less: Utilised for Capital expenditure	-	-	-	-	-	-
Balance	17.03	342.66	359.69	244.05	340.00	584.05
Less: Utilized for Revenue Expenditure (A)	-	318.63	318.63	-	254.64	254.64
Less: Utilized for Revenue Expenditure Deficit for Previous Years	-	-	-	-	67.70	67.70
Balance Carried forward (B)	17.03	24.03	41.06	244.05	17.66	261.71

A- Appears as Grant Income in the Income & Expenditure Account.

B- Appears under Current Liabilities in the Balance Sheet in Schedule 3.

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 10 - INCOME FROM INVESTMENTS

Particulars	(₹ in lakh)	
	2021-22	2020-21
1. Interest		
a. On Government Securities	7,449.22	6,591.33
b. Other Bonds	2,000.80	2,102.88
2. Interest on Term Deposits	1,042.05	2,128.96
3. Dividend on Shares	-	974.00
Total	10,492.07	11,797.17
Less :		
1. Transferred to Earmarked/Endowment Funds	5,888.82	7,369.17
2. Transferred to Project Account	22.09	8.40
3. Transferred to Grant Account	17.03	18.62
4. Transferred to Corpus Fund	1,269.53	1,272.82
5. Transferred to Provision for Retirement Benefit Account	2,257.38	2,419.44
Total	9,454.85	11,088.45
Total	1,037.22	708.72

SCHEDULE 11: INTEREST EARNED

Particulars	(Amount in lacs)	
	2021-22	2020-21
1. On Savings Accounts with Scheduled Banks	136.09	134.10
2. On Income Tax Refund	206.07	-
3. On Other Deposits	3.82	4.38
Total	345.98	138.48

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 12- OTHER INCOME

Particulars	2021-22	2020-21
A. Income from Land & Buildings		
1. Hostel Room Rent	9.49	15.12
2. License fee	32.01	26.14
3. Hire Charges of Auditorium/Play ground/Convention Centre, etc	93.64	83.76
4. Facilities (MDC/ IMDC/New Campus etc.)	93.76	39.66
Total A	228.90	164.68
B. Others		
1. Income from Consultancy	1,071.18	809.56
2. Income from Research Projects	453.57	215.37
3. Placement Fee	611.58	625.47
4. Profit on Sale of Investments	31.42	6.57
5. Profit on Sale/Disposal of Assets - Own Assets	12.00	15.88
6. Photocopy recovery charges	26.13	6.91
7. Misc. Receipts (Sale of tender form, penalty recovered, Overhead Income etc.)	205.87	190.45
Total B	2,411.75	1,870.21
Total (A+B)	2,640.65	2,034.89

SCHEDULE 13- PRIOR PERIOD INCOME

Particulars	2021-22	2020-21
	-	-
Total	-	-

SCHEDULE 14- STAFF PAYMENTS & BENEFITS (ESTABLISHMENT EXPENSES)

Particulars	(₹ in lakh)			
	Teaching	Non-Teaching	Unallocable	2021-22
Non Plan				2020-21
a) Salaries and Wages	3,656.97	2,734.36	-	6,391.33
b) Allowances and Bonus	-	5.20	-	4.63
c) Contribution to Provident Fund	36.30	12.72	-	70.02
d) Staff Welfare Expenses	-	-	40.31	17.81
e) Retirement and Terminal Benefits (Refer Schedule 14A)	3,093.70	2,313.20	-	5,406.90
f) LTC Facility	25.15	19.17	-	75.96
g) Medical Facility	38.02	111.02	-	110.18
h) Children Education Allowance	10.49	36.23	-	46.72
Total A	6,860.63	5,231.90	40.31	12,132.84
Other Establishment Expenses				
a) CMA Project	198.08	101.84	-	228.29
b) Consultancy Projects	517.13	71.61	-	529.73
c) Research Projects	22.34	247.90	-	159.79
d) Centre Activities	-	60.69	-	8.30
e) Customised Executive Education Programme	1,000.48	147.95	-	556.94
f) Open Enrolment Programme	840.46	176.98	-	627.11
Total B	2,578.49	806.97	-	3,385.46
TOTAL	9,439.12	6,038.87	40.31	15,518.30
				9,080.17

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE 14 A - EMPLOYEES RETIREMENT AND TERMINAL BENEFITS

Particulars	Pension	Gratuity	Leave Encashment	₹ in lakh)	
				2021-22	2020-21
Opening Balance as on 1.4.2021	26,388.90	1,805.95	2,442.13	30,636.98	30,146.75
Addition: Interest credited to Fund	1,944.37	133.07	179.94	2,257.38	2,419.44
Addition: Amount received from other organisation	44.25	9.34	5.59	59.18	24.78
Total (a)	28,377.52	1,948.36	2,627.66	32,953.54	32,590.97
Less: Actual Payment during the Year (b)	1,881.94	314.44	266.70	2,463.08	2,135.75
Balance Available on 31.03.2022 (c=a-b)	26,495.58	1,633.91	2,360.97	30,490.46	30,455.22
Provision required on 31.03.2022 as per Actuarial Valuation (d)	30,730.70	1,854.88	2,885.09	35,470.67	30,636.98
A. Provision to be made in the Current year (d-c)	4,235.12	220.97	524.12	4,980.21	181.76
B. Contribution to New Pension Scheme				413.97	347.35
C. Travel to Hometown on Retirement				12.72	2.87
Total (A+B+C)				5,406.90	531.98

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 15 - ACADEMIC EXPENSES

Particulars	(₹ in lakh)	
	2021-22	2020-21
Non Plan		
A - Academic Expenses		
a) Field work/Participation in Conferences	12.24	4.68
b) Payment to Visiting Faculty	176.39	164.87
c) Admission Expenses	53.83	121.93
d) Convocation Expenses	34.35	24.45
e) Stipend/Means-cum-Merit Scholarship	1,295.95	1,307.38
f) Books & Case Materials	462.21	450.62
g) Electricity - Students	94.19	71.54
h) Medical expenses	32.83	35.57
i) Misc. Expenses	220.11	141.02
j) Placement Expenses	91.74	90.02
k) Student's Exchange Programme	1.31	1.32
l) International Immersion	78.67	70.69
m) Library Expenses	1.12	9.61
n) Marketing, Promotion Development Exps	24.75	36.72
o) Technology Partner for E-PGP Course	354.17	360.84
Total A	2,933.86	2,891.26
B - Projects / Programmes Expenses		
a) Open Enrolment Programme	1,651.05	1,394.57
b) Workshops, Conferences etc.	0.89	17.86
c) Customised Executive Education Programme	203.73	61.39
d) Consultancy Projects	194.84	103.46
e) Faculty Development Programme	0.23	0.52
f) Research Projects	137.16	22.48
g) CMA Other Expenses	18.71	26.35
h) Centre Activities	0.89	7.30
i) Faculty & Professional Development Expenses	115.55	80.76
Total B	2,323.05	1,714.69
C - Common Expenses - Facilities Used		
a) House Keeping Charges	245.32	142.24
b) Mess Charges	269.84	149.89
c) Electricity Charges	63.48	58.71
d) Repair & Maintenance (related to building, furniture & equipment)	11.20	18.39
e) Miscellaneous Expenses	0.95	1.42
	590.79	370.65
Total (A+B)	5,847.70	4,976.60

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 16 - ADMINISTRATIVE AND GENERAL EXPENSES

Particulars	2021-22	2020-21
Non Plan		
A Infrastructure		
a) Electricity and Power	120.24	183.85
b) Water Charges	35.51	41.43
c) Insurance	49.74	32.89
d) Rent, Rates and Taxes (including Property Tax)	67.18	49.93
Total A	272.67	308.10
B Communication		
a) Postage and Stationery	2.08	2.25
b) Telephone, Fax and Internet Charges	55.37	39.02
Total B	57.45	41.27
C Others		
a) Printing and Stationery	33.68	32.97
b) Travelling and Conveyance Expenses	37.55	17.58
c) Hospitality	41.51	24.04
d) Auditors Remuneration		
- Statutory Audit	6.65	8.40
- Others	0.30	14.10
e) Professional / Legal Charges	188.14	86.82
f) Advertisement and Publicity	15.41	17.54
g) Security Charges	270.91	264.64
h) GST borne by the Institute	314.04	358.00
i) Staff Mess Expenses	22.11	19.31
j) Misc. Expenses	131.18	94.40
l) Bank Commission	4.58	5.54
m) Alumni Expenses	-	22.14
n) Consumption of Spares	75.64	67.08
Total C	1,141.70	1,032.56
TOTAL (A+B+C)	1,471.82	1,381.93

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 17-TRANSPORTATION EXPENSES

Particulars	(₹ in lakh)	
	2021-22	2020-21
Non Plan		
1 Vehicles (owned by Institution)		
a) Running expenses	3.51	1.68
b) Repairs & maintenance	1.71	0.99
c) Insurance expenses	0.60	0.36
Total	5.82	3.03

SCHEDULE 18 - REPAIRS & MAINTENANCE

Particulars	(₹ in lakh)	
	2021-22	2020-21
Non Plan		
a) Buildings	237.39	284.05
b) Furniture & Fixtures	32.75	59.66
c) Office Equipments	55.96	64.67
d) Computers	203.81	155.01
e) Estate Maintenance	588.42	605.26
Total	1,118.33	1,168.65

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 19 - DEPRECIATION/AMORTIZATION

Particulars	2021-22	2020-21
Depreciation on Tangible Assets	1,351.21	1,523.85
Amortization of Intangible Assets	1,078.80	1,165.85
	2,430.01	2,689.70
Less : Transferred from Capital Funds	944.99	1,119.99
Total	1,485.02	1,569.71

SCHEDULE 20 - OTHER EXPENSES

Particulars	2021-22	2020-21
Non Plan		
a) Irrecoverable Balances Written off (Net)	39.02	20.62
b) Provision for Doubtful Debts	6.19	-
Total	45.21	20.62

SCHEDULE 21 - PRIOR PERIOD EXPENSES

Particulars	2021-22	2020-21
	-	-
Total	-	-

SCHEDULE 22 - TRANSFER TO DESIGNATED FUND

Particulars	2021-22	2020-21
a) Campus & Infrastructure Development Fund	4,700.00	4,000.00
b) Fund for Computer Expenses	-	1,000.00
Total	4,700.00	5,000.00

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 23: SIGNIFICANT ACCOUNTING POLICIES

1. ACCOUNTING CONVENTION

The financial statements are prepared in accordance with the Indian Generally Accepted Accounting Principles (I-GAAP) under the historical cost convention on the accrual basis of accounting and Accounting Standards as Notified by the Institute of Chartered Accountants of India.

The financial statements are broadly prepared on the basis of the format prescribed by the Ministry of Education for Central Higher Educational Institutions.

2. USE OF ESTIMATES

The preparation of Financial Statement 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.

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 23: SIGNIFICANT ACCOUNTING POLICIES

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%.

The rates of depreciation are different than the rates prescribed under the Revised Format of Accounts of Central Educational Institution (CEIs). The Institute provides depreciation on assets at the rates listed below:

Sl.	Nature of Asset	Rate of Depreciation
1.	Building-Campus	5/10 %
2.	Electrical Installation	10%
3.	Plant & Machinery	15%
4.	Office Equipment	15%
5.	Audio Visual Equipment	15%
6.	Computer & Peripherals	40%
7.	Furniture, Fixtures & Fittings	10%
8.	Vehicles	15%
9.	Library Books	40%

Amortization of Intangible Assets

Computer Software is amortized at the rate of 40%. Library database and journals are amortized at the rate of 100% which is different than the rate prescribed (40%) under the Revised Format of Accounts of Central Educational Institution (CEIs). 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.

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 23: SIGNIFICANT ACCOUNTING POLICIES

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 and the same has been allocated in the ratio of the average monthly closing balances in each fund. 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.

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 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

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.

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 23: SIGNIFICANT ACCOUNTING POLICIES

Income from ongoing Research Projects, Consultancy Projects and Open Enrolment Programs, at year-end, is recognized in Income & Expenditure Account to the extent of expenditure incurred and proportionate Institute's share appropriated during the year under the respective project/ program, if any. Income from Blended Learning Programs and Customized Education Programs is recognized on an accrual basis.

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 is allocated to respective account based on average rate of interest earned on average 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.

Assets and Liabilities in foreign currency 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.

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. Capital Grants 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 expenses are incurred.

Unutilized grants are carried forward and exhibited as a liability in the Balance sheet.

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 23: SIGNIFICANT ACCOUNTING POLICIES

12. 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.

13. 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.

14. 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) (i) Service Tax demands in dispute
Rs. 539.46 lakh (Previous year Rs. 539.46 lakh).
- (ii) Institute has deposited service tax / GST under protest for PGP-X course. As on March 31, 2022, **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.
- (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
District Consumer Disputes Redressal Forum	1	Demanding refund of ePGD – ABA commitment fees on withdrawal from Programme	Unascertainable
High Court	12	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. PIL for Reservation Matter E PGP degree nomenclature matter	Unascertainable

2. UNEXECUTED CAPITAL CONTRACT

Unexecuted Capital Contract (Net of Advances) is **Rs. 21,202.74 lakh** (Previous year Rs. 25,791.30 lakh), which shall be utilized from Earmarked Funds & Donations.

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 24: OTHER NOTES TO ACCOUNTS

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 order dated August 31, 2021 vide document identification number AAATI1247FC2002901 from the Office of the Principal Commissioner of Income Tax. It will be in force from AY 2022-23 to AY 2026-27.

5. EXPENDITURE IN FOREIGN CURRENCY

(Rs. in Lakh)

Particulars	2021 – 2022 Rs.	2020 – 2021 Rs.
a) Foreign Travel	0.38	NIL
b) Books and Case Materials	679.26	812.50
c) Others	132.18	250.59

6. EARNING IN FOREIGN CURRENCY

(Rs. in Lakh)

Particulars	2021 – 2022 Rs.	2020 – 2021 Rs.
a) Project, Program, Donations & Fees Income	1046.98	398.80
b) Placement Income	48.19	66.53

- 7.** Consolidated salary for contractual employees has been changed to a scaled salary (in line with CPC pay matrix) with effect from 1st November 2021.

The actuarial valuation as at 31st March 2022 for retirement benefits includes valuation (previous year: Nil) for such employees as under:

For Gratuity: Rs. 49.12 Lakh
For Leave Encashment: Rs. 145.50 Lakh

8. Disclosure of Related Party Transactions

There are no Related Party Transactions during the year, (Previous Year Rs. Nil).

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

SCHEDULE 24: OTHER NOTES TO ACCOUNTS

9. Due to Micro, Small and Medium Enterprise and confirmations:

Particulars	2021 - 2022 Rs.	2020 - 2021 Rs.
Principal amount and interest due thereon remaining unpaid to any supplier as at the end of each accounting year		
- Principal	455.98	283.87
- Interest	-	-
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.	0.16	-
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).

- 10.** Corresponding figures for the previous year have been regrouped / rearranged wherever necessary to confirm current year's presentation.

वरि. लेखापरीक्षा अधिकारी / के.ले.प. (व्यय)
Sr. Audit Officer / CA(E)
कार्यालय प्रधान निदेशक लेखापरीक्षा (केंद्रीय) गुजरात
Office of the Principal Director of Audit (Central), Gujarat
लेखापरीक्षा भवन, नवरंगपुरा, अहमदाबाद-३८० ००९
Audit Bhavan, Navrangpura, Ahmedabad-380 009

Errol D' Souza
(Director)


Umesh Dalai
(Chief Financial Officer)



INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD PROVIDENT FUND BALANCE SHEET AS AT 31ST MARCH, 2022					
LIABILITIES MEMBERS ACCOUNT	As at March 31, 2022		As at March 31, 2021		(Rs. In Lakhs)
	Rs.	Rs.	Rs.	Rs.	
SUBSCRIPTION ACCOUNT:(CPF) (including voluntary subscription) Balance as on 1st April 2021 Received/Transferred during the year Interest credited during the year Additional Interest credited @ 0.95 during the year	1,955.63	2,305.56	2,670.43	303.77	303.77
	132.51	205.36	-	128.57	128.57
Less : - 1. Payment to employees leaving the Institute	237.21	2182.59	-	504.79	504.79
2. Adjustment of non-refundable loan paid	5.88	243.09	714.80	49.74	49.74
			1,955.63	323.00	323.00
Less : - 1. Payment to employees leaving the Institute	1,178.54	1,149.55	-	200.00	200.00
2. Adjustment of non-refundable loan paid	146.83	112.64	1,955.63	275.00	275.00
Additional Interest credited during the year	80.55	81.39	-	398.00	398.00
Additional Interest credited @ 0.95 during the year	10.01	1,415.93	1,343.58	170.00	170.00
				99.25	99.25
				300.00	300.00
				292.50	292.50
				2,436.00	2,436.00
				2,436.00	2,436.00
Less : - 1. Payment to employees leaving the Institute	255.03	154.34	1,655.04	375.00	375.00
2. Adjustment of non-refundable loan paid	8.40	10.70	1,178.54	300.00	300.00
CONTRIBUTION OF INSTITUTE (CPF)	921.68	1,036.21	1,167.99	375.00	375.00
Balance as on 1st April 2021	54.76	65.73	157.19	37.19	37.19
Addition/Transferred during the year	61.46	66.05	1,167.99	350.00	350.00
Interest credited during the year	10.12	1,048.02	-	500.00	500.00
Additional Interest credited @ 0.95 during the year				500.00	500.00
				1,594.98	1,594.98
Less : - 1. Payment to employees leaving the Institute	168.61	246.31	246.31	91.08	91.08
				4.86	4.70
				95.94	137.74
SUNDRY CREDIT BALANCES- EX STAFF	5.07	2.71	2.71	70.23	68.59
INTEREST STABILISATION FUND	245.44	245.44	245.44	24.95	28.16
PROVISIONS FOR AUDIT FEES	0.47	0.53	0.53	-	1.12
PROVISION FOR ADDITIONAL INTEREST	237.62	196.51	237.62	6.12	4.49
Balance as on 1st April 2021	125.94	41.11	237.62	23.62	5.21
Add : - Transferred from Income & Expenditure A/c	41.04	-	4,543.15	4,544.91	4,542.15
Less : - Paid During the Year					
TOTAL			4,543.15	4,544.91	4,542.15

Errol D'Souza
Errol D'Souza
Director


Umesh Dalal
Umesh Dalal
Chief Financial Officer

वरि. लेखापरीक्षा अधिकारी / के.ले.प. (व्यय)
Sr. Audit Officer / CA(E)
कार्यालय प्रधान निदेशक लेखापरीक्षा (केन्द्रीय) गुजरात
Office of the Principal Director of Audit (Central), Gujarat
लेखापरीक्षा भवन, नवरंगपुर, अहमदाबाद-३८० ००९
Audit Bhavan, Navrangpura, Ahmedabad-380 009

Date:
Place: Ahmedabad

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PROVIDENT FUND INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDING 31ST MARCH 2022

EXPENDITURE	Rs. In Lakh				
	2021-22	2020-21	INCOME	2021-22	2020-21
Int.paid / credited to members account	277.52	306.74	Interest on Investments	327.34	348.23
Audit / Professional Charges	0.47	0.53	Gain on Investment in UTI-LIQUID FUND	0.16	0.16
Miscellaneous Exp.	0.01	0.01	Gain on Investment in UTI-NIFTY Index Fund	76.37	-
Amount Transferred to Provision for Additional Interest Account in Balance Sheet	125.94	41.11	Miscellaneous Balance Written Back	0.07	-
TOTAL	403.94	348.39	TOTAL	403.94	348.39


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 Audit Bhavan, Navrangpura, Ahmedabad-380 009


 Errol D'Souza
 Director


 -Umesh Dalal
 Chief Financial Officer

Date:
Place: Ahmedabad



विद्याविनियोगाद्विकासः

INDIAN INSTITUTE *of* MANAGEMENT AHMEDABAD
भारतीय प्रबंध संस्थान अहमदाबाद

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