



**Thirty-Fifth Annual Report 2009-2010**  
**Indian Institute of Management Bangalore**



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## CHAIRMAN'S MESSAGE



Shri Mukesh D Ambani

**D**uring the last year, the Indian Institute of Management Bangalore (IIMB) moved forward significantly on all fronts in active fulfilment of the Institute's Long Term Vision to become a research intensive institute with a focus on emerging markets and hi-tech entrepreneurship.

IIMB continued to sustain its leading position among Management Schools globally. For the second consecutive year, the Institute has been ranked as the number one business school in South & Central Asia by Eduniversal in Paris. IIMB was also ranked number six in the Asia-Pacific region in the QS Global 200 Business Schools 2009 survey – the only school in India amongst the top ten.

Notably, we now have one of the largest pools of faculty in the country, with the addition of teaching and research staff from the best of global universities. IIMB instituted three Young Faculty Research Chairs with a view to identify, encourage and support world-class scholarship within the Institute. I am also gratified to note that the work done by the faculty has resulted in a number of them being recognised in international academic fora. Not surprisingly, the year also witnessed significant growth in the intake of doctoral students, resulting in IIMB becoming the leader in doctoral education.

In the current academic year the intake of students in all the Institute's long term programmes rose significantly. With over 500 students graduating in 2009-10, the Institute is pursuing its goal to broaden its academic offering as well as build capacity in each of its programs. With over 1200 students on campus, the Institute had drawn up plans to expand the infrastructure required to effectively manage the increased student strength.

Strengthening its interaction with and support to industry, the Institute has significantly increased its focus on short-term and medium term Executive Education programmes. Our emphasis has been on developing leadership skills of managers and enhancing their competencies in critical thinking, decision making and leadership for the global business environment.

To encourage the not-for-profit as well as the entrepreneurship segments, IIMB launched innovative initiatives for students seeking to work in these areas. The Institute's Centres of Excellence contributed significantly to their communities and eco-systems during the period. The designation of the IIMB Centre for Public Policy (CPP) by the Ministry of Urban Development (MoUD) as a Centre of Excellence in the area of Urban Development is just one example of the recognition of the work done by these Centres.

I am pleased to report the progress made by IIMB in the last twelve months, which has laid the foundation for making the transition from being one of India's most respected business schools to an internationally acknowledged centre for management thinking and practice.

I offer my thanks and best wishes to the entire IIMB community as well as all our stakeholders, alumni and well-wishers for their efforts and support to make 2009-10 a significant year for the Institute.

A handwritten signature in black ink, appearing to read 'Mukesh D Ambani', written in a cursive style.

**Mukesh D Ambani**  
*Chairman*

November 26, 2010



Professor Pankaj Chandra

## DIRECTOR'S REPORT

**I**t is with great pride and pleasure that I bring to you the highlights of IIM Bangalore's achievements in the academic year 2009 – 2010. The past year was a year of many firsts for IIMB.

1. Eduniversal, an unit of French consulting firm SMBG selected IIMB as the Number 1 B-School in India for the second consecutive year.
2. IIMB launched its one-year full time Executive Post Graduate Programme in Management (EPGP) on April 03, 2009. This programme is targeted at mid-career professionals and is an intensive one year programme designed to enhance skills and capabilities essential for responsible positions at senior management levels. 70 students were admitted to the Programme in the 2009 batch.
3. During the year 2009-2010, the Office of International Affairs was established and the Student Exchange Programme (SEP) was merged with this office. This initiative was to reflect its broader mandate in seeking and forging international partnerships that will enable wider intellectual exchange via faculty and doctoral student exchange, in addition to its current activity of managing graduate student exchange. Three MoUs were signed by the PGP Department with Escola de Administracao de Empresas de Sao Paulo da Fundacao Getulio Vargas, Sao Paulo, Brazil; HEC, Paris, France (for link programme) and The University of Texas, Austin (USA) bringing the current number of IIMB global partner schools to 95.
4. The IIMB Alumni Association Trust (IIMBAA) was created on September 29, 2009. The trust

has the Director, Deans, Chairperson and Head Alumni as Trustees. IIMBAA has 12 Chapters across the world.

5. As part of its long term vision, the Institute implemented ERP (Enterprise Resource Planning), to drive the growth of IIMB over the next decade. In July 2009, IIMB selected SunGard Higher Education's 'Banner Unified Digital Campus' (Banner UDC) solution to meet the present and future requirements of the Institute. Banner UDC will enhance efficiencies in course administration, improve student services, and enhance capabilities for collaboration with Institutions in India and worldwide. IIMB has procured and installed Banner UDC software, Oracle RDBMS, Dell Servers and other supporting software required to run ERP in a secure networked environment.
6. Peer Review Team visit of EQUIS – IIMB is making an endeavour to obtain European Quality Improvement System (EQUIS) certification from European Foundation Management Education (EFMD). This quality assessment system builds on existing national accreditation associations working in the field of management education and provides an accreditation framework at an international level, based on a set of criteria for business schools of high national and international standing. The Peer Review Team of EFMD visited IIMB campus in March, 2010, to assess academic and research quality, along with students learning environment.

### **Fellow Programme in Management:**

The Fellow Programme in Management (FPM) is the doctoral programme of the Institute, which is designed to prepare students for careers in teaching and research. 24 students were admitted to this programme during the past year. This includes 4 each in Corporate Strategy & Policy and Public Policy, 3 each in Finance and Control, Marketing and Quantitative Methods & Information Systems, 2 in Production and Operations Management and one each in Public Systems and Economics & Social Sciences.

### **Post Graduate Programme in Management:**

The curriculum of the flagship programme is being constantly updated to make the programme more relevant to the changing environment. 67 students from the Institute spent one term in reputed business schools outside India while 73 students from overseas business schools, in turn, attended a term at the Institute. Adhering to the commitment that all deserving students should obtain a chance to at IIMB, the Institute provided financial aid to 136 students worth Rs. 4.38 crores as compared to Rs. 1.91 crores in the previous year.

Also, this year 5 students received the Aditya Birla Scholarship and 4 students were recipients of the Ratan Tata Award. The year's final placement concluded in a record 5 days with 99 companies accommodating all 258 students. The highest number of acceptances was made in the Management Consulting Sector with 63 students accepting jobs against 74 offers made. Cognizant Consulting made the highest number of offers, totally 11 in number.

### **Post Graduate Programme in Software Enterprise Management:**

A unique programme designed to meet the specific needs of software professionals working in the Indian software industry, the PGSEM course this year witnessed 75 students being admitted into the programme. Out of these, 7 were from the sponsor partner company, Infosys.

### **Post Graduate Programme in Public Policy and Management:**

The Post Graduate Programme in Public Policy & Management is a two-year programme designed to impart managerial training to managers of public systems. The eighth batch of this programme had 23 participants.

### **Executive Education:**

For the year 2009-2010, 117 programmes were conducted. Out of them, 32 were Open Programmes (21 short and 11 long duration), 71 Customized Programmes and 14 International Programmes. Also, 14 short duration programmes were conducted by the Centre for Public Policy to Indian civil servants.

### **Research:**

Research activities continued to play a major role in the overall growth of the Institute. During the year, 9 Institute-funded projects and 5 case writing projects were initiated. With a view towards sharing information with the community at large, business and industry, IIMB faculty published 3 books, and contributed 32 articles in journals/periodicals and a number of articles in newspapers and made presentations in the national and international seminars/conferences. The Institute also brought out a quarterly journal *IIMB Management Review* which is useful to academicians, practicing managers, government and non-governmental organizations.

### **Consultancy:**

During the year, 19 projects were completed and six projects were initiated. Eleven projects are in progress.

### **Faculty**

The Institute's faculty strength was 102 including 11 visiting/Adjunct professors.

### **Personnel & Administration**

Relations with staff and personnel continue to be cordial.

### **Operating results**

The financial results of the Institute continue to be satisfactory. Details of income and expenditure are provided separately.

### **Acknowledgements**

The Institute places on record its sincere thanks for the support extended to it by all its stakeholders.



**Professor Pankaj Chandra**

Date : November 02, 2010

*Director*

## 1. IIMB Board of Governors

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### *Chairman*

**Mukesh D. Ambani**

Chairman & MD

Reliance Industries Ltd.

Mumbai

**S. N. Agarwal**

Chairman

Bhoruka Power Corpn Ltd.

Bangalore

**K.L. Chugh**

Chairman Emeritus

ITC Ltd.

New Delhi

**Kiran Mazumdar Shaw**

Chairperson & MD

Biocon India Ltd.

Bangalore

**Kris Gopalakrishnan**

CEO & MD

Infosys Technologies Ltd.

Bangalore

**A.S. Kolaskar**

Professor, Biotechnology

& Bioinformatics,

University of Pune

Pune

**Mangala Rai**

President

National Academy of

Agricultural Sciences

New Delhi

**D. Muralidhar**

Former President

Federation of Chamber of

Commerce & Industry

Bangalore

**L.V. Nagarajan**

Principal Secretary

Finance Department

Government of Karnataka

Bangalore

**Narendra Jadhav**

Member, Planning Commission

Government of India

New Delhi

**Pankaj Chandra**

Director

IIMB

**N. Prabhu Dev**

Vice Chancellor

Bangalore University

Bangalore

**Rahul De'**

Professor

IIMB

**Rajendra S. Pawar**

Chairman & Co-founder

NIIT Group

NIIT Limited

Gurgaon

**N.S. Ramaswamy**

Director

CARTMAN

Bangalore

**S.V. Ranganath**

Chief Secretary

Govt. of Karnataka

Bangalore

**Ravi Parthasarathy**

Chairman & MD

IL & FS

The IL & FS Financial Centre

Mumbai

**Rupa Chanda**

Professor

IIMB

**R.A. Savor**

Director

Castrol India

Mumbai

**A.S. Srikanth, IAS**

Principal Secretary

Education Department

Govt. of Karnataka

Bangalore

**Subhash B. Dhar**

Senior Vice President

Infosys Technologies Ltd.

Bangalore

**Subroto Bagchi**

Vice Chairman

Mind Tree Ltd.

Bangalore

**Sunil K Alagh**

Management Consultant

Mumbai

**N.C. Vasudevan, IAS**

Director-General

National Productivity Council

New Delhi

**Vibha Puri Das, IAS**

Secretary (HE)

Ministry of HRD

Department of Higher Education

Govt. of India

New Delhi

(List as on March 31, 2010)

## **1.1 Changes**

- (a) During June 2009, the FKCCI nominated Shri D. Muralidhar to the Board in place of Shri R C Purohit. Shri Muralidhar is a senior alumnus of the Institute, belonging to the PGP batch 1977.
- (b) On his appointment as Chief Secretary, Government of Karnataka, in place of Shri Sudhakar Rao, Shri S.V. Ranganath became an ex-officio member on the Board with effect from September 30, 2009.
- (c) During August 2009, the Ministry of HRD, Government of India nominated the following members on the Board for a period of five years:

### **Clause 5(11) to 5(14) of the MoA:**

Dr. Kiran Mazumdar Shaw (re-nominated).

Dr. Narendra Jadhav, Member, Planning Commission.

Shri Kris Gopalakrishnan, CEO, Infosys Technologies Ltd., Bangalore.

### **Clause 5(18 & 19):**

Shri Subroto Bagchi, Vice Chairman, Mind Tree Ltd., Bangalore.

Shri Rajendra S. Pawar, Chairman, NIIT, Gurgaon.

- (d) During October 2009, Shri Subhash B Dhar, Member, IIMB Society, was elected and nominated to the Board for a period of two years, under Rule 5(22) of the MoA.
- (e) The Chairman, Board of Governors, nominated Professor Rahul De, with effect from October 28, 2009, for a period of two years, on the conclusion of the term of Professor Trilochan Sastry.
- (f) During February 2010, the Ministry of HRD, Dept. of Higher Education, Government of India, nominated Dr. Mangala Rai, President, National Academy of Agricultural Sciences, New Delhi, in place of Shri Abhay Jain.
- (g) During March 2010, Shri L V Nagarajan, Principal Secretary to the Government of Karnataka, Finance Department became an ex-officio member on the Board, in place of Shri M R Sreenivasamurthy.

Details of Meetings held are given in **Statement 1**.



## 2. Fellow Programme in Management (FPM)

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The Fellow Programme in Management (FPM) is a doctoral programme recognized as equivalent to Ph.D. by the Association of Indian Universities and the Government of India.

### 2.1 Admissions – 2009:

Twenty four students enrolled in the programme. The area-wise details are given below:

Area	No. of students
Corporate Strategy & Policy	4
Economics & Social Sciences	1
Finance & Control	3
Marketing	3
Organizational Behaviour & HRM	3
Production & Operations Management	2
Public Policy	4
Public Systems	1
Quantitative Methods & Information Systems	3

### 2.2 Advertisement for FPM 2010 batch:

The advertisement for admission to FPM 2010 batch was released in all leading national dailies on September 6, 2009. RAT and interviews were conducted during April 7-8, 2010.

### 2.3 Comprehensive Examination:

Twelve students cleared the Comprehensive Examination Viva.

### 2.4 Research Workshop:

A research workshop for the academic year 2009-10 was scheduled between July 2009 and March 2010.

### 2.5 Director's Merit Award:

Mr. Rajesh Chandwani of 2008 batch was awarded the Director's Merit Award for the Best Academic Performance in first year course work. Also, Mr. Chinmay Vasudev Tumbe of 2007 batch was awarded the Director's Merit Award for the Overall Best Academic Performance in first and second year course work.

### 2.6 EADS-SMI Scholarship:

Mr. Annapureddy Rama Papi Reddy has been awarded the EADS-SMI Fellowship for the year 2009-10.

### 2.7 Thesis Proposal Presentations:

Twenty students presented their theses and the details are available in **Statement 2**.

### 2.8 Award of Fellow Title:

Eight FPM students awarded the title “Fellow of Indian Institute of Management Bangalore” at the 35<sup>th</sup> Annual Convocation on March 29, 2010. Details of the same can be found in **Statement 3**.



FPM Graduating Students

### 2.9 Papers Published in Journals/ Books & Papers Presented in Seminars/Conferences:

For details please refer **Statement 4**.

## 3. Post Graduate Programme in Management (PGP)

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The two-year Post Graduate Programme in Management (PGP) is the flagship programme of the Institute and aims at equipping students with requisite knowledge, attitude, values and skill sets to assume responsible positions in industry and business.

### 3.1 Curriculum 2009-11

The curriculum is constantly updated to make the programme more relevant to the changing environment.

During 2009 – 2010, 53 electives courses were offered. These included 4 new courses on topics - Business Analytics and Intelligence; Multi Business Strategy; History of Indian Political Economy; and Introduction to Applied Game Theory. In addition, 133 study projects covering contemporary concerns were offered.

The list of new electives is appended in **Statement 5**.

### 3.2 Diploma

At the 35<sup>th</sup> Annual Convocation held on March 29, 2010, 268 graduates received the Post Graduate Diploma in Management from Shri Mukesh D. Ambani, Chairman, Board of Governors, IIMB. Dr. K. Radhakrishnan, Chairman, ISRO (Indian Space Research Organisation) was the Chief Guest and delivered the Convocation Address. Shri Ankit Agarwal received the Gold Medal for 1<sup>st</sup> Rank and Shri Jiten Umesh Poojara received the 2<sup>nd</sup> Rank. IIMB Gold Medal for the Best All Round Performance was received by Shri Tony Thampan. With this batch the numbers of graduates who have received the Post Graduate Diploma in Management has gone up to 5,268.



Convocation Address by  
Dr. K. Radhakrishnan

### 3.3 PGP 2009-11 batch

For the PGP 2009-11 batch, 350 students have enrolled.

#### *Other Details*

	2008-10	2009-11
SC/ST students	60	80
Girls	49	49
Students with Work Experience	204	249
Engineering Background	242	277



PGP Placements - Class of 2010

### 3.4 Preparatory Programme

A Preparatory Programme for the PGP 2009-2011 batch was held during June 1-19, 2009. 94 students (81 PGP and 13 FPM) attended this Programme.

### 3.5 Inauguration

The formal inauguration of the PGP 2009-2011 batch was held on June 22, 2009. The incoming students underwent an Orientation Programme during June 23-27, 2009.

### 3.6 Common Admission Test

The computerized Common Admission Test for the PGP batch 2010-2012 was held during the period November 28 – December 7, 2009. There was also a re-examination conducted during January 30-31, 2010.

A total of 2,17,520 candidates applied for CAT and 1548 candidates were called for interviews held during March 18 – April 7, 2010 at Bangalore, New Delhi, Mumbai and Kolkata. In addition, 77 applications were received from overseas candidates.

### 3.7 Student Exchange Programme

During the year 2009-2010, the Student Exchange Programme Office was renamed as the Office of International Affairs to reflect its broader mandate in seeking and forging international partnerships

that will lead to wider intellectual exchange through exchange of faculty and doctoral students in addition to its current activity of managing graduate student exchange. Towards this, discussions have been initiated with several leading international universities.

### **Incoming Students**

One student has spent a IV term (June to August 2009); 72 students have spent V Term (September-November 2009).

Students and Faculty from Graduate School of Business, Stanford University, visited IIMB between December 29, 2009 and January 3, 2010 as part of the Stanford and IIMB Link (SAIL) Programme and the IIMB team spent a week at Stanford. 14 students spent their VI Term (December 2009-February 2010) in this programme.

Students and Faculty from HEC Paris visited IIMB between September 6-11, 2009 as part of the HEC and IIMB Link (HIEL) Programme and the IIMB team spent a week at HEC during November 30 – December 6, 2009.

### **Outgoing Students**

62 PGP and 5 PGSEM students have spent their V Term at partner universities.

### **Collaboration Arrangements**

During 2009-10, 3 MoUs were signed. They were:

1. **Brazil:** Escola de Administracao de Empresas de Sao Paulo da Fundacao Getulio Vargas, Sao Paulo
2. **France:** HEC, Paris, for link programme
3. **USA:** The University of Texas at Austin

Currently, IIMB has exchange partnerships with 95 partner universities/business schools all over the world. The list of partner universities is appended in **Statement 6**.

## **3.8 Book Grant**

The students of PGP 2008-10 who were ranked first in their respective sections at the end of Terms I and II (**Statement 7**) were given Book Grants of Rs. 1,000 each and a Certificate of Merit.

## **3.9 Director's Merit List**

The first year students of PGP 2008-10, whose names are mentioned in Director's Merit List, each received a Book Grant of Rs. 3,000 and a Certificate of Merit for their academic performance during their first year of Programme. For details refer **Statement 8**.

## **3.10 Financial Aid**

### **3.10.1 Need-Based Financial Aid**

The Institute grants financial aid to needy students in both first year and the second years. During the academic year 2009-2010, 136 students have been given financial aid in terms of waiver of tuition fees amounting to Rs. 4,38,45,000.

The breakup of beneficiaries is appended below:

Category	Number	Terms Sanctioned	Number	PGP Batch	No.
General	47	1 Term	55	2008-10	56
SC	35	2 Terms	45	2009-11	80
ST	20	3 Terms	27		
OBC	27	3 Terms + Maint.	8		
Disabled	7	2 Terms + Maint.	1		
	136		136		136

### 3.10.2 Leadership and Excellence Awards

1. **Aditya Birla Scholarship:** This merit based scholarship which carries an amount of Rs.1.75 lakhs per student is given to PGP students of both the first and second year. The students who are granted the scholarship during the first year are eligible to apply for renewal of the scholarship in the second year, provided they belong to the top 25% of the batch in the first year. Three students of PGP II and two students of PGP I have received this award. The following students have been awarded the scholarship:

**PGP 2009-11 – I Year:** Sasha Cyrus Vesuvala, Arun Ramakrishnan.

**PGP 2008-10 – II Year:** Aparajita Agarwal, Rohini Ramachandran, Shilpa Rangaswamy

2. **Uday Nayak Scholarship:** This merit-cum-means scholarship was instituted in the memory of Uday Nayak, a PGP student, by his parents. The scholarship of Rs. 10,000 has been awarded to Nidhish Jain, a second year student (2008-10 batch).
3. **T Thomas Scholarship:** This merit-cum-means scholarship of Rs. 1 Lakh is given by HUL to one PGP - second year student, Abhinav Bansal. The selection is based on the following criteria:
  - Participation in co-curricular and extra- curricular activities
  - Leadership
  - Academic Performance
  - Holistic Business Thinking
4. **OPJEMS Scholarship (started 2007-08):** This merit based scholarship of Rs.1.25 lakhs is given by the OP Jindal Group to one student of each academic year. Two students from both PGP I & II have been awarded the scholarship for the academic year 2009-10. The recipients are:

Gandharv S Bakshi – I Year (2009-11)  
Gaurav Parasrampururia – II Year (2008-10)
5. **Rajesh Kaushik Memorial Scholarship (started this year):** This merit-cum-means scholarship of Rs. 1.50 lakhs per year was instituted by the PGP 1992 batch in memory of Rajesh Kaushik, one of their batch mates. One PGP I student, Vishnu Dutt (2009-11 batch) has received the Scholarship.
6. **Community Service Award:** This award instituted by Professor Rishiksha T Krishnan is given to students who have contributed significantly to community initiatives during their

stay at IIMB. The award consists of a Plaque and a Certificate. This scholarship is open to graduating students of PGP, FPM, PGSEM & PGPPM and students are nominated by their peers and faculty. The awardees are selected based on an assessment of their contributions by a committee comprising of members of the faculty. A personal interview may be held if required. There is no limit on the number of recipients. However, the committee may decide not to give the award if no worthy candidate is identifiable. The scholarship is yet to be announced.

7. **Ocwen Financial Solutions Private Limited (started 2007-2008):** Ocwen Scholarship for Competence in Academics and Research (OSCAR) was awarded to Jiten Poojara, a second year student. The scholarship amount is Rs.1.80 lakhs and is based on a research paper submitted by students.
8. **Sir Ratan Tata Trust Scholarship:** Sir Ratan Tata Trust awards scholarships to meritorious students under the Trust's Studies in India Programme. The scholarship will cover part tuition fee with a ceiling of Rs. 50,000 per student. The following four PGP II students have received this award:
  - Ankit Agarwal
  - Prakash D Maheshwari
  - Abhishek Mohan
  - Monomita Roy
9. **Envisions Scholarship:** This Merit-cum-means Scholarship is announced to the top 5% of the batch at the end of the first year. Shreshth Sharma, a second year student has been recommended for this award.

### **3.11 Placements**

#### **3.11.1 Summer Placement:**

Summer Placement brochures were sent to 650 companies in India and overseas in October 2009. Follow up letters giving the gist of placements in 2009, along with brief profiles of the first and second year students were sent to these companies during August 2009.

Summer placements started with Pre-placement Talks by companies during August 2009. About 122 companies made use of this opportunity. Interviews were held during November 6-10, 2009. 408 offers were made by companies to 348 students. 68 offers were made for overseas postings.

#### **3.11.2 Lateral Placement:**

Pre-placement talks for Lateral and Final Placements were held during December 2009. 53 pre-placement and 54 lateral offers have been received by the students.

#### **3.11.3 Final Placements:**

Final Placements brochures were sent to 650 companies during July 2009. The campus recruitment commenced on March 4, 2010 with the Slot Zero companies and concluded on March 8, 2010.

The graduating batch of 2010 had 270 students for Final Placements (268 from PGP batch, 2 FPM students) 7 opted out of placements, 5 students deferred placements. Thus, there were 258 students seeking placement.



330 offers were received from 99 companies for 258 students, of which, 16 offers were from 5 public sector companies and the remaining offers were from 95 private sector companies. There were 24 offers for postings outside India from 11 companies.

The highest number of offers was from the Management Consulting Sector wherein 63 students accepted jobs against 74 offers made. (In 2008-09 the leading sector was Banking and Financial Services).

	Offers Made	Accepted
Consulting	74	63
Banking and Financial Services	73	58
Investment Banking and Private Equity	25	25
General Management	54	38
Sales and Marketing	49	40
Information Technology Services	39	26

The highest numbers of offers were as follows:

	No. of Offers
Cognizant Consulting	11
Deloitte Consulting	11
BCG, ICICI Bank, Mckinsey	9 each
American Express and Wipro	7 each

For details refer **Statement 9 & 10**.

### 3.12 Alumni

The alumni office has achieved the following:

- The biggest milestone achieved was the creation of the IIM Bangalore Alumni Association Trust on September 29, 2009. The trust has the Director, Deans, Chairperson and Head Alumni as Trustees. The Trust has bank accounts with Axis bank, IndusLaw as legal advisor and Khincha Khincha as tax advisors.
- Anusmaran 2009 was successfully hosted in collaboration with students between May 16-23, 2009 at Bangalore, Delhi, Mumbai, Hong Kong, Hyderabad, London, New York, Dubai, Kolkata, Chennai and Singapore. We had about 1200+ alumni with students and faculty participating worldwide. We collected about Rs. 15 lakhs worth of sponsorships from various organizations like Citibank, DAX, Toyota, Aircel, Emmar, Hyundai etc.
- The Reunion weekend was established. For the first time, all reunions will be done in the last weekend of December. The Reunions for the Class of PGP '84, '89, '94 and '99 was held in December 2009.
- Re-launch of the Alumni Website [www.iimbaa.org](http://www.iimbaa.org) and periodical updating of the same. Currently we have about 4,500 members and are increasing our efforts towards expanding our database. Infosys was the vendor who did the work for the website free-of-charge.

- Bringing out the second and third IIMB Alumni Magazine in June and December. The Summer 2009 edition was based on the economic downturn and the Winter 2009 was based on Entrepreneurship.
- Involvement of alumni in the Institute's programs like Final Placements, EPGP interviews, PGSEM interviews and projects, student mentoring sessions and competitions.
- Every chapter now has office bearers – President, Secretary and Treasurer who are part of the IIMBAA council. This council now meets every month to discuss the bylaws of the association.

Fund raising – The alumni office gained significant traction in generating funds for the Institute. The class of 2009 gave about Rs. 13 lakhs towards a student gym. Individual donors like Shashi Yadavalli, PGP98, Deeptha and Dinesh Khanna have also come forward.

## 4. Post Graduate Programme in Software Enterprise Management (PGSEM)

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### 4.1 PGSEM 2009 batch

256 candidates were called for interviews. 89 offers were made and 75 students were inducted to the programme.

### 4.2 Convocation 2010

During the 35<sup>th</sup> Annual Convocation, 120 students received the Post Graduate Diploma in Software Enterprise Management. The IIMB Gold Medal for securing First Rank was awarded to Sri Taran Deep Arora. The Gold Medal for Best All Round Performance was awarded to Sri Narayanan Vinoba.



PGSEM Class of 2010



### 4.3 Student Affairs Council

#### Mission Statement

The PGSEM Student Affairs Council seeks to build a vibrant PGSEM student community that helps students achieve their aspiration of becoming true global leaders, by active engagement of the students and alumni in academic, social, cultural and industry activities, while enhancing the brand – equity of the PGSEM programme and IIMB.

#### Scope

The scope of activities of the Council includes:

- Encouraging student involvement in various cultural, sports, social and academic activities that enhance brand equity of PGSEM programme and IIMB
- Facilitating student interactions through initiatives such as maintaining a portal for the students
- Creating a forum for interaction with the alumni of the PGSEM programme and the industry
- Integrating the PGSEM community with PGP, EPGP, PGPPM and other IIMB communities
- Working as a focal point of contact with the Institute, PGSEM committee of IIMB and the faculty and staff at IIMB

#### Events Organized by SAC and its sub-committees

L-CUBE, standing for Leadership, Learning and Leisure, is an annual event conducted by PGSEM students to explore leadership, learning and leisure dimension of the PGSEM community. The highlights of this year's programme were:

- The LCUBE Debate - Executive MBA = A faster track to the top?

The participants for the debate were

- Mr. Sambuddha Dev - Chief Global Delivery Officer, Wipro
- Mr. Prithvi Shergil . - Head Human Resource, Accenture India
- Professor D V R Sheshadri - Visiting Professor, Marketing, IIM Bangalore
- Mr. Abhinav Anand, Senior Product Manager, Oracle, PGSEM 2006
- Being An Entrepreneur - A talk by Mr. Sudhir Sethi, Founder, Chairman & Managing Director of IDG Ventures India
- Entrepreneur Talk - Mr. Sanjay Anandaram, founding Partner of JumpStartUp Venture Fund
- Product Management Workshop - SAC, Along with NASSCOM, organized a product management workshop for students during L-CUBE. The programme was conducted by well known consultant and trainer Vivek Tuljapurkar. Considering the need of the training, the participation was open to corporate participants also.
- Career Conclave: The career conclave for PGSEM was conducted to gauge the industry perspective of the programme and how it can be aligned more closely to software industry. The programme was attended by executives from the software industry, IIMB faculty members, PGSEM alumni and current students of PGSEM.

#### 4.4 Orientation Program

The orientation program for incoming PGSEM students was conducted by PGSEM office along with SAC. It was a two and half day long residential programme filled with general administrative activities, team building trainings and fun filled events. It was a great opportunity for incoming students to stay at Institute and interact with batch mates, seniors and PGSEM office executives.

#### 4.5 Pehel

Pehel is an annual PGSEM event conducted by incoming students in association with SAC. The aim of the fun filled event was to interact with teachers and seniors.

#### 4.6 Director's Merit List

The Director's Merit list certificates were awarded to top ten students from 2008 batch. The certificates were awarded to the candidates by Dr. Pankaj Chandra - Director, IIMB.

#### 4.7 Case Competition at LITMUS – NITIE

Two PGSEM students were selected for case analysis presentation at LITMUS, an annual business festival of NITIE Mumbai.

#### 4.8 Google Project Competitions

PGSEM and Google have a long association and this year Google intended to do three live projects with PGSEM. SAC conducted an internal competition among PGSEM students to select the participants. Finally two students per project were selected by Google for the following

Chrome OS

E-Commerce

Social Networks

#### 4.9 An Afternoon with Mr. V.C. Gopalratnam, VP (IT) and CIO, Cisco

With a view towards continuing efforts to interact with business leaders from IT and software industry, Mr. V.C. Gopalratnam was invited to share his knowledge and vision on Cisco's Globalization and IT strategy.

#### 4.10 Student Exchange Programme

Student Exchange Program 2009 (List of students who attended exchange program):

Name	College	Country	
Gaurav Krishna Barman	HEC	Paris	France
Naufal Ashiq Kukkady	ESCP-EAP	Paris	France
Swapna Acharla	ESSEC	Paris	France
Shanmuga Sundaram Mahendran	ESCP-EAP	Paris	France
Vandana Rajendran	EDHEC	Nice	France

Students Exchange Program 2010 (List of selected students for next exchange term):

Name	College	Country
Ashok I	London School of Business	UK
Padmini Varma	NYU Stern School of Business	USA
Somnath Sinha Mahapatra	HEC School of Management	France
Vijaya Bhaskar	ESADE	Spain
Aurnob Chatterjee	Nanyang Business School	Singapore
Puneet Sardana	EM Lyon	France
Amit Kumar Jain	Reims Management School	France
Alexander Paul Elenjickal	Concordia University	Canada
Adarsh N	IESEG School of Management	France
Siva Subramanian	University of Victoria	Canada
Hitesh Garg	Grenoble School of Management	France
Mukunda Prasad Jena	Helsinki School of Economics	Finland

#### 4.11 Foundation Cup 2009

Foundation cup is an Intra-Institute sports tournament organized by students and involves the participation of all stakeholders at the Institute. Participants include students, faculty and family, officials and workers. PGSEM is one of the most prominent teams in the competition.

#### 4.12 Sangharsh 2010 - Three way sports meet

IIMB was the host of a three way sports meet between IIM Bangalore, IIM Ahmedabad and IIM Lucknow. The PGSEM students played an active part in this meet as both players and organizers, and helped IIM Bangalore retain the title.

#### 4.13 IIMB-NASSCOM leadership summit

PGSEM students organized the second IIMB-NASSCOM leadership summit during Vista. The event witnessed participation from students and professionals from the corporate world. A panel of prominent personalities from the industry took part in discussions on relevant topics.

#### 4.14 Topic - IT industry at cross-roads: Top three priorities for IT companies in years ahead

The participants for the debate were

- Mr. Sanket Atal, *Vice President - R&D, Oracle*
- Mr. Tathagat Varma, *Senior Director - Business Operations, Yahoo!*
- Mr. Neeraj Paliwal, *Country Manager, NXP Semiconductors*
- Mr. Sathya Prasad, *President, SEMI India*

#### 4.15 Students' report for EQUIS accreditation:

PGSEM students participated in preparing the students' report as part of a self assessment for the EQUIS accreditation.

## 5. Post Graduate Programme in Public Policy & Management (PGPPM)

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### 5.1 PGPPM 2009-2011

The eighth batch of the Post Graduate Programme in Public Policy and Management (PGPPM) commenced in June 2009. The current batch has a strength of 23 participants including 5 women. The participants' profile of this batch reveals that 52.17% have an experience of around 7-10 years, 21.74% have 11-15 years, 17.39% have 16-20 years, and 8.70% have 21-25 years of experience.

### 5.2 Public Policy Seminars:

The following Public Policy Seminars were held during the year:

Sl. No.	Title of PPS	Name of the Speaker
1.	HR Management in Government	Mr. Hasmukh Adhia, Principal Secretary, Government of Gujarat
2.	Sanskrit and the Muslims: A literary Quest for Harmony	Dr. Rita Chattopadhyay, Professor of Sanskrit, Jadavpur University, Kolkata
3.	A Day in My life	Dr. Chandan Mitra, Editor and the Managing Director, The Pioneer
4.	GDP Estimation	Ms. Anjana Dube, Director, National Accounts Division of the Ministry of Statistics and PI, New Delhi
5.	Leadership and Governance in Government	Dr. H. Sudarshan, Karuna Trust and VGKK, Bangalore
6.	Reflections on Changing Role of Bureaucracy	Mr. K.M.Shivakumar, Administrator, Bangalore Bhruhat Mahanagara Palike, Bangalore
7.	Role of Media in Public Policy	Mr. Sachidananda Murthy, Resident Editor, The Week, New Delhi

### 5.3 PGPPM 2008-2010

Participants visited IIMB during October – November 2009 for fine tuning of dissertations in consultation with their Dissertation Advisory Committee and also defended their dissertations during January-February 2010.

### 5.4 PGPPM Admission Test for 2010-2012

An admission test for candidates from Public Sector Units, Department of Atomic Energy, NGOs and individuals was held on December 20, 2009 at Bangalore.

### 5.5 PGPPM 2010-2012 Interviews

Interviews for selecting the candidates for the PGPPM 2010-2012 batch was held on March 5, 2010 at Bangalore and March 8-9, 2010 at New Delhi.

### 5.6 **Dissertation Abstracts**

The Department of Personnel and Training, Government of India has released a grant of Rs.1.73 lakhs for preparation of a compendium of dissertations abstracts (Volume-II) of PGPPM 2006 and 2007 batch students. The work is under progress.



PGPPM Graduating Students

### 5.7 **Diploma**

During the 35<sup>th</sup> Annual Convocation, 35 participants received the Diploma in Public Policy and Management. The IIMB Gold Medal for Best Academic Performance was awarded to Shri Rasmi Ranjan Das.

## 6. **Executive Post Graduate Programme in Management (EPGP)**

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IIMB launched its one-year fulltime Executive Post Graduate Programme in Management (EPGP) on April 3, 2009. This Programme is designed for mid-career professionals. The EPGP is an intensive one year programme designed to enhance skills and capabilities essential for responsible positions at senior management levels.

### 6.1 **Admission procedure:**

The candidates for the EPGP program are selected based on a highly rigorous selection procedure comprising of competitive GMAT scores, brilliant academic record, professional growth and a personal interview.

### 6.2 **First batch of EPGP students:**

A group of competitive 70 Indian students were chosen from all over the world for this program. The first batch had a rich industry experience of more than 7 years which included 2 years of international experience.

With diversity being a stated objective, the EPGP batch, comprised of outstanding professionals from industries such as IT/ITES, Manufacturing, Health care, Telecom, Defense, Supply Chain, Finance, Consulting, Shipping and Energy etc.

### 6.3 **Orientation:**

The selected candidates went through various faculty student interface programs and inter student interface programs for professional and personal level socialisation. Students of EPGP are mentored by the who's who of the business world through live projects, seminars, lectures and personalized interactions.

### 6.4 **Emerging Economies:**

The key attributes of this programme laid emphasis on emerging economies, i.e. BRIC nations (Brazil, Russia, India and China). An international program at China brought forth unique perspectives about characteristics of emerging economies with focus on interaction with business leaders, understanding socio, political, economic scenario and cultural nuances.



EPGP Graduating Batch

The students have not only gone through rigorous academic programs but also participated in various management events, quizzes, business paper writing, business plan writing, sports meet and brought various accolades.

The current batch of students were poised and raring to take on challenges in the world of business and make a substantial difference to it, in terms of innovation, efficiency and governance.

### **6.5 Diploma**

During the 35<sup>th</sup> Annual Convocation, 70 students received the Executive Post Graduate Diploma in Management. The IIMB Gold Medal for obtaining the 1<sup>st</sup> Rank was awarded to Shri Abhishek Khandelwal. The IIMB Gold Medal for the Best All Round Performance has been awarded to Shri D. Gopalakrishnan.

### **6.6 Final Placements EPGP:**

The EPGP batch consisted of 70 students with diverse educational and experience backgrounds. The recruitment process for EPGP was a rolling process to cater to the expected long drawn recruitment process related to lateral recruitments. This also catered to the diversity in the batch. The process commenced during mid November with invitations sent to about 600 companies.

Several students had more than one job option as a result of the placement process. Two students opted out of the placement process and returned to their previous employers in enhanced roles.

True to the content and intent of the programme, many recruiters selected participants for senior management and leadership roles. A representative sample of the roles offered to the batch is mentioned below:

- Chief Delivery Officer
- Global Process (financial integration) Owner
- Vice President, Treasury
- Associate Vice President, Global Business
- Chief Operating Officer
- Chief Executive Officer
- Principal Consultant
- Manager, Business Development

As many as 12 international offers were made 43% of students switched sectors, while 59% of students switched functions.



## 7. Executive Education

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Given the increasing importance of Executive Education, the Institute organises different types of programmes for practicing managers. They are:

1. Open Programmes of short and long duration, both in general management as well as in functional areas of management;
2. Customised Programmes for organisations who enter into long-term partnership with the Institute; and
3. International Programmes.

During the year 2009 – 10, 117 programmes were conducted. Out of them, 32 were Open Programmes (21 short and 11 long duration), 71 Customized Programmes and 14 International Programmes.

Details are available in **Statement 11**.

### 7.1 Short Duration Programmes conducted by the Centre for Public Policy

The Centre for Public Policy conducted short duration Programmes to IAS, IFS and officers of Karnataka Government. During the year 2009-10, 13 Programmes were conducted. Out of them, 5 were IAS Programmes, one Programme each for IFS and IPS, 6 Customized Programmes.

Details are appended in **Statement 12**.

## 8. IIMB Centres

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### 8.1 N.S. Raghavan Centre for Entrepreneurial Learning (NSRCEL)

#### 8.1.1 Incubation Activities

During the year 2009-10, 99 business plan proposals requested for incubation at NSRCEL. Out of these, 19 business plans were received in response to a specific campaign carried out for seed funding and incubation assistance under the DIT schemes. After an initial review, 38 business plans, including 14 plans submitted for assistance under the DIT scheme, were shortlisted for detailed evaluation by an internal committee of NSRCEL. The NSRCEL team personally interacted with each of these 38 entrepreneur teams to discuss their proposal in detail. After this internal evaluation, 14 business plans, including 4 under the DIT scheme, were presented to the screening committee for evaluation.

NSRCEL Screening Committee met on June 8, September 16, and September 25, 2009 for evaluating the incubation proposals. The outcome of this evaluation is presented below:

- Two ventures, Justbooks and Mesh Labs were selected for physical incubation and they have commenced their tenure on May 1, 2009 and May 7, 2009 respectively.
- Two ventures, Vyavya Labs and Fleetxchange were selected for virtual incubation and they have joined the incubation program from April 1, 2009 and August 1, 2009 respectively.
- In addition, 5 proposals were provisionally selected for physical incubation, pending a detailed technical evaluation by mentors of NSRCEL, after which a final decision will be taken about incubating these ventures

- One of the incubated ventures 8K miles graduated during the reporting period and moved out of the NSRCEL after successfully launching their product in the market.

The following startups have been incubated/graduated at NSRCEL:

**Physical Incubation:** Redforce Labs, Metoame, Wifinity and Idea Device.

**Graduated:** Amagi Technologies, Radifinity.

### 8.1.2 Programmes and Workshops

#### *Long Duration Programme*

MPEFB-3: Management Programme for Entrepreneurs and Family Businesses - 3: Term 1 concluded on May 9, 2009 and the exam for the modules covered during the first term was held on May 10, 2009.

Term 2 face to face sessions were held during May 11-15, and July 22-26, 2009. Term 2 concluded and the exam for the three modules was held on August 9, 2009.

Term 3 face to face sessions were held during August 10-14, September 21-25, 2009.

MPEFB-4: Management Programme for Entrepreneurs and Family Businesses – 4: The 4<sup>th</sup> Batch of MPEFB was inaugurated on February 7, 2010. Out of the 75 applications received, 58 participants were selected for undergoing the programme. 3 participants withdrew from the admissions and 55 were present during the first face to face which was held between February 8-12, 2010.

#### *Short Duration Programme*

MPWE – 2009: During April 15 – May 28, 2009 “Management Programme for Women Entrepreneurs – 2009” was conducted. The program received an overwhelming response this year - about 160 women entrepreneurs submitted their nominations for the programme. 135 participants completed the programme which comprised of two concurrent batches.

### 8.1.3 Workshops

Four two-day workshops were conducted, which were well attended and appreciated by the participants. The details of the workshops are given below:

<b>Dates</b>	<b>Title of the Workshop</b>	<b>No. of Participants</b>	<b>Faculty Leader</b>
29 <sup>th</sup> and 30 <sup>th</sup> May, 2009	Marketing for Entrepreneurs	83	Professor Y L R Moorthi
17 <sup>th</sup> and 18 <sup>th</sup> July, 2009	Strategic Persuasion and Marketing Skills	42	Professor Suresh Bhagavatula and Mr. Chendil Kumar
12 <sup>th</sup> and 13 <sup>th</sup> August, 2009	Finance for Entrepreneurs	44	Professors Jayadev. M and G. Sabarinathan
25 <sup>th</sup> and 26 <sup>th</sup> September, 2009	Managing Intellectual Property – A practical workshop for Entrepreneurs	22	Professor Damodaran, Dr. Kalyan Chakravorthy, (Brain League Consultants), Mr. Navneet Bhushan and Mr. Karthikeyan Iyer (Crafitti Consulting)



The “Product Development Strategy for Entrepreneurs” Workshop was conducted during October 23-24, 2009. The Programme Directors were Professors R T Krishnan and Ganesh Prabhu. 25 startups attended this Workshop.

#### 8.1.4 Other Entrepreneurship promotion activities

##### *Events:*

- Startup Saturday (SSday): In association with Headstart, five *Startup Saturdays* (SSday) was organized by NSRCEL. Over 100 startups/entrepreneurs attended every event. There were two “Extreme Startup Events” held during the period and about 50 participants attended the event.
- Book Launches: A book titled “*Enterprise Support – An International Perspective*” edited by Professor Mathew J. Manimala, based on the 3<sup>rd</sup> International Entrepreneurship Forum Conference hosted by NSRCEL, was released on August 7, 2009. The book launch was preceded by a panel discussion on “Entrepreneurship in Bangalore – Problems and Prospects”.  
“*From Jugaad to Systematic Innovation: The Challenge for India*”- Book written by Professor Rishiksha T Krishnan was launched on February 5, 2010 through NSRCEL. Mr. Subroto Bagchi, Vice Chairman, MindTree Ltd released the book. On this occasion there were 150 participants.
- Talk: A talk on Technology, Entrepreneurship and Society an interaction session with Ms. Uzamma was held on August 13, 2009. About 60 participants attended the talk.
- Eximius: EnI Cell, ICON (Consulting Club, IIMB) and NSRCEL (Incubation Centre, IIMB) jointly presented Eximius during August 15-16, 2009. 120 students participated in Eximius – Startup Consulting, 36 students were shortlisted. 18 students were given 6 projects of 3 members each (mentoring by NSRCEL team). The final output has to be presented by the teams by end of November.
- Round Table: A Business History Round Table was held on August 28, 2009, at the IIMB campus. The panelists included, Professor Pankaj Chandra, Director, IIMB, Professor Kumar K, Chairperson NSRCEL, Professor Dwijendra Tripathi, Dr. Raman Mahadevan, Mr. Dinesh C Sharma, Mr. Harish Damodaran, Professor Surajit Mazumdar and Ms. Mekhala Krishnamurthy.
- Mobile Monday: The April edition of Mobile Monday Bangalore was held on April 28, 2009. A session on “How Do We Develop Steady Innovation for Future Mobile Services” was taken by Mr. Ashish Thomas, Director of SingTel. There were 100 participants who attended the event.

#### 8.1.5 Collaborations

Foundation for Youth Entrepreneurship (FYSE): *NSRCEL, IIMB* is an official supporting partner in India to help FYSE in receiving and screening nominations to identify young entrepreneurs from India. The Foundation for Youth Entrepreneurship (FYSE) has initiated the Asia Pacific Future 100 program, a program aiming to inspire young people to become entrepreneurs. FYSE is inviting nominations to recognize and promote 100 young entrepreneurs and social change makers from Asia, as inspiring role models for the youth.

Throughout their one-year fellowship with Asia Pacific Future 100 fellows will receive mentorship and technical assistance as well as access to a network of like minded entrepreneurs to elevate their business performance.

National Geographic Channel : The National Geographic Channel launched an initiative to bring India's best innovation to light called 'Ignite innovation to shape the future'. It was meant to be a nationwide quest to discover India's most innovative and creative ideas with Yamaha 'Shaping the Future', powered by Eveready Ultima. The initiative sought to identify potential and relevant innovations that could lead to technological or scientific breakthroughs or those that help improve quality of life.

To enable this, the National Geographic Channel collaborated with some of India's leading educational institutions including the FITT, IIT Delhi (Foundation for Information & Technology Transfer of Indian Institute of Technology), SINE, IIT Bombay (Society for Innovation and Entrepreneurship of Indian Institute of Technology), *NSRCEL IIM, Bangalore (Nadathur S Raghavan Centre for Entrepreneurial Learning at the Indian Institute of Management)* and TePP, DSIR (Technopreneur Promotion Programme at the Department of Scientific and Industrial Research). The regional finals (South) was held on November 18, 2009 at IIMB, 24 participants presented their business plan. Five *Startup Saturdays (SSday)* were organized under NSRCEL. There was an attendance of 400 - 450 entrepreneurs for the events.

Qualcomm Qprize partners: Qualcomm Incorporated (Nasdaq: QCOM), a leading developer and innovator of advanced wireless technologies, products and services, announced the top eight business plans from India that have been short-listed following the Qualcomm Ventures QPrize™ business plan competition.

The top eight business plans will be considered for incubation at NSRCEL, IIMB; thus giving them a headstart in the intense screening process that precedes selection for incubation at the NSRCEL.

Honeywell : A meeting was held with the Honeywell team regarding working on an open innovation initiative called Prospecting Growth whereby Honeywell has been engaged with startups, incubators, VCs in various identified areas of interest.

Rane Holdings: Discussions were held with Rane Holdings, Chennai for Strategy investment in incubates. 3 rounds of meetings have taken place with Radifinity, who is one of Institute's incubates.

CII- SME panel: NSRCEL assisted the CII SME panel in their "Foundation for Profitability" program for SMEs. Professor K. Kumar participated in the planning process and addressed the program launch seminar on 20 June 2009 and Professor Y. L. R. Murthy delivered a module on "Marketing and Market Development" on August 29, 2009.

#### **8.1.6 Visitors to NSRCEL**

- NUS: UG Students of the National University of Singapore visited NSRCEL on May 21, 2009. NextGen PMS and Amagi Technologies, NSRCEL incubates, met them and discussed about their product and entrepreneurship.
- Northern Ireland: A team of government dignitaries from Northern Ireland visited NSRCEL on September 24, 2009. They gave a presentation for encouraging startups in Northern Ireland. There were 60 participants.
- Melton Foundation: A group of international students from the Melton Foundation visited NSRCEL on August 6, 2009 and were briefed on the activities of NSRCEL by Professor K. Kumar. The students interacted with some of the incubatees during their visit.
- A team of high profile dignitaries from Google Inc. visited during November to discuss with incubatees regarding future collaboration with NSRCEL.

- High profile dignitaries from Intel and DST visited NSRCEL to discuss about collaboration with NSRCEL for incubation.

### **8.1.7 Professional Activities**

#### ***Mentoring***

Professor Kumar and Mr. Suryanarayanan mentored Mesh Labs

Mr. Suryanarayanan and Professor J Ramachandran – Fleetxchange

Mr. Suryanarayanan and Mr. Dilip R Mehta – JustBooks

Mr. Suryanarayanan – Vyavya Labs

Mr. Suryanarayanan - Amagi Technologies

Mr. Suryanarayanan and Professor P D Jose – NextGen PMS

Professor R T Krishnan and Mr. Suryanarayanan - Crafitti Consulting

### **8.1.8 Presentation of Paper/Panel Discussions/Talks**

Professor Kumar visited University of Sydney for two weeks, on a sponsored faculty exchange program and to be a panel speaker at the Asia Pacific Symposium on Entrepreneurship & Innovation.

Professor Kumar presented a paper on “Innovation and Entrepreneurship in India” at the CIP Forum held at University of Gothenberg, Sweden during September 6-9, 2009.

Professor Suresh B was one of the panel members in the panel discussions for “Social Media Entrepreneur”, Business Network Group, Bangalore.

Professor Suresh B delivered a Keynote for KM Committee, Bangalore in their monthly meeting on “Networks in Organizations”.

Professor Suresh B gave a talk on “Incubation Process in India” at Technical University, Netherlands.

Mr. Suryanarayanan, delivered a talk on Entrepreneurship at Architecture Congress 09 at IISC.

Mr. Suryanarayanan, spoke to fresh batch of Entrepreneur Management Students at XIME, Bangalore.

Mr. Suryanarayanan was one of the panelists in the Panel Discussions – Franchise India Congress – “Growth Strategy for Start ups and SME’s”.

### **8.1.9 Formation of Sec 25 Company**

The formalities for forming a Sec 25 Company “IIMB Innovations” are completed and final approval is awaited. This company will be formed in April, 2010.

## **8.2 Centre for Public Policy (CPP)**

The Centre for Public Policy (CPP) at IIMB has been designated by the Ministry of Urban Development (MoUD) as a Centre of Excellence in the area of Urban Development, one of 13 such centres established by the MoUD to bridge the tremendous gap in capacity in the urban sector. As a Centre of Excellence, CPP will be aided for 18 months by the Ministry.

The Centre was officially inaugurated on July 25, 2009 by Shri M Ramachandran, Secretary, Ministry of Urban Development, Government of India and Shri S Suresh Kumar, Minister, Urban

Development, Government of Karnataka. The inaugural ceremony was followed by an intensive workshop with eminent participants and officials from the BDA, KUIDFC, BMRC and BESCOM who spoke of the crucial need to evolve a changed agenda for urban governance.

As a Centre of Excellence, CPP's work on urban governance will focus on three key areas - institutional reforms, urban financial management and public service delivery system. A Knowledge Management Centre on Urban Development will also be launched soon.

### **8.2.1 Phase IV Programme**

CPP, in conjunction with the Maxwell School of Citizenship and Public Affairs (Syracuse University, USA) has been offered by the Department of Personnel and Training to design, develop and deliver Phase IV mid-career training programme for IAS officers with 14-16 years of experience. This programme is intended to strengthen the officers' capacity for policy formulation and the mindset and skill set that will promote effective policy implementation.

The third year programme was held at LBSNAA, Mussoorie for the first batch during June – July 2009. A total of 95 IAS Officers from the 1991 batch participated in the training programme.

### **8.2.2 Fourth Annual Conference on Public Policy & Management**

The Fourth Annual conference on Public Policy and Management was held during August 9-12, 2009.

The conference was inaugurated by Dr. Y V Reddy (former RBI Governor), who was the chief guest on the occasion. The conference sessions commenced on August 10, with Mr. M J Akbar, renowned journalist and author as the keynote speaker. Dr. Pratap Bhanu Mehta, President, Center for Policy Research, New Delhi gave the keynote address on August 11, 2009.

The conference had 103 papers presented by academics and practitioners from over 21 countries. The themes for this year's conference were Managing Global Economic Challenges: Policy Responses and Governance Initiatives; National and International Governance Challenges. There was also a well appreciated parallel track with the theme Quantitative Approaches to Public Policy honoring Professor T Krishna Kumar who has spent a lifetime working on quantitative methods and their possible applications to public policy.

About 327 abstracts were received and subjected to a review process, out of which 245 papers were invited for presentation. 200 papers were received on the first two themes from across the world, out of which 103 papers were selected after a review process for presentation. A total of 89 papers were presented in the main conference and 35 papers were presented in the theme 'Quantitative Approaches to Public Policy'. The conference thus had a total of 138 papers being presented by academics and practitioners from over 21 countries. 215 delegates from all over the country attended the Conference.

There were 35 sessions with four parallel tracks. Some of the sub-themes were Global Trade Policies and Reforms, International Finance and Regulation, Local Governance and Rural Development, Urban Governance, Banking & Finance and Policy Modeling. There was also a special track on Technology Initiatives in Governance with presentations made by practitioners.

The CPP Annual International Conference is considered a seminal platform for all those who are working in the field of policymaking or are in a position to influence policy at various levels and each successive year sees an enthusiastic response.

### 8.2.3 Seminars/Workshops

1. Workshop on Food Safety & Standards Act: The Centre for Public Policy organized a consultation workshop on May 25, 2009 to discuss the processes involved in the implementation of the Food Safety and Standard Act which was passed in 2006 and notified in 2008, the scope of delivery of Food Safety System at PRI and ULB level and the process of creating a food safety model for Bangalore in line with the certification.

Professor Gopal Naik presented Food Safety Management Systems in Karnataka, proposed a design for implementation of Food Safety and Standard Act at Panchayat Raj Institution level and at Urban Local Bodies level. Dr. Suvathan, Chairperson of the Food Safety and Standard Authority spoke on the challenges in implementation of the Act.

A presentation was made by Mr. Anil Jauhri Adviser NABCB, representative of Quality Control of India accreditation process. Various stakeholders, including Food and Civil Supplies Commissioner, State Health Official, Principal Secretary DP&AR, Officials from the department of Metrology, industry representatives, and experts from NGOs, Universities, Quality Control of India, and Assessment bodies participated in the workshop.

2. A seminar on “Conscious Capitalism” by Dr. Rajendra S. Sisodia, Professor of Marketing at Bentley University, and previously Trustee Professor of Marketing and the Founding Director of the Center for Marketing Technology, was organized on June 17, 2009.
3. Inauguration of the Centre of Excellence in Urban Development was held on July 25, 2009. The Workshop was inaugurated by the dignitaries Dr. M. Ramachandran, Secretary Urban Development, Govt. of India, and Shri. Suresh Kumar, Minister, Karnataka Urban Development Department. Professor Pankaj Chandra, Director IIMB, Professor Gopal Naik, Chairperson CPP and Dr. A Ravindra were also present for the lamp lighting ceremony. Mr. BN Vijayakumar, MLA, Jayanagar Constituency, Mr. D. Thangaraj, Principal Secretary, U.D., Mr. P. Sivasali, Director, State Institute for Urban Development, Mr. Arvind Shrivastava, M.D., KUIDFC, Mr. K.B. Kiran Singh, Special Officer to Minister for Urban Development, Law & Parliamentary Affairs, Mr. Shashisekhar S.P, Sr. Manager and Mr. V.M. Hegde, CEO, Centre for Symbiosis of Technology, Environment & Mgt., Mr. Jawaid Akthar, Secretary, U.D. Dept, Mr. Tushar Giri Nath, M.D., BESCO, Smt Tara Ajai Singh, Chairperson, BDA, Mr. Siddaiah, Commissioner, BDA, Syed Zameer Pasha, M.D., BMTC Mr. Vijaya R.Vasu, HUDCO, Mr. Anjum Parwez, Director, Municipal Admn., GoK, Mr. H.S. Bhyregowda, Nagaraju B.E & J. Vishwanath of BBMP, Mr. Adarsh Kumar, Commissioner, CMC, Mr. Sudhakar Nayak, BMRC, Mr. H. Vasu Prasad, S.V Survey, were the other important officers who attended the inaugural workshop.
4. Consultation workshop on Rural Kiosks was held on October 1, 2009, at IIMB.
5. An interactive lecture titled “Governing the Commons: The Indian Experience” by Prakash Kashwan, one of Professor Elinor Ostrom’s (Nobel Prize awarded in economics for this year) advanced doctoral students was held on October 23, 2009 at IIMB.
6. A talk by Dr. Sanjay Panth, Senior Resident Representative in India, International Monetary Fund on “The IMF’s The World Economic Outlook 2009” was held on November 4, 2009 at IIMB.
7. A “Workshop on Special Economic Zone Policy” was held on November 9, 2009. Ms. Aruna Roy and Ms. Medha Patkar participated in the workshop.

8. Talk by Himanshu Kumar on “The War Within: The Maoists, The Tribals, and The State”, on November 10, 2009.
9. Consultative meeting on “Investment Opportunities in Agribusiness in Karnataka” on January 8, 2010.
10. Consultative discussion on ‘Urban Development Policy for Karnataka’ on February 11, 2010 at IIMB

#### **8.2.4 Publications**

The Occasional Paper published in the series is:

Occasional Paper No. 11: Urban Transport in India: Policy Implications and Research Agenda - Dr. Madhav G. Badami (July 2009)

Analysis of Competition and Market Power in Wholesale Electricity Market in India – Umesh Kumar Shukla and Ashok Thampy (November 2009).

#### **8.2.5 Visitors**

- a. A team from China Executive Leadership Academy Pudong (CELAP) visited on June 26, 2009.
- b. Mr. Jasimuddin from Commonwealth Secretariat, London visited on September 30, 2009 in connection with future collaboration with IIMB.

### **8.3 Centre for Corporate Governance and Citizenship (CCGC)**

#### **8.3.1 Programmes:**

- Faculty Development Programme: May 25-30, 2009 - A total of 23 participants comprising of university teachers attended the programme. The programme was jointly coordinated by Professors Vasanthi Srinivasan and P.D. Jose
- ONGC customized programme: December 7 – 9, 2009 - 21 senior level managers from ONGC attended the programme coordinated by Professors N. Balasubramanian and Padmini Srinivasan.
- Programmes were also conducted on mainstreaming Corporate Social Responsibility at  
Coimbatore April 7, 2009  
Hyderabad July 10, 2009  
Cochin July 24, 2009 and  
IIM Bangalore July 17, 2009

#### **8.3.2 Events and Conferences:**

- September 2009 - The management guru Gurcharan Das gave a presentation on Dharma while introducing his book-The difficulty of being good
- December 2009 saw Professor Emeritus Ian Harper from Australia speak on the Global Economic crisis.
- January 2010 — Professors Dirk Matten, HP chair of Corporate Social Responsibility at Schulich University, York and Professor Jeremy Moon, Director, International Centre for CSR at Nottingham University Business school addressed the faculty and students.



- Much of the last quarter was spent in the organization of an international programme on Global and contextual Ethics, which was held in Mysore during April 2010. This Conference was under the auspices of Globethics.net and co-hosted by the Centre.

### 8.3.3 Websites:

[www.teachcsr.com](http://www.teachcsr.com)- The website is undergoing up-gradation and is a valuable resource for all practitioners of CSR/Sustainability.

[www.corpgovernance.in](http://www.corpgovernance.in) - Work has been initiated and basis data collated. E-brochures will be an integral part of this website. The plan is to raise these websites to a much higher level.

### 8.3.4 Funding:

The Centre received Rs. 2.30 lakhs from Intel for supporting their website. Proposals were also sent to Tata, Siemens, Globethics etc.,

### 8.3.5 Research:

The ongoing research on Board Interlocks is continuing well and a second update is being sent to the Ministry of Corporate Affairs through their nodal agency CII.

## 8.4 Supply Chain Management Centre (SCM)

### 8.4.1 Partner Relations

- John Deere India invited Professor Janat Shah to address the delegates of All India Dealer Meet on August 3, 2009 at Pune. He visited John Deere's Plant and held discussions with their manufacturing executives.
- IBM India and SCM Centre have structured interactions every month. Quarterly knowledge sharing talk by Professor Janat Shah on Benchmarking Supply Chain Performance. Tele-meeting with Mr. Larry Raymond of IBM's Green Supply Chain Initiatives.
- Mr. Harinath Chakravarthy, Head of Technology & Business Solutions, Col. Sandhu, Head of HRD, TVS Logistics Services Limited (TVSLSL) visited IIMB on July 4, 2009 and held detailed discussions on long term research initiatives, regular brainstorming sessions on evolving challenges for TVSLSL, training needs for mid level & senior executives and progress of student project.
- Student Projects have been the focus of ongoing study projects with BPCL and these have steadily been growing into the next level of investigation.

### 8.4.2 Interactions with Industries

- Mr. Ravi Kannan from Snowman Frozenfoods visited SCMC and held discussions on possible cooperation on Cold Chain Logistics.
- Professor Mohan Gopalakrishnan & Professor Srimathy Gopalakrishnan from Department of Supply Chain Management, W.P. Carey School of Business, Tempe, Arizona, USA visited on July 27, 2009 and exchanged views on Industry Partnership Programmes.
- Professor Janat Shah and Dr. DN Suresh held discussions with Infosys on possibilities for cooperation with the SCM Centre.
- Mr. Jayaram Srinivasan & Mr. Sreeram of SAP visited IIMB on July 27, 2009 and presented to SCMC Faculty, the challenges faced in developing product enhancements and suggested areas of possible cooperation.

- Dr. D N Suresh attended the CII Logistics Summit 2009 held in Chennai on October 5-6, 2009.
- “Aerospace Supply Chain Symposium” was organized jointly by IIMB Management Review, the Supply Chain Management Centre, and the EADS-SMI Endowed Chair for Sourcing and Supply Management on October 10, 2009. At the inaugural session of the one-day event Mr. Ashok Nayak, Chairman & Managing Director, HAL delivered the Keynote Speech and Professor Pankaj Chandra, Director IIMB spoke on “The status of Indian Manufacturing Sector”. It was followed by three Panel Discussions on “Building Supply Networks”, “Supply Chain Risk Management” and “Sourcing After-market and Engineering Services” where eminent speakers from Aerospace Industry took part.

#### **8.4.3 Study Projects**

- Mr. MG Subramanian and Dr. DN Suresh held discussions with Mr. Praveen Dwivedi, Director & CEO, Namdhari’s Fresh on Fruit & Vegetable Supply Chains on August 2, 2009. They met Mr. Ghemshyam, a Food Processing Industry specialist on August 13, 2009 and discussed the supply chain issues of Food Processing Industries.
- A unique study project “Supply Chain Patent Landscape” supported by SCMC has been initiated.

#### **8.4.4 Student Projects facilitated by SCMC**

Six Student Projects sponsored by Corporate Sponsors and other organisations supported by SCMC Centre were completed during the July – September term. The highlight of this year’s projects was the significant level of involvement of In-House Mentors from the sponsoring Organisations.

## **9. Research**

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The Institute facilitates faculty members to undertake research projects. Based on these projects, they publish detailed papers in reputed journals, prepare case studies for teaching and training, publish working papers on a variety of topics, make presentations at national and international conferences, contribute book chapters and publish books.

### **9.1 Institute Funded Research Projects**

Eight research projects were undertaken by the faculty and funded by the Institute. They are listed in **Statement 13**.

### **9.2 Case Writing Projects and Externally Funded Cases**

Faculty undertook seven Case Writing Projects out of which three are Externally Funded, which is appended in **Statement 14**.

### **9.3 Working Papers**

There are 20 Working Papers published by the faculty and other FPM Students during the year 2009-10 covered a range of topics. For details refer **Statement 15**.



## 10. Information Sharing

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During the year 2009 – 10, the faculty brought out the following publications. The Institute also published a journal, *IIMB Management Review* for practising managers.

1. Papers in Journals	-	29
2. Chapter in Books	-	6
3. Books	-	3
4. Articles in Newspapers/Magazines	-	65
5. Conference Presentations	-	34
6. Any other publications (monographs, web journals, working papers of other institutions, reports, etc.)	-	7

For details on the above refer **Statement 16**.

## 11. Consultancy

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Consultancy assignments are considered to be an important part of the Institute's activities. Besides contributing to the professional development of the faculty and the Institute's understanding of the practical aspects of management, they also serve to improve management practices in Business, Industry and Government.

### 11.1 Projects Completed

During the year 2009-10, 19 projects were completed for the agencies that include Petroleum & Natural Gas Regulatory Board, Delhi; Geneva Software Technologies, Bangalore; Consultancy Development Centre, New Delhi; Competition Commission of India, New Delhi; Dept. of Biotechnology Govt. of India, Ministry of Science & Technology, New Delhi; SAP Ltd., Bangalore; BEML, Bangalore; The Murugappa Group, Chennai; Kerala Venture Capital Fund (KVFC), Kerala; UCO Bank, Kolkata; GENPACT, Bangalore; Jharkand Agricultural Sector Review; Michelin India, Singapore.

### 11.2 Projects Initiated

6 projects were initiated and are in progress.

### 11.3 Projects Ongoing

There are 11 projects in progress.

### 11.4 Proposals sent

17 proposals were sent to organizations.

Details are in **Statement 17**.

## 12. Faculty

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The faculty strength was 102 including 11 Visiting/Adjunct professors. (Details are in **Statement 18**).

### 12.1 Sabbatical Leave

Professor Vaidyanathan, Finance & Control, has been sanctioned sabbatical leave from June 2009 to May 2010.

Professor Ramnath Narayanaswamy, Finance & Control, has been sanctioned sabbatical leave from June 2009 to May 2010.

Professor R. Ravi Kumar has been sanctioned sabbatical leave for the Academic year 2009 to 2010.

### 12.2 Retirements / Resignations / Completion of Contract

Professor Sundararajan, Professor, retired on Voluntary Retirement from the services of the Institute on May 31, 2009.

Professor Moutusi Maity, Assistant Professor, resigned from the services of the Institute on August 6, 2009.

Professor Anand Kumar Sharma was relieved from the services of the Institute upon completion of contract at the Institute on February 18, 2010.

### 12.3 Engagements

#### 12.3.1 Membership on Boards/Committees

- Professor Arnab Basu, Assistant Professor, Quantitative Methods and Information Systems Area has been appointed as Chair Professor to the “Young Faculty Research Chair” for a period of three years from April 1, 2009 to March 31, 2012.
- Professor Mukta Kulkarni, Assistant Professor, Organizational Behaviour & Human Resource Management Area has been appointed as Chair Professor to the “Young Faculty Research Chair” for a period of three years from April 1, 2009 to March 31, 2012.
- Professor Rejie George Pallathitta, Assistant Professor, Corporate Strategy & Policy Area has been appointed as Chair Professor to the “Young Faculty Research Chair” for a period of three years from April 1, 2009 to March 31, 2012.
- Professor Kumar K, NSRCEL has been nominated as the Chair Professor for a short term at the Athens University of Economics & Business (AUEB), Greece during March 1 – May 31, 2010.
- Professor R Srinivasan, Finance & Control Area has been nominated as Public Interest Director for the Bangalore Stock Exchange Ltd., during November, 2009.
- Professor V Ranganathan, Economics & Social Sciences Area is a member for the Board of Management meeting scheduled held on November 11, 2009 at Karpagam University.

Professor Vaidyanathan R, Finance & Control Area

- Has been appointed as an Independent Director on the Board of Dalmia Cement Ventures Limited, New Delhi during 2009.

- Has been appointed as an Independent Director in the non-Executive capacity for the ZEE News Ltd. (ZNL) from April 2009.
- Has been appointed as an Independent Non-Executive Director in the Board of Shriram Properties Limited (SPL) during September 2009.

### 12.3.2 Domestic - Visits

Professor Pradip H Sadarangani, Assistant Professor, Marketing Area

- Attended 1<sup>st</sup> IIMA International Conference on Advanced Data Analysis, Business Analytics and Intelligence on June 6-7, 2009.

Professor Pulak Ghosh, Associate Professor, Quantitative Methods and Information Systems Area

- Attended an International Conference on ‘International Finance Conference IIM Calcutta’; title of the talk was ‘A Bayesian Term Structure Modeling using heavy-tailed distributions’ during December 3-5, 2009.

### 12.3.3 Visits Abroad

Professor Rahul De, Quantitative Methods & Information Systems Area

- Presented a Paper titled “Caste Structure and e-Governance in a Developing Country” at EGOV International Conference, Linz, Austria during 2009.

Professor Krishna S, Quantitative Methods & Information Sciences Area

- Visited London School of Economics, London during April 15 - May 4, 2009.
- Attended the Third International Conference on Globally Distributed Work, at Florida International University during December 21 - 23, 2009.

Professor Shainesh G, Associate Professor, Marketing Area

- Attended a seminar on ‘Customer Relationship Management’ at Audencia Nantes during April 15 - May 4, 2009.

Professor Mukta Kulkarni, Assistant Professor, Organizational Behaviour & Human Resource Management Area

- Attended the 3<sup>rd</sup> International Conference “Ensuring Business Continuity through Impact Reputation Management,” in Netherlands, Amsterdam during May 28 – 30, 2009.

Professor Abhoy K Ojha, Organizational Behaviour and Human Resource Management Area

- Attended a research Project on “Comparing Canadian and Indian Approaches to Managing Diversity in Society and Organizations” at Laurentian University, Canada during April 15 - June 1, 2009.

Professor Ashok Thampy, Associate Professor, Finance & Control Area

- Attended Meetings and an Executive Education Seminar at The School of Business Economics and Law at Goteborg University during May 2-17, 2009.

Professor Mithileshwar Jha, Marketing Area

- Visited School of Business, Economics and Law, University of Gothenburg, Sweden during April 18 - May 16, 2009.

Professor Seema Gupta, Assistant Professor, Marketing Area

- Presented a paper on “Communicating the Change in Corporate Identity: from MICO to Bosch” at the 13<sup>th</sup> International Conference on Corporate Reputation, Brand, and Competitiveness, Amsterdam during May 28 -30, 2009.

Professor Nagadevara V, Quantitative Methods and Information Systems Area

- Participated & presented a paper titled “Impact of Gender in Small Scale Enterprises- A Study of Women Enterprises in India” in the 11<sup>th</sup> International Conference on Global Business and Economic Development at Bratislava, Slovak Republic during May 9 – 13, 2009.

Professor Mathew J Manimala, Organization Behaviour & Human Resource Management Area

- Participated in the Fellowship Programme in Entrepreneurship at the King Saud University, Riyadh during May 9 – 13, 2009.

Professor Malathi Somaiah, Public Systems (Education) Area

- Attended the 11<sup>th</sup> International Conference on Global Business and Economics Development, Bratislava, Slovak Republic held at the Montclair State University, during May 27 – 30, 2009.

Professor Sourav Mukherji, Associate Professor, Organization Behavior and Human Resource Management Area

- Attended a case study training workshop, Bratislava, during July 12 – 15, 2009.
- Attended the 11<sup>th</sup> International Conference on Global Business and Economics Development, Bratislava, Slovak Republic held at the Montclair State University, during May 27 – 30, 2009.
- Attended an International Conference on “Impact of Base-of-the-Pyramid Ventures”, held at the University of Technology, Delft, Netherlands during November 16 – 18, 2009.
- Presented a paper on “Inclusive Healthcare in India: Comparing Three Models” at the first International OIKOS PRI Young Scholars Development Academy 2009 at Hotel Kaubad, Switzerland during December 6 -11, 2009.

Professor T V Ramanayya, Public Systems (Transport) Area

- Attended the 11<sup>th</sup> Conference of the Society for Global Business and Economic Development, and presented a paper titled “Role and Effectiveness of Local Governing Organization in Efficient Use of Common Resources – Case Study of Water Users Associations in India” at Bratislava during May 27 – 30, 2009.

Professor Devanath Tirupati, Production and Operations Management Area

- Attended meeting of INFORMS / CORS at Toronto, Canada during June 13, - 16, 2009.
- Visited Germany to enhance research cooperation between IIMB and the European Business School International University, Scholss Reichartshausen, Oestrich-Winkel, during November 10 - 12, 2009.

Professor P G Apte, Economics & Social Sciences Area

- Visited Lisbon, Portugal at ISCTE, Business School to teach a course in International Finance and Reporting offered in the M.Sc. during June 22 – 27, 2009.

Professor Sankarshan Basu, Associate Professor, Finance & Control Area

- Attended the 13<sup>th</sup> Asia Pacific Risk and Insurance Association Annual Conference held at Beijing during July 19-22, 2009.

Professor Gopal Naik, Economics & Social Sciences Area

- Attended the 19<sup>th</sup> World Symposium of International Food and Agribusiness Association at Budapest during June 20 – 21, 2009.

Professor Vasanthi Srinivasan, Associate Professor, Organizational Behaviour & Human Resource Management Area

- Attended the workshop for Regional Coordinators of the Global Survey of Business Ethics at Geneva during July 2 – 5, 2009.

Professor Rupa Chanda, Economics & Social Sciences Area

- Participated in a seminar on services that they are organizing for a select group of organizations for Islamic Countries at Istanbul, Turkey during May 17 – 24, 2009.
- Participated in a workshop at the London School of Hygiene and Tropical Medicine at United Kingdom during June 21- 26, 2009.
- Participated in a meeting in Florence as a member of the Working Group on India-EU Mobility Partnership during July 11-15, 2009.
- Participated in the International Health and Economics Association, on a project titled “Prospects for Telemedicine and Medical Tourism between India and the UK” at Beijing during July 11-15, 2009.
- Presented a paper titled “ Trade Liberalization in Producer Services: Case Study of India” at the ‘Asia-Pacific Trade Economist’ conference titled “Trade-Led Growth in Times of Crisis” at Bangkok, Thailand during November 2-3, 2009.
- Attended a workshop at the London School of Hygiene and Tropical Medicine (LSHTM) on the project titled, “Prospects for Telemedicine and Medical Value Travel between India and the UK” during February 26 to March 02, 2010.

Professor R Vaidyanathan, Finance & Control Area

- Presented a paper titled “Pension Reforms: Lessons from India” at 13<sup>th</sup> Asia Pacific Risk and Insurance Association Annual Conference held at Beijing during July 19- 22, 2009.

Professor Haritha Saranga, Associate Professor, Production & Operations Management Area

- Attended the Automotive Research Conference at Oakland University, Rochester, Michigan, USA during June 8 – 9, 2009.
- Visited Japan to attend the international workshop on “Industrial Development Process in Contemporary China and India: A Comparative Study”, during December 17 – 22, 2009.

Professor Anil B Suraj, Visiting Professor, Organizational Behaviour & Human Resource Management Area

- Visited Korea on official work as part of IAS Phase IV Training Programme for the Centre of Public Policy during June 27- July 13, 2009.

Professor U Dinesh Kumar, Quantitative Methods & Information Systems Area

- Participated in the INCOSE 2009, Symposium at Singapore at during July 20-23, 2009.

Professor Suresh Bhagavatula, Visiting Professor, NSRCEL

- Participated in the “2-Mode Social Network Analysis Conference” held at Amsterdam during September 30 - October 2, 2009

Professor G Sabarinathan, Associate Professor, Finance & Control Area

- Participated in the meeting with University of California, Santa Cruz at Mountain view during October 19-20, 2009
- Participated in the Conference of PIMS at Texas Austin during October 21 - 23, 2009.

Professor R Srinivasan, Associate Professor, Corporate Strategy & Policy Area

- Attended one day workshop on “Managing Uncertainty” for the Senior Management team of ACI Limited at Dhaka, Bangladesh during May 22 – 24, 2009.
- Attended a conference on case “Idea Cellular’s Acquisition of Spice Telecom” at ASAC 2009 at Niagara Falls, Canada during May 22 – 24, 2009.
- Attended the 4<sup>th</sup> European Conference on Entrepreneurship and Innovation at the University of Antwerp, Belgium during September 10 - 11, 2009.
- Attended the Academic Seminar at the Europe International Business School at China during August 31 – September 4, 2009.
- Visited Portugal to teach a course in International Finance and Reporting offered in the MSc in Business Administration at ISCTE Business School, Lisbon during March 2010.

Professor P D Jose, Corporate Strategy & Policy Area

- Participated in a case study training workshop at Bratislava during July 12-15, 2009.
- Participated in a Program Session at the Academy of Management Conference, Chicago during August 7 -12, 2009.
- Participated in a Workshop on BOP Strategies at Global Futures Conference organised at Goteborg, Sweden during October 2-6, 2009.
- Visited School of Business at University of Goteborg, Helsinki, Sweden during February 1-2, 2010.

Professor Ashis Mishra, Assistant Professor, Marketing Area

- Attended the 5<sup>th</sup> Conference on Retailing in Asia Pacific at Hong Kong during August 25-27, 2009.

Professor V Ravi Anshuman, Finance and Control Area

- Conducted a 3-week program at the Aarhus School of Business (Denmark) during August 3 - 21 , 2009.

Professor Shubhabrata Das, Quantitative Methods and Information Systems Area

- Attended ERCIM 2009 conference on Computing & Statistics at the Limassol, Cyprus during October 29-31, 2009.

- Attended the 57<sup>th</sup> Conference of International Statistical Institute at Durban, South Africa during August 16-22, 2009.

Professor S Nayana Tara, Public Systems [Education] Area

- Attended the International Academy of Business and Economics Conference at the Plaza Hotel Casino Las Vegas, Nevada, USA during October 18 – 21, 2009.

## 13. Library

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The Library at IIMB is centrally situated in the Institute campus in a 55000 sq ft building spread over four floors with more than 300 seating capacity. It serves users on all days of the year between 9am to 10pm except on three National Holidays namely Republic Day, Independence Day and Gandhi Jayanthi.

The IIMB library is a veritable feast of knowledge with a comprehensive collection of documents predominantly related to management and its allied subjects to meet the present and future information needs of its users. Most of the library activities are computerized to facilitate easy access to the resources of the library.

### 13.1 Resources:

The invaluable collection of library exceeds 2.32 lakh documents comprising of books, reports, back issues of journals, conference proceedings, working papers, theses, non book materials etc. The collection statistics is provided below:

#### I Total collection as on March 31, 2010

1.	<u>Books</u>	- 1, 46,500
	E-Books	- 392
	Micro documents	- 34682
	Annual Reports	- 2200
2.	<u>Non book Materials</u>	
	Video cassettes	- 416
	VCDs & DVDs	- 540
	Audio cassettes	- 240
	CD-ROM	- 4885
3.	<u>Databases</u>	- 52
4.	<u>Journals/Newspapers</u>	
	Print Journals	- 450
	E-Journals	- 1546
	Full text journal titles in databases	- 35000+
	Newsletters	- 100
	Back vols of Journals	- 34682
	Newspapers	- 24

## II. Budget

Foreign Journals	-	Rs. 110 Lakhs
CD Rom/Database	-	Rs. 120 Lakhs
New Databases	-	Rs. 10 Lakhs
Books/AV Resources	-	Rs. 35 Lakhs
Total 275 lakhs		

## III. Statistics

Newly added Corporate Deposit Members	-	1
Newly added Individual Deposit Members	-	30
Newly added Institutional Deposit Members	-	5
Non Deposit Members registered for library use	-	85
Visitors	-	5780
Users	-	20785
Books Issued	-	20236
Books consulted	-	34790
Books	-	1715
Database added	-	5
Micro documents	-	415
Bound volumes of journals	-	1240
Articles supplied	-	715
Articles purchased	-	20

### 13.2 Facilities

The Data Access Center at the Ground Floor and Reading Area in the First Floor of the library are open round the clock for student use. Remote access is provided to the students and faculty who stay outside the campus and off the campus on studies and research. OPAC (Online Public Access Catalogue) search facility is provided in all the floors of the library for users to browse the online catalogue of library documents. An Information Center at the Ground Floor assists patrons in locating and accessing the library resources. An Audio-Visual Room on the Second Floor and two discussion rooms are also made available for the users.

### 13.3 Services

The Library has diversified services like reference, data search, photocopy, and document delivery, inter library loan, resource sharing, bibliographic and related services which can be accessed through the Intranet portal on VENUS. Personalized service is provided to the new users and on request. The Library arranges regular orientations to subscribed databases. It also initiates trial access to new databases for faculty and students.

### 13.4 Digitization

The Library has digitized its internal documents like students project reports, theses, dissertations, faculty publications, working papers etc., and these are made available through Dspace, an open source software.



### **13.5 External Members**

IIMB encourages the use of its resources for professional purposes. Individuals and organizations can use the library regularly either on a deposit or on a non deposit basis. Services are also extended to the retired faculty and spouses of the student community. 6,560 outside users have utilized the library services during the year.

### **13.6 Library services on Intranet**

Library services on Intranet (Venus) are a one stop access point to avail and access all the resources and facilities of the library.

### **13.7 Institution Membership**

The Library has memberships to American Library, Chennai and British Library, Bangalore to help avail their facilities and resources for IIMB students and faculty.

## **14. Computer Centre**

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### **14.1 Current Activities**

The highlights of the activities of the Computer Centre during the year are as follows:

- The phase IV of Wi-Fi of MDC block, Amphitheatre area & open areas around all classrooms, library and hostel blocks has been taken up (Cost: Rs. 65 lakhs)
- In the current year, the Internet link has been upgraded to 90 Mbps with a prevailing total outlay price. We have also retained one redundant link from STPI (Total Cost: Rs. 40 lakhs)
- During the past year, CC has replaced the inkjet printers in officers' desks with desktop laser ones in continuation with the drive to reduce the printing cost.
- Administrative departments have been provided with one network laser printer replacing all other individual inkjet printers.
- New Desktop computers (25 numbers) have been procured for the use of Academic Interns and some of the offices.
- Order placed for Fortigate UTM based firewall (redundant & active-active) replacing the existing PIX firewall. (Cost: Rs. 25 lakhs for 3 years support).
- Orders have also been placed for high density modular datacenter with blade server with SAN storage accompanied with virtualization environment and all threat protection.
- Acquired 5 laptops for new faculty members in the permanent cadre who are going to join during the course of this year. (Cost: Rs. 4.40 lakhs).
- During the year CC replaced existing old projectors in many classrooms with new ones with higher brightness. (Cost: Rs. 17.76 lakhs)
- AMC for servers/printer/network resources/UPS were renewed during the year. (Cost: Rs. 11 lakhs)
- AMC for all (350 nos.) desktops were done for 3 years with memory, HDD & screen up-gradation.
- The licenses for certain software like Arena, STATA, Turnitin, Visible Analyst, WinRats, SAS, iThink, Microsoft Campus License were renewed / upgraded in the current year.

- SPSS software has been upgraded from Ver 14.0 to Ver18.0. (Rs. 5 lakhs)
- Multi points Video Conference facilities have been revamped at the Board Room and augmented at NSRCEL (Pay per use model) .
- AV control systems in 11 classrooms have been revamped to push button panel.
- Facilities Management Services rendered by Wipro has been renewed for 3 more years (Rs. 78 lakhs).

#### **14.2 Plans for future**

- A self registration portal for users with SMS based verification for the password being planned to reduce the manual creation of the users and passwords.
- Phase V networking (wired and wireless) for 300 seats in new hostels and residential network is being planned.
- More network printers are being planned at each floor of the faculty blocks to encourage duplex and low cost printing. In addition to this, one scanner for each floor will be provided.

## **15. Student Activities**

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### **15.1 Vista 2009-10**

Vista, one of the major events at IIMB, and one of the biggest among the business festivals conducted by B-schools, was held during January 29-31, 2010.

The fest kicked off with a series of events including “Numero Uno”, the flagship event of Vista 2010, described as ‘the hunt for the next-CEO’. Mr. Bharat Doshi, Executive Director and CFO of the Mahindra Group inaugurated the event. Eminent personalities like Ms. Meera Sanyal (Chairperson, ABN AMRO), Mr. Chetan Maini (Deputy Chairman of Reva Electric Car Company) and Mr. Ravi Singh (Secretary General of WWF India) were guest speakers at Vista.

The IIMB-NASSCOM Leadership Summit was held on Jan 30, 2010. The topic of summit was “IT Industry at the Crossroads: Top three priorities for IT companies in years ahead”.

The Media Conclave witnessed a meeting of the minds, a coming together of ideas to define an interesting topic - The New Indian. Mr. Mani Shankar Aiyer, Mr. Manish Sabharwal, Mr. R K Mishra and Mr. Krish Ashok explored various the attributes of the new generation in a discussion moderated by Mr. Sidin Vadukut.

### **15.2 Students’ Council Elections**

The Students’ Council Elections for the Academic year 2010-2011 were held in February 9, 2010. Mr. G. Shri Chakravarthy was elected as the President of the Students’ Affairs Council (SAC).

### **15.3 Unmaad 2009**

Unmaad, the student cultural festival was scheduled during October 3-4, 2009.

This Unmaad witnessed a popular event, like Solo dance called “Teatro Danza” at L square, one of the most happening places in the campus. The event saw performances ranging from traditional to Bollywood dancing, to the ones that brought back memories of Michael Jackson at his most ‘Dangerous’. The first prize was bagged by Abhishek Jaiswal of M.S. Ramaiah Institute of Bangalore.

The performing arts category also included a movie spoof competition called “Broader than Broadway” which had students using their 10 minutes to showcase their lateral understanding of the movie. A team of ten students from Manipal Institute of Technology were the ones to walk away with the trophy for this event.

There were also literary events like “Word Trade Center” which had huge participation with IIT Bombay walking away with the prize. The “Delhi Durbar”, Hindi Kavi Sammelan let the poets extol their works to captive audiences with flair only poets can achieve. The corridors of IIMB vibrated with the creative energies of the contestants and the venue dotted with mascots of the Unmaad theme truly lent a festive air.

Students got a chance to get down and dirty with “David at Ajanta” and “Asterix in Bangalore” the fine arts events for comic designing and clay sculpting respectively. The valves of creativity was turned full-on at these events, with Lisa Jerry and Victor bagging the prize for Comic Corner and the BIM college of Bangalore pocketing the prize for clay sculpting. In the music section, the Indian Light Music contest “Bombay Dreams” set the stage for some scintillating Indian music with Christ University of Bangalore bagging the prize. Along with the events, there were also three workshops conducted for students on Dance, Martial Arts and Pottery. The workshops witnessed a great turnout and the workshop by Shaimak Davar on Bollywood dancing saw even the foreign exchange students learning to dance to Bollywood tunes.

The campus also sported several food stalls from Little Italy, US Pizza, Baskin Robbins and Kaati Zone to sate the hungry participants and refresh the ones headed off to more events. The stalls organized by the PGP 2009 batch attracted students with their inviting array of games, fun activities and innovative offers.

The final day of Unmaad '09 saw the final rounds of the Specials, the most popular events of the fest. There was the 3-day long competition of “Mr and Ms Unmaad” which started off with a questionnaire and task based selection on day 2 and the finalists being subjected to various rounds on day 3 at L square where they were required to think on top of their feet and be creative not only in their responses but also showcase their skills at acting and miming. Sadanand of IIMB won the title of Mr. Unmaad and Ms. Hufriya from S.P. Jain was crowned Ms. Unmaad. “Haute Couture”, the fashion show, “Abhivyakti and Footloose” the choreography and freestyle dancing competitions were the evening’s highlights. The tone was perfectly matched by the dance performance of the IIMB team which had the crowd rocking to its tunes. Amidst all of this, would-be rock stars were fighting a battle for supremacy at the “Battle of the Bands” with performances ranging from groovy Alternative Rock to head banging Death Metal.

Unmaad ended with a big bang and thunderous applause, as Shankar, Ehsaan and Loy left the stage to a standing ovation from a 4,000-strong crowd.

## **16. Personnel and Administration**

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As on March 31, 2010, there were 27 Officers, 4 Research Fellows and 198 administrative staff. For details refer **Statements 19 and 20**.

### **16.1 Appointments**

Ms. Sujata M was appointed as Head – Finance on November 9, 2009.

Dr. Deepa C Prabhu was appointed as Medical Officer on December 1, 2009.

## **16.2 Educational Resource Planning (ERP) System for IIMB**

'Banner Unified Digital Campus' (Banner UDC) was chosen as the ERP system most suitable to meet the present and future requirements of IIMB, as articulated in the IIMB Vision document dated March 25, 2008. Banner UDC has been rated as a Leader in its category with more than 1000 Higher Education customers worldwide. Banner UDC is the product of SunGard Higher Education, USA, who has sales, development and support centers in Bangalore.

## **16.3 ERP & Infrastructure acquisition & installation**

IIMB procured and installed the Banner UDC software, Oracle RDBMS, Dell Servers and other supporting software required to run ERP in a secure networked environment. We have also entered into a contractual agreement with SunGard for the implementation of ERP as well as supporting it for a period of 5 years.

### **Initial modules taken up for implementation**

1. Student module for efficient conduct of all long duration academic programmes
2. Finance module
3. HR module
4. Admissions module
5. Portal solution

### **Training**

Training has been completed for the personnel of PGP office, Finance, HR and also the Core ERP Team.

### **Implementation Status**

#### **1. PGP**

Beta run for the current 3<sup>rd</sup> terms of PGP is under progress. We can go live as planned for PGP from the next academic year (2010-11) from June 2010

#### **2. Finance**

Transaction entry for April 2009 onwards has started with a view to conduct the parallel run for the financial year 2009-10 with the current tally software. It is expected to switch over to Banner Finance for the year 2010-11

#### **3. Admissions**

We have successfully completed the test run for the PGP 2009 batch, as well as the parallel run for the first phase of PGP 2010 batch. Parallel run for the second phase of interviewing & admitting PGP 2010 is under progress.

#### **4. HR**

IIMB's Organization structure has now been defined in Banner HR. We are in the process of entering all our employees' data. Once this is completed, we will be enabling 'Hiring (after recruitment)' and Leave Processing' transactions.

#### **5. Luminis Portal**

Portal design is underway. We expect to launch some portions of it for use by IIMB community from April 2010.

## 17. Achievements and Awards

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The Indian Institute of Management Bangalore (IIMB) has been ranked # 6 in the Asia-Pacific region in the *QS Global 200 Business Schools 2009: The Employers' Choice*, published recently by Quacquarelli Symonds Limited. IIMB is the only Indian Management School to rank amongst the top ten, which includes business schools in Australia, Singapore, China and Hong Kong.

### 17.1 Achievements and Awards – Faculty

1. Professor Rahul De's paper "Caste Structures and e-Governance in a Developing Country" received the Outstanding Paper Award for the most Interdisciplinary and Innovative Research contribution, on September 3, 2009 at the 8th International Conference on EGOV at Linz, Austria. The paper had been nominated in two categories and was awarded under Category 1, which awarded the interdisciplinary paper with the most out-of-the-box and forward-looking idea and concept.
2. Professor Gita Sen was invited to deliver the 10<sup>th</sup> Annual Sol Levine Lecture on Society and Health, sponsored by Harvard School of Public Health, Boston University School of Public Health, and The Health Institute at Tufts-New England Medical Center, held on October 6, 2008. The topic of her lecture was: Health Inequalities: Gendered Puzzles and Conundrums. The paper has been published in *Social Science & Medicine*, Vol. 69 Number 7, issue of October 2009, and is available online since August 21, 2009. This is one of the most cited social science journals.
3. Maryland India Business Round Table (MIBRT) selected Professor R Vaidyanathan of IIMB for the Global Leadership in Finance & Risk Management of the year Award (2009), presented on November 19, 2009. Professor Vaidyanathan was honoured for his commitment and outstanding service in promoting best practices in finance, risk management and promoting human development and peace, and economic growth. The MIBRT is a non-profit and public-private partnership established in Maryland, USA to promote business, international relations, peace and human development.
4. In the recent International Finance Conference held at the Indian Institute of Management Calcutta, Professor Pulak Ghosh's paper received the 3rd best paper award during December 3-5, 2009. The paper titled 'A Bayesian Term Structure Modeling using Heavy-Tailed Distributions' was authored by Carlos Abanto, Victor Lachos and Pulak Ghosh.
5. Professor Anand K Sharma chaired a session on Financial Fast Forward: India's PPP at a summit organized by CII in Chennai on August 7, 2009. Professor Sharma was also invited to be the Guest Editor in the PPP special number of *Management Next* issue dated August 2009, which was a special issue for the sixth anniversary of the magazine.
6. Professor Ganesh N Prabhu has been invited to serve on the International Advisory Board of CARMA (Center for the Advancement of Research Methods and Analysis). The term of this honorary position is till July 2012.

CARMA is a not-for-profit organization currently based in the School of Business at Virginia Commonwealth University (VCU), located in Richmond, Virginia. It was established in 1997 by Dr. Larry J. Williams, with an interdisciplinary focus emphasizing topics relevant to the social and organizational sciences. From 2004 to 2008, faculty and doctoral students from over 200 universities and over 40 countries participated in CARMA events either live or via the Internet. CARMA is slated to shift to the Wayne State University School of Business

Administration at Detroit, USA later this year. For more details, visit: <http://www.carma.vcu.edu/default.asp>

8. Professor Sourav Mukherjee received the IBM Faculty Award of USD 10,000 by IBM Corporation in 2009. This is a highly competitive award given to about 204 people across the world, 6 of whom are in India. This award is given to people who are recognized in their field of work. This award is highly competitive and recognizes the quality of a programme and its importance to industry.

## **17.2 Achievements – Students**

1. The IIM Bangalore-IIT Bombay team comprising Abhijit Parashar, PGP2, IIM Bangalore (proprietor and team leader); Roshan Agarwal, PGP2, IIM Bangalore; Abhishek Humbad, PGP1, IIM; Gaurav Parashar, Senior Undergrad, IITBombay, won the first prize in The AI Gore Sustainable Technology Venture Competition TM 2009, held on November 6-7, 2009 at IIT Kharagpur, West Bengal, India. The team was awarded for the business plan for their entrepreneurial venture - Energy and Carbon Productivity Solutions (ECPS).
2. Colonel Sandeep Misra (Retd), currently a student of the first batch of the Executive Post Graduate Programme in Management (EPGP) at IIMB, was honoured with the Vishisht Seva Medal by Lt General Pradeep Khanna, General Officer Commanding-in-Chief Southern Command, Pune on behalf of the President of India, at a ceremony held at Pune on January 15, 2010.

## 18. Financial position

The financial position of the Institute showing the income, expenditure and savings for the year 2009-10 and comparative position for the previous three years is given below:

*Rs. in Crores*

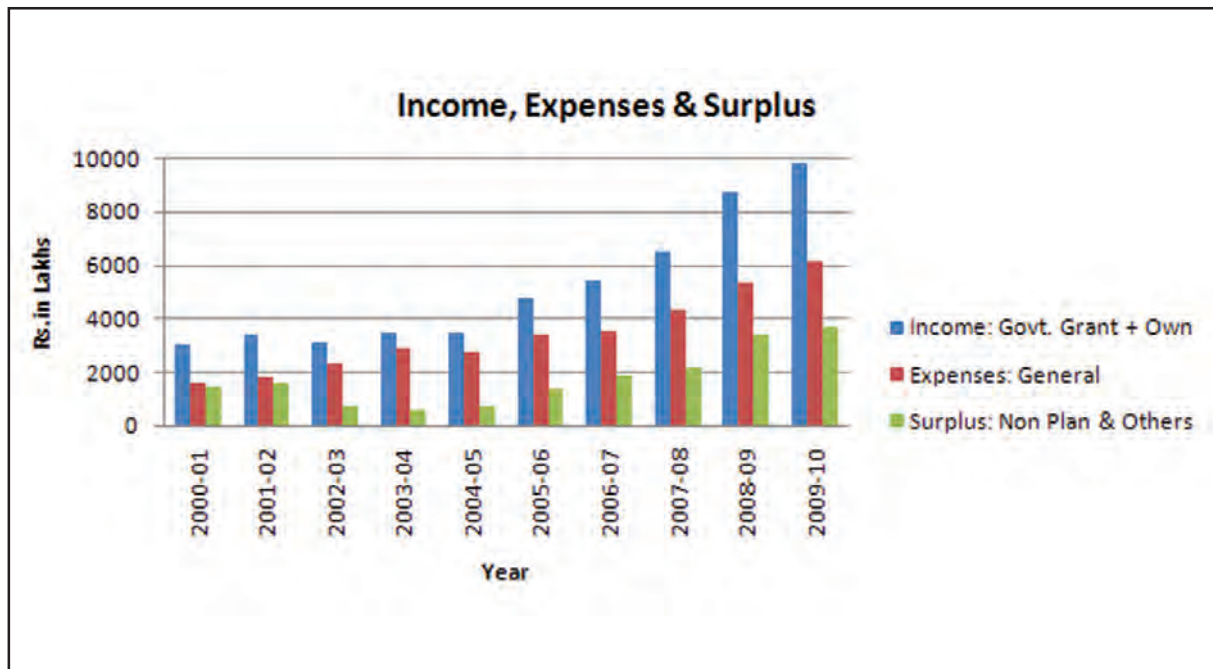
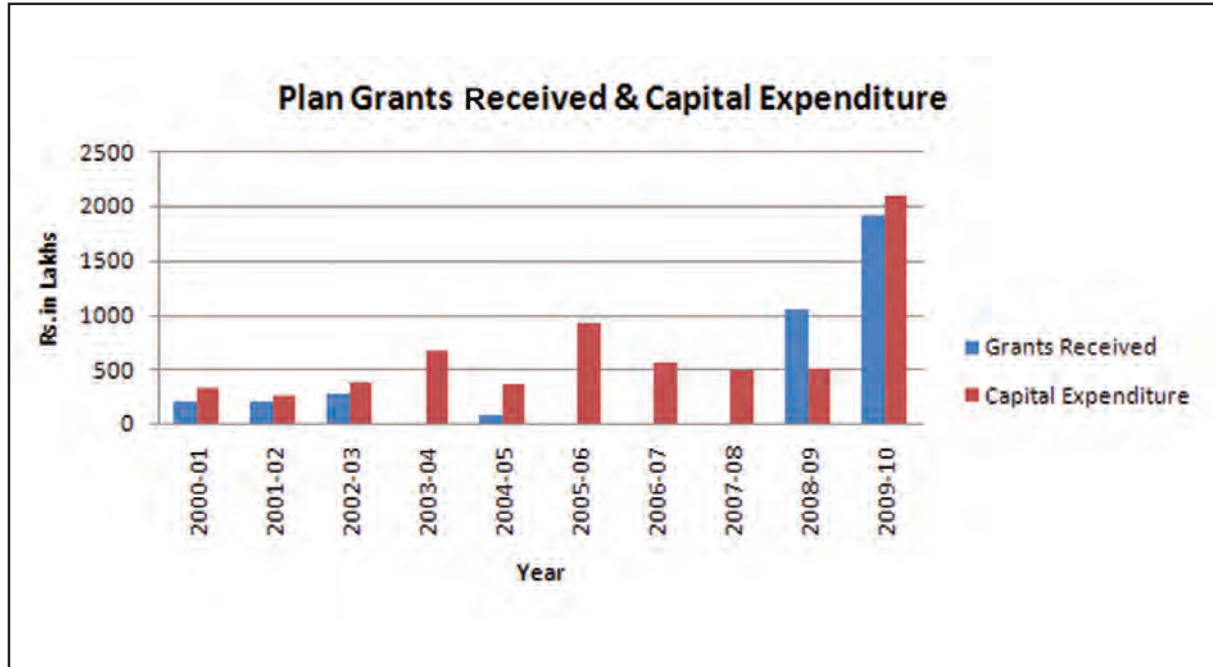
Particulars	Actual		Actual
	2007-08	2008-09	2009-10
<b>NON- PLAN :</b>			
1 Income:			
Govt. Grants	0.00	0.00	0.00
Own Revenue (excluding transfers)	65.26	87.38	97.90
<b>Total</b>	<b>65.26</b>	<b>87.38</b>	<b>97.90</b>
2 Expenditure	43.22	53.61	61.30
3 Excess of Income over Expenditure	<b>22.04</b>	<b>33.77</b>	<b>36.60</b>
Less:(i) Corpus Interest	3.81	3.84	5.25
(ii) Transfer to Terminal Benefits Reserve	8.78	20.15	25.26
(iii) Transfer to General Reserve towards Capital Expenditure	1.12		1.98
(iv) Transfer to Chairs (interest	73.76	0.21	
(v) Add back of Depreciation Written off		6.74	0.06
(vi) Depreciation	14.60	6.88	5.31
(vii) Vision Fund		7.00	
4 Net Savings transferred to End. Fund	(7.02)	2.43	(1.14)
<b>PLAN:</b>			
1 Receipts			
Govt. Grants	0.00	10.67	19.28
2 Expenditure	4.93*	5.19	20.99 **

\* Met from General Reserve (Corpus Interest), Surplus and Centre for Software Management

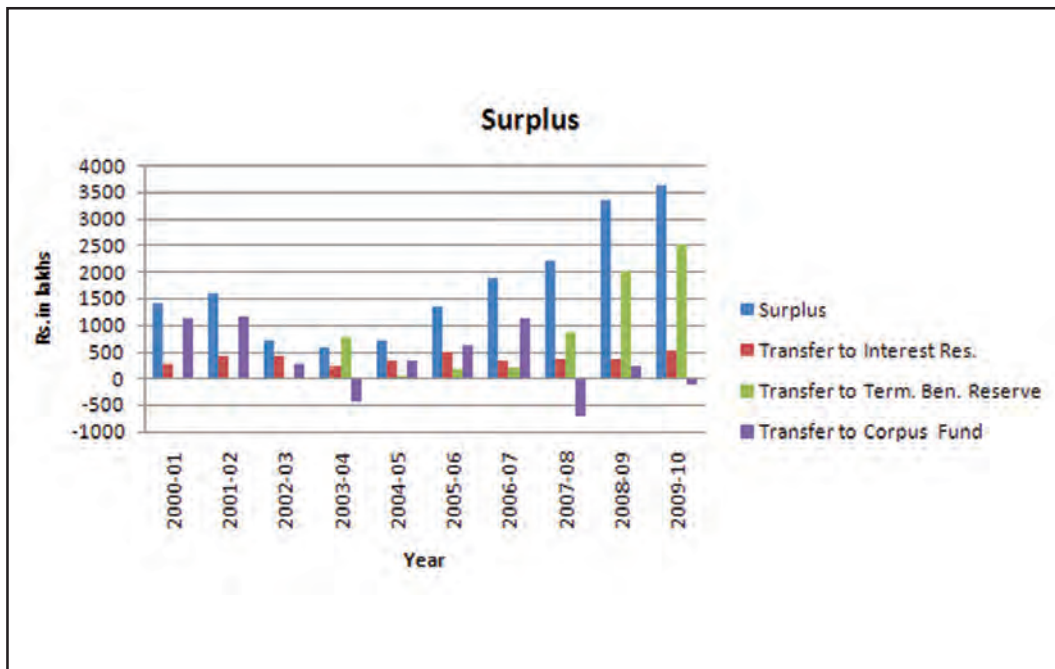
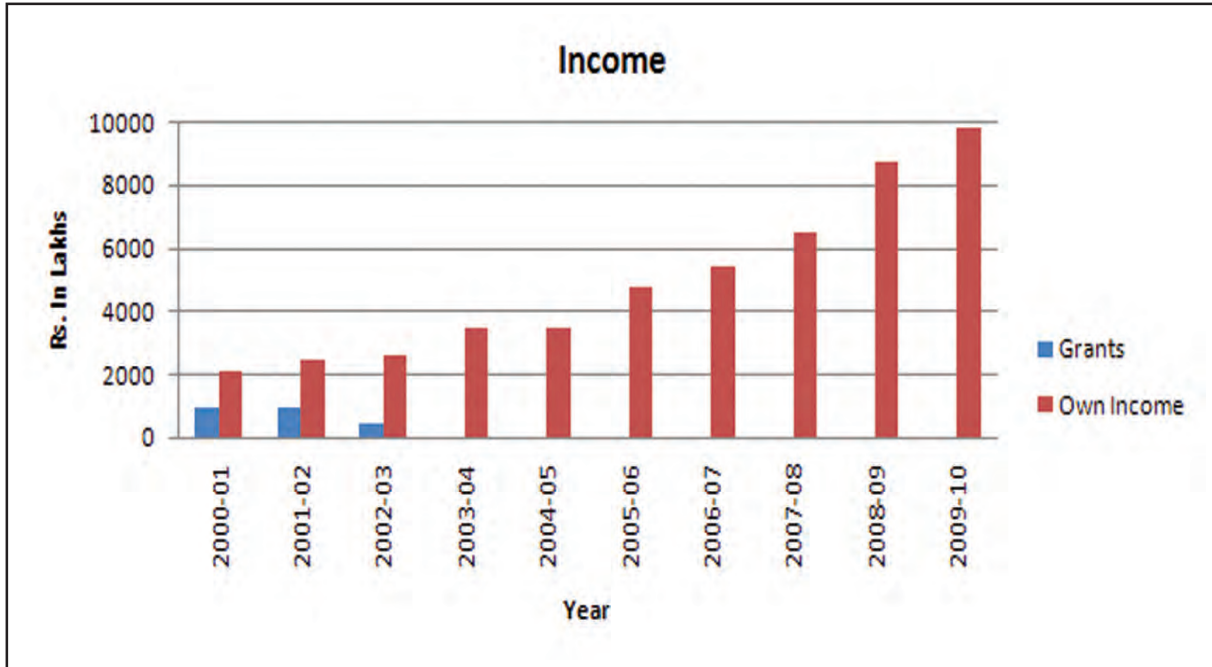
\*\* Met from General Reserve (Corpus Interest)



## Graphs Showing Details of Income, Expenditure and Surplus for the Period 2000-01 to 2009-10



## Graphs Showing Details of Income, Expenditure and Surplus for the Period 2000-01 to 2009-10



**Indian Institute of Management Bangalore**

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**Statements**

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## Statement 1

IIMB Society Meetings

44<sup>th</sup> meeting - 28<sup>th</sup> October 2009

45<sup>th</sup> meeting - 29<sup>th</sup> March 2010

### BOARD MEETINGS

No. of Board meetings held during 2009-10 - 4 meetings

Meeting Nos. & Date:	128 <sup>th</sup> meeting	-	14 August 2009
	129 <sup>th</sup> meeting	-	28 October 2009
	130 <sup>th</sup> meeting	-	22 January 2010
	131 <sup>st</sup> meeting	-	29 March 2010

Attendance details of meetings of Board of Governors and its Sub-Committees:

Name of the Member– Shri/Smt	No. of Meetings Attended	Remarks
S.N. Agarwal	3 (129 <sup>th</sup> , 130 <sup>th</sup> and 131 <sup>st</sup> )	Leave of absence for 128 <sup>th</sup> .
R. P. Agrawal	Nil	Leave of absence for 128 <sup>th</sup> and 129 <sup>th</sup> . Not a member for 130 <sup>th</sup> and 131 <sup>st</sup> .
K.L. Chugh	3 (128 <sup>th</sup> , 130 <sup>th</sup> and 131 <sup>st</sup> )	Leave of absence for 129 <sup>th</sup>
Kiran Mazumdar Shaw	2 (130 <sup>th</sup> and 131 <sup>st</sup> )	Not a member for 128 <sup>th</sup> . Leave of absence for 129 <sup>th</sup>
A.S. Kolaskar	4	
Kris Gopalakrishnan	2 (129 <sup>th</sup> and 131 <sup>st</sup> )	Not a member for 128 <sup>th</sup> . Leave of absence for 130 <sup>th</sup> .
Mangala Rai	Nil	Not a member for 128 <sup>th</sup> , 129 <sup>th</sup> and 130 <sup>th</sup> . Leave of absence for 131 <sup>st</sup>
D Muralidhar	4	
Mukesh D. Ambani, Chairman	2 (130 <sup>th</sup> and 131 <sup>st</sup> )	Leave of absence for 128 <sup>th</sup> and 129 <sup>th</sup>
L V Nagarajan	Nil	Not a member for 128 <sup>th</sup> , 129 <sup>th</sup> and 130 <sup>th</sup> . Leave of absence for 131 <sup>st</sup>
Narendra Jadhav	1 (129 <sup>th</sup> )	Not a member for 128 <sup>th</sup> . Leave of absence for 130 <sup>th</sup> and 131 <sup>st</sup>
Pankaj Chandra, Director	4	
N Prabhu Dev	1 (128 <sup>th</sup> , 129 <sup>th</sup> and 131 <sup>st</sup> )	Leave of absence for 130 <sup>th</sup>
Rahul De	3 (129 <sup>th</sup> , 130 <sup>th</sup> and 131 <sup>st</sup> )	Not a member for 128 <sup>th</sup>

<b>Name of the Member– Shri/Smt</b>	<b>No. of Meetings Attended</b>	<b>Remarks</b>
Rajendra S Pawar	3 (129 <sup>th</sup> , 130 <sup>th</sup> and 131 <sup>st</sup> )	Not a member for 128 <sup>th</sup>
N.S. Ramaswamy	2 (128 <sup>th</sup> and 131 <sup>st</sup> )	Leave of absence for 129 <sup>th</sup> and 130 <sup>th</sup>
S.V. Ranganath	1 (131 <sup>st</sup> )	Not a member for 128 <sup>th</sup> . Leave of absence for 129 <sup>th</sup> and 130 <sup>th</sup>
Ravi Parthasarathy	Nil	Leave of absence for all meetings
Rupa Chanda	4	
Samar Singh	Nil	Leave of absence for 128 <sup>th</sup> and 129 <sup>th</sup> . Not a member for 130 <sup>th</sup> and 131 <sup>st</sup>
R.A. Savoor	1 (131 <sup>st</sup> )	Leave of absence for 128 <sup>th</sup> , 129 <sup>th</sup> and 130 <sup>th</sup>
M.R. Sreenivasamurthy	Nil	Leave of absence for 128 <sup>th</sup> , 129 <sup>th</sup> and 130 <sup>th</sup> . Not a member for 131 <sup>st</sup> .
A.S. Srikanth	Nil	Leave of absence
Subhas B Dhar	2 (129 <sup>th</sup> and 130 <sup>th</sup> )	Not a member for 128 <sup>th</sup> . Leave of absence for 131 <sup>st</sup> .
Subroto Bagchi	3 (129 <sup>th</sup> , 130 <sup>th</sup> and 131 <sup>st</sup> )	Not a member for 128 <sup>th</sup>
Sudhakar Rao	Nil	Leave of absence for 128 <sup>th</sup> . Not a member since 129 <sup>th</sup> meeting
Sunil K Alagh	3 (128 <sup>th</sup> , 129 <sup>th</sup> and 131 <sup>st</sup> )	Leave of absence for 130 <sup>th</sup>
Trilochan Sastry	4	As member for 128 <sup>th</sup> . As invitee (Dean (Academic) for 129 <sup>th</sup> , 130 <sup>th</sup> and 131 <sup>st</sup>
N C Vasudevan	Nil	Leave of absence
Vibha Puri Das	Nil	Not a member for 128 <sup>th</sup> and 129 <sup>th</sup> . Leave of absence for 130 <sup>th</sup> and 131 <sup>st</sup>
Chairman, AICTE	Nil	Leave of absence
B Mahadevan	4	Invitee for all the meetings as Dean (Administration)

**Finance Committee**

No.of meetings held during the year	:	4
Meeting Nos. & Dates	:	33 <sup>rd</sup> meeting - 25 <sup>th</sup> June 2009 34 <sup>th</sup> meeting - 22 <sup>nd</sup> October 2009 35 <sup>th</sup> meeting - 18 <sup>th</sup> January 2010 36 <sup>th</sup> meeting - 27 <sup>th</sup> March 2010

**Members Attended**

(Shri/Professor)

Shri S.N.Agarwal, Chairman	:	4
Prof. Ashok Thampy	:	2 (35 <sup>th</sup> and 36 <sup>th</sup> – Not a member for 33 <sup>rd</sup> and 34 <sup>th</sup> )
Ms. Gayathri Subramanian, Manager (F & A)	:	1 (34 <sup>th</sup> )
Shri Indu Shekhar Vasisst	:	4
Ms. Ketoki Basu	:	1 (33 <sup>rd</sup> . Resigned from service after June 2009)
Prof. B Mahadevan:		4
Prof. R Narayanaswamy	:	1 (33 <sup>rd</sup> ). Not a member for 34 <sup>th</sup> , 35 <sup>th</sup> and 36 <sup>th</sup> )
Prof. Pankaj Chandra	:	4
Shri S.K.Ray, FA, MHRD	:	Nil (Leave of absence)
Ms. M Sujata, Head Finance	:	2 (35 <sup>th</sup> and 36 <sup>th</sup> . Not in service for 33 <sup>rd</sup> and 34 <sup>th</sup> ).
Prof. Trilochan Sastry	:	2 (33 <sup>rd</sup> and 34 <sup>th</sup> Leave of absence for 35 <sup>th</sup> and 36 <sup>th</sup> ).

**Staff Development Committee**

No. of meetings held	:	1 (6 <sup>th</sup> August 2009)
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**Members attended**

Shri R. A. Savoor, Chairman
Prof. Trilochan Sastry, Dean (Academic)
Prof. B Mahadevan, Dean (Admin.)
Shri C. V. Indu Shekhar Vasisst, CAO

## Statement 2

### Thesis Proposal Presentations by FPM Students

Name of the Student	Thesis Title	Date of Presentation
Lakshman Vijay Muddu	Volatility Modeling and Impact of Institutional Trade on Indian Capital Markets	April 6, 2009
Puja Guha	Macroeconomic Transmission Channel of International Remittance Flows Labour Market Adjustments and Dutch Disease Effect	Sep 4, 2009
Saroj Kumar Pani	The Effect of Economic and Social Embeddedness of Firms: Value Appropriation and Competitive Advantage	Sep 17, 2009
Anirvan Pant	Organizational Legitimacy and Organizational Identity in International Business: Three Essays	Oct 7, 2009
Shaleen Gopal	Contextual Embeddedness of Firm Diversification Behaviour	Oct 12, 2009
Mahesh MV	A Contingency Theoretic Framework for Supply Chain Disruption Risk Management	Oct 12, 2009
Shrikant Kolhar	Selected Issues in Inflation Measurement for Monetary Policy Rules	Oct 15, 2009
Shalu Kalra	Systematic Liquidity, Investor Sentiment and Market Behaviour	Oct 15, 2009
Suren Sista	The Impact of Tacit Knowledge on Relationship Strength and Relationship Continuity in Business-to-Business Relationships between p-KIBS and their Clients	Oct 19, 2009
Ashutosh Kumar Sinha	Emerging Markets Cross Border M&A : Three Essays on the Determinants of Premia, and Short Term and Long Term Abnormal Returns	Oct 26, 2009
Chitra	Internationalization, Governance and Firm Performance: An Analysis of Indian Firms	Nov 24, 2009
Jayaram Holla	Profitability Scoring and Optimal Decisions	Dec 17, 2009
Vishwesh Darshan Mehta	Impact of Trading Strategies of Institutional Investors on Stock Returns	Dec 23, 2009
Kalpna Gopalan	Shifting Perspectives and the Kernels of Policy: Governance and Design in Infrastructure Public Private Partnerships, The Indian Experience with the Bangalore International Airport Limited	Jan 7, 2010



<b>Name of the Student</b>	<b>Thesis Title</b>	<b>Date of Presentation</b>
Debabrata Ghosh	Channel Coordination Mechanisms in Green Supply Chain	Jan 11, 2010
Naveen S	Behavioural Dynamics in Supply Chain Contract Design	Jan 13, 2010
Smita Chattopadhyay	Communities of Practice (CoP): Drivers of Effectiveness	Jan 19, 2010
Jang Bahadur Singh	Evaluating Information and Communication Technology (ICT) Projects: A Development Perspective	Jan 25, 2010
Manikandan K.S.	Growth of Diversified Business Groups: Peering into the Black Box	Mar 12, 2010
Nalini Guhesh	Optimal CLV Based Decisions or Existing Customer Management in Situations of Asymmetric Social Influence	Mar 18, 2010

### **Statement 3**

#### **Award of Title “Fellow of IIMB 2010”**

<b>Name</b>	<b>Dissertation Title</b>
Krishanu Rakshit	An Analytical Model for Pricing Line-Extensions of Consumer Non-Durables
Sumit Bakshi	The Impact of Globally Distributed Virtual Organising on the Flexibility of Software Development Project Teams
Ananya Upadhyaya	Knowledge Sharing and Team Performance in Distributed Teams: Impact of Communication and Task Characteristics
Anuj Paul Gosain	Consequences of Service Recovery Justice Perceptions: An Equity Theory Perspective
Madalasa Venkataraman	Reverse Mortgage : Indian Context
Anirvan Pant	Essays on Organisational Legitimacy and Organisational Identity in International Business
Lakshman Vijay Muddu	Impact of Institutional Investors on the Indian Capital Market
Puja Guha	Macroeconomic Transmission Channel of International Remittance Flows Labour Market Adjustments and Dutch Disease Effect

## Statement 4

### I – Papers Published in Journals/Books by FPM Students

Name of the student	Co-authored by	Title of the Paper	Name of the Journal/Book	Date
Rajkumar Upadhyay		Uniform License Fee in Telecom: Way Forward	Economic and Political Weekly, Vol. 44, No. 45	November 07–13, 2009
Shrikant Kolhar		Occasionally Unchanging CPI: Some Methodological Issues	Indian Economic Journal	Vol. 57(4), Jan-March, 2010

### II – Papers Presented in Seminars/Conferences by FPM Students

Name of the Student	Co-authored by	Title of the Paper	Name of the Conference
Mahesh MV		Towards a New Framework for Supply Chain Risk Management	Annual Production and Operations Management Conference, Orlando, Florida, 2009
Manikandan K S	Professor J. Ramachandran (First Author)	The Underexplored Dimensions of Business Groups: New Opportunities for Research	Strategic Management Research in India: Roadmap for the future, 12th Annual Conference of Strategic Management Forum of India
Chitra	Professor Rejie George P	Internationalization, Governance and Firm's Performance: An Analysis of Indian firms	Academy of Management
Deepali Sharma	Professor D. Krishna Sunder; Shashankh Garg	Mode of Entry by MNOs in 3G Mobile Telephony Space in India	mLife, Barcelona, Spain, 2009
Manikandan K S	Srinivas Gunta	What keeps Business Group Affiliated Firms Ticking? A view through the Absorptive Capacity Lens	Annual Meeting of the Academy of Management, Chicago, U S A, 2009
Srinivas Gunta	Professor J. Ramachandran	The Sustained Search for Advantage: Resources, Capabilities and Routines	12th Annual Conference - Strategic Management Society, 2009

<b>Name of the Student</b>	<b>Co-authored by</b>	<b>Title of the Paper</b>	<b>Name of the Conference</b>
Annapurna Neti		Orientation of Microfinance Institutions and its Impact on Replication	First European Research Conference in Microfinance held at Solvay Business School, Université Libre de Bruxelles during June 2-4, 2009
Jang Bahadur Singh	Professor S Krishna; Nalini Guhesh; Jayaram Holla	Research in Offshore Outsourcing of Information Systems: An Overview	Academy of Management Annual Meeting in Chicago, Illinois
Naveen Sundaresan	Professor Roger Moser (Visiting Faculty, IIMB)	A Competence Management Framework for Chief Purchasing Officers: A Stakeholder-based Perspective	20 <sup>th</sup> Annual Conference of Production and Operations Management Society (POMS) in Orlando, Florida, USA.
Debabrata Ghosh		'Determining the Economics of Remanufacturing using Non Linear Cost Functions'	XIII Annual Conference of the Society of Operations Management – OM13 ACSOM2009 – OM13)
Puja Guha		Macroeconomic Transmission Channel of International Remittance Flows: Labour Market Adjustments and Dutch Disease	Royal Economic Society (RES) 5th PhD. Presentation
Puja Guha		Macroeconomic Consequences of Remittances: A General Equilibrium Analysis	IMR Doctoral Students Conference (IMRDC)
Puja Guha		Macroeconomic Consequences of Remittances: A General Equilibrium Analysis	International Consortium of Students in Management Research (COSMAR)
Devi Vijay		Community Based Enterprises through the Lens of Social Movement Theory	Indian Academy of Management, XLRI
Devi Vijay	Smita Chattopadhyay	The Hidden Power of Networks in Communities of Practices	Indian Academy of Management, XLRI
Devi Vijay	Deepali Sharma, Ramya T. V, Ashwin A.S, Ankur Arora,	Strategy Process Research: A Review	Indian Academy of Management, XLRI

<b>Name of the Student</b>	<b>Co-authored by</b>	<b>Title of the Paper</b>	<b>Name of the Conference</b>
A R Papi Reddy		Operations Strategy Alignments: A State-of-the-art Literature Review	SOM Conference
Ramya T.V.		Strategy as Practice: Heraldng a New Era in Strategic Management Research	Indian Academy of Management Conference
Ramya T.V.		Indian Classical Arts and Strategic Management Research	Indian Academy of Management Conference
Ramya T.V.		Is Methodology Really A Challenge For Strategy-As-Practice Studies? A Critical Review Of Maitlis And Lawrence	Indian Academy of Management Conference
Ramya TV, Arora A, Ashwin AS, Sharma Deepali and Vijay Devi		Strategy Process Research: A Review	Indian Academy of Management Conference
Deepali Sharma		Introduction of 3G Services in India: An Institutional Perspective	Indian Academy of Management, XLRI
Rajkumar Upadhyay		Early Mover Advantages: An Empirical Analysis of Indian Cellular Market	IMR Doctoral Conference
Rajkumar Upadhyay		Does Early Mover Advantage Exist in Service Industry : Case of Indian Cellular Market	INFORMS Annual Meeting , San Diego, October 2009
Vinay Kumar Kalakbandi	Professor A Subash Babu	Optimization of Two Sided Assembly Line with Sequence Based Task Times using Genetic Algorithms	XIII Annual Conference of the Society of Operations Management, ACSOM2009-OM13
Pralok Gupta	Professor Rupa Chanda	Liberalization of Producer Services: A Case Study of India	UN-ESCAP & ARTNeT Conference
Smita Chattopadhyay	Devi Vijay	The Hidden Power of Social Networks in Communities of Practice	Indian Academy of Management

## Statement 5

### PGP New Electives

Sl. No.	Title	Credits	Faculty
1	Business Analytics and Intelligence	3	Dinesh Kumar
2	Multi Business Strategy	3	R Srinivasan (CSP)
3	History of Indian Political Economy	3	Deepak Malghan
4	Introduction to Applied Game Theory	3	Soumyanetra Munshi

## Statement 6

### IIMB Partner Universities

#### Asia

- 1 Asian Institute of Management, Manila, Philippines
- 2 College of Business Administration, Seoul National University, S. Korea
- 3 College of Commerce, National Chengchi University, Taipei, Taiwan
- 4 Dongguk Business School, Seoul, Korea
- 5 Korea University Business School, Seoul, Korea.
- 6 Lahore University of Management Sciences, Lahore, Pakistan
- 7 Nanyang Business School, Nanyang Technological University, Singapore
- 8 National University of Singapore, Singapore
- 9 School of Management, Asian Institute of Technology (AIT), Pathumthani, Thailand
- 10 The School of Business, Yonsei University, Seoul, Korea

#### Australia

- 11 Australian School of Business (AGSM MBA Programs)
- 12 Melbourne Business School, Melbourne
- 13 Queensland University Of Technology, Brisbane
- 14 University of New South Wales, Sydney

#### Austria

- 15 Wirtschaftsuniversitat Wien (Vienna University of Economics and Business Administration) Vienna
- 16 Management Center, Innsbruck

#### Belgium

- 17 IAG, The Louvain School of Management, UCL, Louvain-la-Neuve
- 18 Katholieke Universiteit, Leuven
- 19 Solvay Business School, Brussels

**Canada**

- 20 Concordia University, Montreal, Quebec
- 21 McGill University, Montreal, Quebec
- 22 Richard Ivey School of Business, The University Of Western Ontario, London
- 23 Schulich School of Business, York University, Toronto
- 24 University of Alberta, Edmonton
- 25 University of Victoria, Victoria

**Chile**

- 26 Universidad Adolfo Ibáñez

**Denmark**

- 27 Copenhagen Business School, Copenhagen

**Finland**

- 28 Helsinki School of Economics, Helsinki

**France**

- 29 Audencia Nantes Ecole de Management, Nantes Cedex 3
- 30 Bordeaux Business School, Talence-Cedex
- 31 EDHEC School of Management, Lille, France
- 32 EM Lyon, Ecully Cedex
- 33 ESC Bretagne Brest, Brest-Cedex
- 34 ESC Groupe Clermont Graduate School of Management, Clermont-Ferrand,
- 35 ESCIP School of International Business, Longuense
- 36 ESCP-EAP European School of Management, Paris-Cedex
- 37 ESSEC Business School, Cergy Pontoise-Cedex
- 38 Euromed Marseille de Management, Marseille
- 39 Grenoble School of Management, Grenoble
- 40 Groupe ESC Troyes, Champagne School of Management, Troyes Cedex
- 41 HEC School of Management, Paris
- 42 IESEG School of Management, Lille
- 43 Institute de Administration des Entreprises de Paris
- 44 Montpellier Business School, Montpellier
- 45 REIMS Management School, Reims-Cedex

## **Germany**

- 46 European Business School, Oestrich-Winkel
- 47 HHL (Handelshochschule Leipzig), Leipzig,
- 48 Mannheim Business School gGmbH, Mannheim
- 49 Technological University of Munich, Munich
- 50 University of Cologne, Cologne,
- 51 University of Erlangen-Nuremberg, Faculty of Economics & Business Administration, Nuremberg
- 52 University of Oldenburg, Oldenburg
- 53 WHU Koblenz, Otto Beisheim Graduate School of Management, Vallendar
- 54 Zeppelin University, Friedrichshafen

## **Ireland**

- 55 Michael Smurfit School of Business, National University of Ireland, Dublin

## **Israel**

- 56 Racanati Graduate School of Business Administration, Tel Aviv University, Tel Aviv

## **Italy**

- 57 Università Commerciale L. Bocconi, Bocconi,
- 58 Scuola Superiore Sant'Anna, Pisa

## **Norway**

- 59 The Norwegian School of Economics and Business Administration (NHH), Bergen

## **Poland**

- 60 Warsaw School of Economics, Warsaw

## **Spain**

- 61 ESADE (Escuela Superior de Administración y Dirección de Empresas), Barcelona

## **Sweden**

- 62 JIBS (Jonkoping International Business School), Jonkoping
- 63 Stockholm School of Economics, Stockholm
- 64 The School of Business, Economics & Law at Goteborg University, Goteborg

## **Switzerland**

- 65 University of St. Gallen
- 66 University of Lausanne, Lausanne

## **Netherlands**

- 67 Rotterdam School of Management, EUR, Rotterdam
- 68 University of Amsterdam, Faculty of Economics & Business



- 69 Maastricht University  
70 Nyenrode Business Univesiteit, Breukelen

**UK**

- 71 Cranfield University School of Management, Bedford  
72 London Business School, London  
73 University of Wales Institute, Cardiff

**USA**

- 74 Fogelman College of Business & Economics, University of Memphis, Memphis, Tennessee  
75 Graduate School of Business, Stanford University  
76 Graduate School of Business, University of Chicago, Illinois  
77 J. Mack Robinson College of Business, Georgia State University, Atlanta  
78 Kenan-Flagler Business School, University of North Carolina at Chapel-Hill, North Carolina  
79 Mays College & Graduate School of Business, Texas A&M University, Texas  
80 Northeastern University, Boston  
81 NYU Stern School of Business, New York.  
82 Rady School of Management, University of California, San Diego  
83 Robert H Smith School of Business, University of Maryland, Maryland  
84 San Jose State University, San Jose  
85 The Fuqua School of Business, Duke University, Durham, North Carolina  
86 The Johnson School at Cornell University, Ithaca, NY  
87 Thunderbird School of Global Management, Glendale  
88 UCLA Anderson School of Management, University of California, Los Angeles  
89 Univesity of Texas at Austin  
90 University of Washington, Seattle, Washington  
91 Yale School of Management, Connecticut

**Mexico**

- 92 Technologico de Monterrey, Mexico

**Portugal**

- 93 ISCTE Business School, Lisboa

**Kuwait**

- 94 College of Business Administration, Kuwait University, Kuwait

**Brazil**

- 95 Escola de Administracao de Empresas, de Sao Paula

### Statement 7

#### Book Grant for PGP Students

Sl. No.	Name of Student	Section
Term I		
1.	Prakash Deep Maheshwari	A
2.	Abhishek Mohan	B
3.	Ankit Agarwal	C
4.	Jiten Umesh Poojara	D
Term II		
1.	Prakash Deep Maheshwari	A
2.	Shreshth Sharma	B
3.	Ankit Agarwal	C
4.	Shilpa Rangaswamy	D

### Statement 8

#### Director's Merit List

Sl. No.	Name of Student
1.	Ankit Agarwal
2.	Jiten Umesh Poojara
3.	Prakash Deep Maheshwari
4.	Abhishek Mohan
5.	Monomita Roy
6.	Shreshth Sharma
7.	Vibhu Manya
8.	Alankar Jagdish Desai
9.	Abhinav Bansal
10.	Sabyasachi Senapati
11.	Jishnu Batabyal
12.	Aditya Mittal
13.	Neha Prabhakar Nayak
14.	Ajay Jain
15.	Shilpa Rangaswamy

## Statement 9

### Summer Placement 2010

Sl.No.	Company	Offers Accepted	Sl.No.	Company	Offers Accepted
1	A T Kearney	4	31	Cognizant Bus Constng.	6
2	ABG	8 (4*+4)	32	Colpal	2
3	Agility Logistics	1*	33	ConnectM	2
4	Agrotech	1	34	Cowell & Lee	1*
5	Alvarez & Marsal	2	35	Credit Suisse	4
6	Amex	3	36	Cypress	2
7	Anand Rathi	3	37	DBS Bank	2
8	Arthur D. Little	1*	38	Deloitte Consulting	4
9	Arvin Meritor	4	39	Deutsche Bank	2*
10	Asian Paints	1	40	Diageo	2*
11	Avendus Capital	2	41	Dr. Reddys Lab	4
12	Aviva	1	42	Edelweiss	3
13	Axis Bank	2	43	Emergent Ventures India	2
14	Bain	5 (2*+3)	44	Eplanet ventures	2
15	Bank Bazaar	1	45	Essar	4
16	Bank Muscat	2*	46	Franchisee India	3
17	Barclays Capital	3 (2*+1)	47	Freudenberg	4 (1*+3)
18	BASF	1	48	Frost & Sullivan	5
19	Bates Pan Gulf	1*	49	Gaja Capital	3
20	BCG	4	50	Global E-procure	3
21	Benetton	2	51	Goldman Sachs	13 (10*+3)
22	Bharti	2	52	Governance	1
23	Blackstone	1*	53	GSK Consumer	2
24	Booz	3	54	GSK Pharma	2
25	BPCL	3	55	Heinz	1
26	Brigade Group	3	56	HSBC	6
27	Britannia	3	57	HSBC Global Markets	3 (1*+2)
28	CHEP	1	58	HT Media	2
29	Citi Global	2*	59	HUL	2 (1*+1)
30	Citi India	7	60	IBM	4

Sl.No.	Company	Offers Accepted	Sl.No.	Company	Offers Accepted
61	ICICI Bank	3	93	OWS	2
62	ICICI PD	2	94	Ozone Media	2
63	ICRA	2	95	P&G	5 (2*+3)
64	IDG Ventures	1	96	Peek India	2
65	IFMR Trust	4	97	Philips	5
66	InfoEdge	2	98	Q-equip Associates	2
67	Intuit	1	99	RBS	8*
68	ITC	1	100	Reckitt Benckiser	3
69	J P Morgan	3 (1*+2)	101	Reliance	6
70	J&J Consumer	3	102	Rotschild	2 (1*+1)
71	J&J Medical	3	103	Sabre Capital	2
72	Jindal	2	104	Saint Gobain	3
73	JLLM	6	105	Samsonite	1
74	JSW	3	106	Siemens	1
75	KC Securities	1	107	SingTel	2*
76	KPMG	2	108	SocGen	3
77	Lebua Hotels	2*	109	Standard Chartered	5
78	Lotus Forex	2*	110	Starcom Mediavest	3
79	Macquarie	4 (2*+2)	111	TAS	4
80	Magma Finance	1	112	Tata Motors	2
81	Mahindra & Mahindra	5	113	Tata Trent	1
82	Manhattan Associates	2	114	Thoughtworks	3
83	Marico	2	115	Titan	2
84	McKinsey	4	116	UAE Exchange	3*
85	Merill Lynch	4 (1*+3)	117	Walt Disney	3
86	Microsoft	6	118	Wipro Consulting	3 (1*+2)
87	Milestone Ecofirst	1	119	Wipro Consumer Care	2
88	Morgan Stanley	4 (2*+2)	120	Wipro Finance	2
89	NetApp	3	121	Zephyr Peacock	1
90	Nomura	6*	122	Zinnov Consulting	1
91	O3 Capital	2	<b>*Overseas Postings (68)</b>		
92	Ocwen	4 (1*+3)	<b>Grand Total</b>	<b>348</b>	

**Statement 10**

**Permanent Placements 2010: Consolidated List of Offers (PGP)**

SI. No.	Company	PPOs		Lateral Offers		Final Offers		Total	
		A	B	C	D	E	F	A+C+E	B+D+F
		Made	Acptd.	Made	Acptd.	Made	Acptd.	Made	Acptd.
1	3M					3	3	3	3
2	A&M	1	1			1	1	2	2
3	A.T. Kearney	1	0			3	3	4	3
4	Accenture			4	2			4	2
5	Adani Group					2	2	2	2
6	Aditya Birla Group	3	3	2	2			5	5
7	Allegro Advisors					2	2	2	2
8	American Express	1	1			6	6	7	7
9	Arshiya International					1	1	1	1
10	Arvin Meritor					4(1*)	4(1*)	4(1*)	4(1*)
11	Aviva					2	2	2	2
12	Axis Bank					2	2	2	2
13	Bain & Co.	4	4			2	2	6	6
14	Bank of America					1	1	1	1
15	Barclays Capital	3	3					3	3
16	Bharti Airtel					1	1	1	1
17	Booz & Co.	1	1			1	1	2	2
18	Bosch			1	1			1	1
19	BCG	4	4			5	5	9	9
20	Bristlecone			2	1			2	1
21	Citibank	5	4			1	1	6	5
21a	Citigroup GDM					2	2	2	2
22	Cognizant	2	2	7	6	3	3	12	11
23	Dalmia Cements					1	1	1	1
24	Deloitte AERS					5	4	5	4

SI. No.	Company	PPOs		Lateral Offers		Final Offers		Total	
		A	B	C	D	E	F	A+C+E	B+D+F
		Made	Acptd.	Made	Acptd.	Made	Acptd.	Made	Acptd.
24a	Deloitte S&O	3	1	7	6			10	7
25	Deutsche Bank	1*	1*					1*	1*
26	Diageo	1	1					1	1
27	Diamond					1	1	1	1
28	Enzen Global			7*	4*	1*	1*	8*	5*
29	Essar			4	1	2	2	6	3
30	EXL Services					3	3	3	3
31	FinIQ Consulting	2	1					2	1
32	Futures First	1	0					1	0
33	FlipKart					2	2	2	2
34	Freudenberg	4	0			2	1	6	1
35	Future Group					2	1	2	1
36	Genpact			2	1			2	1
37	Goldman Sachs	4(2*)	4(2*)					4(2*)	4(2*)
38	GSK					1	1	1	1
39	HCL Financials					5	4	5	4
40	Hinduja			2	2			2	2
41	HPCL					5	1	5	1
42	HSBC	2*	2*			2	2	4(2*)	4(2*)
43	HUL	1	0			2	2	3	2
44	IBM			2	1			2	1
45	ICICI Bank					10	9	10	9
46	ICRA					2	2	2	2
47	Infotech Enterprises			2	1			2	1
48	iGate					2	2	2	2
49	IFMR Trust			1	0	1	0	2	0
50	ISPAT					4	1	4	1

SI. No.	Company	PPOs		Lateral Offers		Final Offers		Total	
		A	B	C	D	E	F	A+C+E	B+D+F
		Made	Acptd.	Made	Acptd.	Made	Acptd.	Made	Acptd.
51	ITC					6	6	6	6
52	Jaypee Capital					2	2	2	2
53	Jindal			2	1			2	1
54	John Deere					1	1	1	1
55	Kotak					2	2	2	2
56	KPMG	1	1			2	2	3	3
57	Lodha Group					5	3	5	3
58	Mahindra	2	1					2	1
59	Marico					2	2	2	2
60	McKinsey & Co.	5	5			4	4	9	9
61	Merrill Lynch	1*	1*					1*	1*
62	Microsoft			3	3			3	3
63	MindTree			3	0	2	2	5	2
64	Morgan Stanley	1*	1*					1*	1*
64a	Morgan Stanley IF	2	2					2	2
65	MuSigma			1	1			1	1
66	Myntra	1	0					1	0
67	Narayana Hrudalaya					6	6	6	6
68	Naukri.Com			3	3			3	3
69	NetApp			3	3			3	3
70	Nomura					4*	4*	4*	4*
71	NTPC					1	1	1	1
72	O3 Capital					2	2	2	2
73	Ocwen	3	1					3	1
74	OWS					1	1	1	1
75	P&G					6	6	6	6
76	Philips					2	2	2	2



SI. No.	Company	PPOs		Lateral Offers		Final Offers		Total	
		A	B	C	D	E	F	A+C+E	B+D+F
		Made	Acptd.	Made	Acptd.	Made	Acptd.	Made	Acptd.
77	PineBridge					2	2	2	2
78	PowerGrid					3	3	3	3
79	Punj Lloyd					1	1	1	1
80	Puma	1	0					1	0
81	PwC	1	1					1	1
82	Q-Equip Associates					1	1	1	1
83	RampGreen			2	1			2	1
84	Reckitt Benckiser					1	1	1	1
85	Result	1*	1*					1*	1*
86	Royal Bank of Scotland 1*		0					1*	0
87	SBI Capital Markets					3	2	3	2
88	Standard Chartered	4	3			1	1	5	4
89	TAS	1	1			2	2	3	3
90	TCS					3	2	3	2
91	Temasek Holdings	1*	1*			1*	1*	2*	2*
92	Titan					1	1	1	1
93	UAE Exchange					1	1	1	1
94	UBI					4	1	4	1
95	Virtusa			8	3			8	3
96	Watson Wyatt	1	0					1	0
97	Wipro Consulting	3	1	6	5	2	1	11	7
97a	Wipro Cloud Computing					1	1	1	1
98	Yes Bank			8	4	2	2	10	6
99	ZS Associates			2	2			2	2
	Total	74	53	84	54	172	151	330	258

\*Overseas Offers

## Statement 11

### Executive Education Programmes 2009-2010

#### I – Open Programmes (Short Duration Programmes)

Sl. No.	Title	Dates	Faculty Coordinator/s	Total Participants
1	Internet Marketing Program	July 22 – 24, 2009	Moutusi Maity	16
2	Management Consulting: Acquiring and retaining clients	July 27 – 29, 2009	Raghunath S / Ashok D	6
3	Leadership Training For Software Professionals	Aug 3 – 5, 2009	N M Agrawal	17
4	Risk Management for Banks and Financial Institutions	Aug 17 – 21, 2009	Jayadev M	14
5	Business Analytics and Intelligence	Sep 7 – 10, 2009	Dinesh Kumar U	11
6	Strategic Customer Focus	Sep 10 – 11, 2009	Ramesh Kumar S	10
7	Managing Talent	Oct 1 – 2, 2009	N M Agrawal	16
8	Advanced Negotiation	Oct 5 – 7, 2009	Raghunath S	11
9	Finance for Decision Making - for Non-Finance Managers	Oct 5 – 9, 2009	Padmini Srinivasan	32
10	Strategic Analysis for Competitive Advantage	Nov 16 – 20, 2009	Ganesh N Prabhu & P D Jose	17
11	Strategic Leadership Programme for IT Companies: Embedding Strategic Thinking	Nov 23 – 25, 2009	Raghunath S	12
12	Advances in Business-to-Business Marketing	Dec 14 – 18, 2009	DVR Seshadri	7
13	Doing Business in India	Dec 14 – 18, 2009	C M Reddy	3
14	Valuation	Jan 6 – 8, 2010	Narasimhan M S	10
15	Accelerating Sales Performance	Jan 18 – 20, 2010	Avinash G Mulky	19
16	Strategic Sourcing & Supply Management	Jan 21 – 22, 2010	Devnath Tirupati & Jishnu Hazra	29
17	Competitive Marketing Strategy	Feb 1 – 3, 2010	N B Kanagal	19
18	ABC of Marketing	Feb 3 – 5, 2010	Y L R Moorti	24
19	International Negotiating Skills	Feb 11-13, 2010	Alexandra Y Benz	14
20	Corporate Entrepreneurship (Intra-preneurship)	Feb 15 – 19, 2010	D V R Seshadri	10
21	General Management Program for Film and TV Industry	Mar 7 – 10, 2010	S Raghunath	10

**II – Long Duration Programmes**

<b>Sl. No.</b>	<b>Title</b>	<b>Dates</b>	<b>Faculty Coordinator/s</b>	<b>Total Participants</b>
1	Executive General Management Programme - XII	Sep 8, 08 - Jul 30, 2009	Shubhabrata Das & T V Ramanayya	89
2	Executive General Management Programme - XIII	Jan 19, 08 – Oct, 2009	T V Ramanayya & Abhoy K. Ojha	97
3	Advanced Management Programme-III	Jan 19, 08 – Dec, 2009	M S Narasimhan, L S Murty, P D Jose, Vasanthi Srinivasan & Shainesh G	38
4	Advanced Financial Risk Management - IV	Nov 29, 2008 – Sept, 2009	M S Narasimhan, Ashok Thampy & Malay Bhattacharya	28
5	General Management Programme for IT Executives-III	Jan 27, 2008 – Nov, 2009	S. Krishna & S Raghunath	77
6	Executive General Management Programme - XIV A	Jun 15, 2009 – Mar, 2010	Abhoy K Ojha & Subhabrata Das	71
7	Executive General Management Programme - XIV B	Jun 29, 2009 – Jun, 2010	T V Ramanayya & Sankarsan Basu	81
8	Executive General Management Programme - XV	Sep 21, 2009 – June, 2010	Rajendra K Bandi & T V Ramanaya	96
9	Executive General Management Programme - XVI	Jan 11, – Nov, 2010	Shubhabrata Das & Malathi Somaiah	88
10	General Management Programme for IT Executives - IV	Jan 11,– Nov, 2010	S Krishna & S Raghunath	75
11	Advanced Management Programme - IV	Feb 8, 2010 – Jan 2011	M S Narasimhan	41

### III – Customised Programmes

Sl. No.	Organisation	Name of Programme	Faculty (Coordinator(s))	Duration	No. of Participants
1	3M India Ltd	Management Development Programme for 3M	S Raghunath	Jan 18-20, 2010	30
2	ABN AMRO Bank	Executive Education Program	Sankarshan Basu	Jan 29-30, 2010	30
3	Accenture Services Pvt. Ltd	Aristos Executive Enrichment Program for Accenture	Abhoy K Ojha	July 11-12 & 17-18 , 2009	33
4	ADP Private Limited	India Leadership Development Program	Jayadev M	June 1-5 , 2009	25
5	ADP Private Limited	India Leadership Development Program (Module -III)	D Krishna Sundar	Oct 26-30, 2009	25
6	ADP Private Limited 2	India Leadership Development Program	S Ramesh Kumar	Apr 6-10, 2009	25
7	ADP Private Ltd	India Leadership Development Program	R Srinivasan (CSP)	Feb 15-19, 2010	25
8	Alstom (Areava) Ltd	Fast Track Business Management for Areva	Padmini Srinivasan/ D V R Seshadri	July 13-25, 2009	31
9	Alstom (Areva) Limited	Fast track Business Management Programme for AREVA	Padmini Srinivasan / D V R Seshadri	Sep 21-26, 2009.	28
10	Andhra Bank Ltd	Leadership Development Program for top executives	Avinash G Mulky	Jan 11-15, 2010	24
11	Andhra Bank Ltd	Leadership Development programme for Top Executives Andhra Bank	Avinash G Mulky	Dec 14-18, 2009	20
12	Apollo Tyres	Advanced Leadership program for Apollo Tyres (Module - III )	Avinash G Mulky	Sep 14-18, 2009	25
13	Apollo Tyres	Advanced Leadership Program	Avinash G Mulky	June 22-26, 2009.	25
14	Apollo Tyres	Leadership Development Program (Module IV)	Avinash G Mulky	Jan 04- 06, 2010	23

<b>Sl. No.</b>	<b>Organisation</b>	<b>Name of Programme</b>	<b>Faculty (Coordinator(s))</b>	<b>Duration</b>	<b>No. of Participants</b>
15	Applied Materials India Pvt. Ltd/ Cypress/ Oracle	EGMP for IT Consortium	Rajendra K Bandi/ Avinash Mulky/ R Srinivasan (CSP)	July 21, 2008 -July 2009	52
16	Bharat Petroleum Corporation Ltd	Customized Programme for LPG Distributor of BPCL	Y L R Moorthi	Nov 16-18, 2009	30
17	Biocon Ltd	Training Program for Biocon - R & D	R T Krishnan	Sep 4-5, 11-12, 18-19 & 25-26, 2009	26
18	Broadridge Financial Solutions (India) Pvt. Ltd	People-Management Skills	Mathew J Manimala	July 4-5, 2009.	25
19	CBSE I	Strategic Management Leadership Programme	Malathi Somaiah	May 18-22, 2009	25
20	CBSE II	Strategic Management Leadership Programme	Malathi Somaiah	May 18-22, 2009	25
21	CBSE III	Strategic Management Leadership Programme	Malathi Somaiah	Oct 05-09, 2009	25
22	CBSE IV	Strategic Management Leadership Programme	Malathi Somaiah	Jan 4-8, 2010	22
23	Central Public Works Department	General Management Training programme for CPWD	T V Ramanayya / S Nayana Tara	Sep 14 to Oct 03, 2009	28
24	Chambal Fertilizers & Chemicals	Executive Enrichment Program for Zuari - Chambal Group	C M Reddy	Nov 16-27, 2009	33
25	Cypress Semi-conductor Technology India Pvt. Ltd	GMP for Consortium of IT Companies	Rajendra Bandi/ Avinash Mulky/ R Srinivasan (CSP) / Padmini Srinivasan	July, 2008 -July 2009	54
26	Director General Resettlement	Certificate Programme in Business Management	Rajendra K Bandi/ Rajluxmi V Murthy	Jan 19 to July 03, 2009.	39

<b>Sl. No.</b>	<b>Organisation</b>	<b>Name of Programme</b>	<b>Faculty (Coordinator(s))</b>	<b>Duration</b>	<b>No. of Participants</b>
27	Director General Resettlement	Certificate Program in Business Management	Rajendra K Bandi / Rajluxmi V Murthy	Jan 11, 2010 to June 26, 2010	39
28	EMC Data Storage Systems (India) Pvt. Ltd	Management Development Programme for EMC2	Vasanthi Srinivasan	Oct 28-30, 2009	25
29	EMC Data Storage Systems (India) Pvt. Ltd	Management Development Program for EMC2	Vasanthi Srinivasan	Feb 1-3, 2010	25
30	FDP	Faculty Development Programme in Operation Management	L S Murty / Jishnu Hazra / Devanath Tirupathi	Nov 16-20, 2009	39
31	Fern Icon (Lenovo)	Managerial Leadership Development	S Ramesh Kumar	Nov 28-30, 2009	30
32	Foreign Service Institute (FSI)	International Management Trainees Programme for IFS officer	A Damodaran / Anil B Suraj / Sankrshan Basu/	June 10-08 Aug 2009	19
33	Forum of Regulators	Training Programme on Finance and Economics for Regulatory Commission	V Ranganathan	Dec 14-18, 2009	28
34	Global E-Business OP P/L	Finance Course for HP - (Module-I)	Padmini Srinivasan	Oct 10, 14, 21, 24, 28 , 2009	25
35	Global E-Business OP P/L	Finance Course for HP - (Module-II)	Padmini Srinivasan	Oct 10, 14, 21, 24, 28 , 2009	25
36	Global E-Business OP P/L	Finance Course for HP - (Module-III)	Padmini Srinivasan	Oct 10, 14,21,24, 28, 2009	25
37	Global E-Business OP P/L	Finance Course for HP - (Module-IV)	Padmini Srinivasan	Oct 10, 14,21,24, 28, 2009	25
38	Global E-Business OP P/L	Finance Course for HP - (Module-V)	Padmini Srinivasan	Oct 10, 14,21,24, 28, 2009	25
39	GMR Infrastructure Ltd.	Leadership Development Program	R Srinivasan (CSP)	Jan 04- 06, 2010	27

<b>Sl. No.</b>	<b>Organisation</b>	<b>Name of Programme</b>	<b>Faculty (Coordinator(s))</b>	<b>Duration</b>	<b>No. of Participants</b>
40	GMR Infrastructure ltd	Leadership Development Programme for GMR Group	R Srinivasan (CSP)	Nov 30 - Dec 2, 2009	27
41	GMR Infrastructure Ltd.	Leadership Development Programme for GMR Group	R Srinivasan (CSP)	Feb 24-26, 2010	27
42	Hewlett-Packard Global e-Business operations	Executive General Management Programme for HP	L Prasad / Y L R Moorthy	Aug 2009 to Sept, 2010	41
43	Hindustan Unilever Ltd	EGMP for HUL	L S Murty	Mar 30 -Apr 24, 2009	30
44	IBM India Private Ltd 2	Executive Program on Value selling	D V R Seshadri	May 13-15, 2009	33
45	IBM India Pvt. Ltd	Executive Programme on Value Selling	D V R Seshadri	June 13-15, 2009.	33
46	Infosys BPO Ltd	HR Certification for Infosys BPO	Vasanthi Srinivasan/ Amit Gupta	May 11-15, 2009	30
47	Infosys Technologies	Operation & Supply Chain Management	Janat Shah / L S Murty	July 7-9, 2009	28
48	Kendriya Vidyalaya	Programme for Principals	Malathi Somaiah	Feb 8-12, 2010	30
49	Kerala Water Authority	Utility Management Development Programme for Kerala Water Authority	Sankarshan Basu/ Shyamal Roy	Apr 20 to May 29, 2009.	30
50	Powergrid Corporation	Leadership Development Programme for Power Grid Corporation	V Anandram	Mar 15-19, 2010	30
51	Fern Icon (Lenovo)	Managerial Leadership Program for Lenovo	S Ramesh Kumar	Jan 27-29, 2010	28
52	Metlife India Insurance Company	Leadership Development Program for Branch Heads of Karnataka Bank	Avinash G Mulky	Jan 28-30, 2010	35
53	Metlife India Insurance Company	Leadership Development Program for Branch Heads of Karnataka Bank	Avinash G Mulky	Feb 4-6, 2010	39
54	NHPC	Leadership Development Programme for NHPC	P D Jose/ Ganesh Prabhu	Mar 22-25, 2010	22



<b>Sl. No.</b>	<b>Organisation</b>	<b>Name of Programme</b>	<b>Faculty (Coordinator(s))</b>	<b>Duration</b>	<b>No. of Participants</b>
55	ONGC	Advanced Management Program- ONGC	Abhoy Ojha/ V Anand Ram	Mar 30- April 15, 2010	25
56	Sardar Vallabhbhai Patel National Police Academy	Faculty Development Programme	V Anandram	May 24-25, 2009	14
57	Siemens (PBM-16)	Siemens (PBM-16)	R Srinivasan (CSP) / Seema Gupta	May 11 to June 12, 2009.	35
58	Siemens Limited	Programme for Business Managers of Siemens Ltd (PBM-16)	R Srinivasan (CSP)	July 27-31, 2009	35
59	Siemens Limited	Siemens (PBM-17)	R Srinivasan (CSP) & Avinash G Mulky	Jan 25 - Feb 26, 2010	29
60	State Bank of Travancore	Leadership Development Program	M Jaydev & L Prasad	Dec 28 2009- Jan 02, 2010	30
61	Strategic Management Forum	Workshop on Strategic Management Research & Case Writing for Management Teachers	R T Krishnan	Mar 9-13, 2009	30
62	Sun Microsystems	Leadership Development Program for Managers at IEC	L Prasad	Jan 17, 19 & 20, 2010	20
63	The Murugappa Group	Emerging leadership programme for Murugappa Group	R T Krishnan	June 29 - July 11, 2009	25
64	Vestas Wind Technology India Pvt. Ltd	Leadership Development program for Vestas	V Anandram	Dec 14-18, 2009	30
65	Vestas Wind Technology India Pvt. Ltd	Customised Management Development Program ( Project Presentation)	V Anandram	Feb 16, 2010	30
66	Vestas Wind Technology India Pvt. Ltd	Leadership Development program for Vestas	V Anandram	Oct 20-24, 2009	30

<b>Sl. No.</b>	<b>Organisation</b>	<b>Name of Programme</b>	<b>Faculty (Coordinator(s))</b>	<b>Duration</b>	<b>No. of Participants</b>
67	Yahoo India R & D	Program on People Leadership	D V R Sheshadri	Feb 26-27, 2010	17
68	Yahoo India R & D	Program on People Leadership	D V R Sheshadri	Mar 26 -27, 2010	20
69	Yahoo! India R & D	Thought Leadership Program for Yahoo I	D V R Seshadri	Oct 30-31, 2009	30
70	Yahoo! India R&D	Thought Leadership Program for Yahoo II	D V R Seshadri	Nov 29-30, 2009	30
71	Navodaya	Programme for Principals	Malathi Somaiah	Aug 10-14, 2009	23

#### **IV – International Programmes**

<b>Sl. No.</b>	<b>Organisation</b>	<b>Title</b>	<b>Faculty (Coordinator(s))</b>	<b>Duration</b>	<b>No. of Participants</b>
1	Francois Fournier (EADS)	EEP on Doing Business in India for EADS Procurement Managers	Abhoy K Ojha/ R T Krishnan	Nov 30 – Dec 4, 2009	20
2	WHU-Full -Time MBA office	WHU- Doing Business in India	M V Rajeev Gowda	Feb 16-27, 2009	24
3	CEPI Management	Doing Business in India	G Shainesh	June 29-30 , 2009	18
4	GDW Foundation, Bangalore	Advanced Masters Program in Management of Globally Distributed Work	S Krishna	Aug 17-26, 2009	18
5	Melbourne Business School	Bangalore Programme for MBS Students	L Prasad	Sep 14-16, 2009	52
6	Organization Resource Ltd (BAE)	SLP-BAE Systems The Reflective Mindset	P N Thirunarayna	Nov 15-18, 2009	18
7	G U School of Executive Education (Gothenberg University)	Executive MBA	N M Agrawal	Jan 16-19, 2010	18
8	W U Executive Academy (Vienna University)	Executive MBA Program	N M Agrawal	Jan 13-16, 2010	38

<b>Sl. No.</b>	<b>Organisation</b>	<b>Title</b>	<b>Faculty (Coordinator(s))</b>	<b>Duration</b>	<b>No. of Participants</b>
9	WHU-Full Time MBA office	WHU- Doing Business in India	M V Rajeev Gowda	Feb 15-26, 2010	24
10	Francois Fournier (EADS)	EEP on Doing Business in India for EADS Procurement Managers	Abhoy Ojha/ R T Krishnan	Feb 1-5, 2010	20
11	Doing Business in India EMBA, ISCTE Lisbon	INDEG- ISCTE	G Shainesh	Mar 8-12, 2010	20
12	International Masters' Programme in Management (IMPM)		S Raghunath	Feb 23 – Mar 3, 2010	27
13	Rise of Service Industry in Bangalore, India	Maastricht University	G Shainesh	Mar 15-20, 2010	30
14	IESE Business School	IESE Global Executive MBA - IIMB Module	Mathew J Manimala	Mar 11, 2010	28

### Statement 12

#### Programmes conducted by the Centre for Public Policy

<b>Sl. No.</b>	<b>Programme Title</b>	<b>Dates</b>	<b>Faculty Coordinator/s</b>	<b>No. of Participants</b>
1	Training Programme for Karnataka Agriculture Department Officers for Managing Changing in Agriculture Sector	May 18 – 22, 2009	Gopal Naik	40
2	Training Programme for Public Private Partnership for Dept. of Planning Commission Officers	June 29 – July 4, 2009	Anand K. Sharma & G. Ramesh	40
3	Management Programme for Senior Executives of Kerala Electricity Board	Sept 21- 26, 2009	V. Nagadevara	40

<b>Sl. No.</b>	<b>Programme Title</b>	<b>Dates</b>	<b>Faculty Coordinator/s</b>	<b>No. of Participants</b>
4	Negotiating Strategies & Public Private Partnership for IAS Officers	Oct 26 – 31, 2009	Chiranjib Sen, S. Raghunath	33
5	Commodity Futures Markets for Sr. State Govt. Officials	Dec 2 – 3, 2009	Prof Gopal Naik	20
6	Creativity Reinvention & Self Enhancement for Practicing Managers (IPS Officers)	Dec 7 – 11, 2009	Prof G. Ramesh	18
7	Change Agenda & Management for the Probationers of Indian Forest Service (IFS)	Dec 8 – 12, 2009	Gopal Naik/ G. Ramesh	29
8	E-Governance: Opportunities & Challenges for IAS Officers	Jan 4 - 8, 2010	Shankar Venkatagiri	33
9	Management Programme for Sr. Executive of Kerala Electricity Board	Jan 11 - 16, 2010	V Nagadevara	40
10	Leadership and Strategies for IAS Joint Secretaries	Jan 25 - Feb 5, 2010	C. Sen / T. Sastry/ L. Prasad	10
11	Project Management Programme for officers of Govt. Karnataka	Jan 25 - 30, 2010	G Ramesh	27
12	Quantitative Methods & Operational Research for Public Policy & Management for IAS Officers	Feb 1 - 5, 2010	Rajluxmi V Murthy	22
13	Changing Agriculture & Rural Development Policies for IAS Officers	Feb 15-19, 2010	Gopal Naik	39

### Statement 13

#### Institute Funded Research Projects

Sl. No.	Faculty	Title of the Project	Year of sanction
1	G Shainesh	Customer-Based, Cost-Effective Service Enhancement using ASEMAP	Apr 2009
2	Shankar Venkatagiri	Productization of the SPLINE e-learning platform	June 2009
3	Mathew J Manimala	An Empirical Investigation into the Concept and Practice of Deontic Motivation	Oct 2009
4	Pulak Ghosh	Bayesian Approach to Marketing Data with Application to Modeling Member Behaviors in User-Generated Content Sites	Dec 2009
5	Ravi Anshuman/ Vijaya B. Marisetty	Wealth Effects of Preferential Allotment of Equity in the Indian Stock Market	Oct 2009
6	Ravi Anshuman/ Vijaya B. Marisetty	Order flow Dynamics Around Stock Splits and the Role of Market Microstructure	Dec 2009
7	Balasubramaniam Shekar	Scope and Success Angles to Cultural Entrepreneurship on the basis of Online Social Network	Feb 2010
8	Sourav Mukherji	CSR Innovation and Corporate Reputation: A Cross-Cultural Perspective	Mar 2010

### Statement 14

#### Case Writing Projects

Sl. No.	Name of Faculty	Title of the Case	Year of Sanction
1	Rajluxmi Kamath	The Charaka Women's Multipurpose Cooperative	June 2009
2	D.V.R. Seshadri	Channel Management at Auro Lab	July 2009
3	D.V.R. Seshadri	Impact Assessment of an Audacious Entrepreneurial Venture: Friends of Tribal's Society	Mar 2010
4	D.V.R. Seshadri	Orchestrating a web of Integrative Institutional Relationships: DHAN Foundation"	Mar 2010

## Externally Funded Case Writing Projects

Sl. No.	Name of the Faculty	Title of the Case	Year of Sanction
1	S. Nayana Tara	Study of Effectiveness of ATI, SIUD and ANSSIRD, Mysore	Apr 2009
2	U. Dinesh Kumar	Weapon System Acquisition and Management through Performance Bases Logistics	July 2009
3	Haritha Saranga	India's Industrial Capability Formation in Comparison to China: Automobile and IT Industries	Nov 2009

## Statement 15

### Working Papers

Sl. No.	Title	Faculty	Date
1	A Revenue Sharing Contract with Price Dependent Demand	Siddharath Mahajan	April 2009
2	Microfinance in India: Small, Ostensibly Rigid and Safe	Rajalaxmi Kamath/ R. Srinivasan	June 2009
3	Celebrity Endorsements and Brand Personality	Subhadip Roy/ Y.L.R. Moorthi	Sep 2009
4	Public Value Creation through Private Partnership	GopalNaik/ K.P.Basavarajappa/ Nageena Sultana/ Prasanna Rashmi	Sep 2009
5	Assessing Treatments Effects in Multi-Center Clinical Trials with Application to Scleroderma Lung Study: A Semi-parametric Bayesian Approach	Man-Wai Ho/ Pulak Ghosh/ Robert M.Elashoff/ Ram C. Tiwari	Sep 2009
6	Sequential Grid Computing: Models and Computational Experiments	Sam Ransbotham/ Ishwar Murthy/ Sabyasachi Mitra/ Sridhar Narasimhan	Sep 2009
7	Ambushers v/s Sponsors: Does the Mouse Bite the Guarded Cheese?	Seema Gupta/ Moutusi Maity/ Satish C. Pandey	Oct 2009

<b>Sl. No.</b>	<b>Title</b>	<b>Faculty</b>	<b>Date</b>
8	Bosch Limited-Migrating and Building the Brand	Seema Gupta/ Molly Chaudhuri	Oct 2009
9	Corporate Communications: A Practice Oriented Approach	Seema Gupta	Oct 2009
10	Indcoserve: Challenging Times	B. Mahadevan/ Seema Gupta	Oct 2009
11	Channel Coordination in a Green Supply Chain in the presence of Demand Expansion effects	Sanjeev Swami/ Janat Shah	Nov 2009
12	Governing the Socially Responsible Corporation A Gandhian Perspective	N. Balasubramanian	Nov 2009
13	Addressing Some Inherent Challenges to Good Corporate Governance	N.Balasubramanian	Nov 2009
14	Are Gandhi's Economic Precepts relevant in the Era of Globalization?	Chiranjib Sen	Nov 2009
15	Economic Development, Inequality and Malnutrition in India	Arnab Mukherji/ Diya Rajaraman/ Hema Swaminathan	Jan 2010
16	Impact of Innovation on the Performance of Indian Pharmaceutical Industry using Data Envelopment Analysis	H.S. Pannu/ U. Dinesh Kumar/ Jamal A. Farooque	Feb 2010
17	Food security: The Challenges of Agricultural Management in India	S. Rajeev/ P.G. Rajendran	Feb 2010
18	A Quantity Flexibility Contract in a Supply Chain with Price Dependent Demand	Siddharth Mahajan	Feb 2010
19	India's Energy Security	S. Rajeev	Feb 2010
20	An Evaluation of Value Relevance of Consolidated Earnings and Cash Flow Reporting in India	Padmini Srinivasan/ M.S. Narasimhan	Mar 2010



## Statement 16

### Faculty Publications 2009-2010

#### I - Papers in Journals

Sl. No.	Authors (in sequence as per Journal)	Title of Paper	Name of Journal	Vol. No.	Year of Publication	Page Nos.
1	<b>Nagasimha B Kanagal</b>	Role of Relationship Marketing in Competitive Marketing Strategy	Journal of Management and Marketing Research	2	2009	97-112
2	<b>Gita Sen</b>	Health Inequalities: Gendered Puzzles and Conundrums. The 10th Annual Sol Levine lecture	Social Science and Medicine	69 (7)	2009	1006-9
3	<b>Gita Sen</b> and Pirooska Ostlin	A Response to Bates, Hankivsky and Springer on the WHO Knowledge Network on Women and Gender Equity, Commission on Social Determinants of Health	Social Science and Medicine	69 (7)	2009	1005
4	<b>Gita Sen,</b> Aditi Iyer and Chandan Mukherjee	A Methodology to Analyze the Intersections of Social Inequalities in Health	Journal of Human Development and Capabilities	10 (3)	2009	397-415
5	M Durano, G Francisco and <b>Gita Sen</b>	Reclaiming Institutional and Policy Space Amidst Crisis	Journal of the Society for International Development	52 (3)	2009	334-337
6	<b>Rupa Chanda</b>	Mobility of Less Skilled Workers under Bilateral Agreements: Lessons for the GATS Mode 4 Negotiations	Journal of World Trade, Kluwer Law Publishers	43(3)	2009	479-506

Sl. No.	Authors (in sequence as per Journal)	Title of Paper	Name of Journal	Vol. No.	Year of Publication	Page Nos.
7	<b>Rupa Chanda</b>	Understanding India's Regional Initiatives with East and Southeast Asia	Asian-Pacific Economic Literature, Wiley-Blackwell Publishers	23 (1)	2009	66-78
8	<b>Ghosh, Pulak;</b> Basu, S; Tiwari,R	Bayesian Analysis of Cancer Rates from SEER Program using Parametric and Semi-Parametric Join-Point Regression Models	Journal of the Journal of the Statistical Association	104	June 2009	439 - 452
9	<b>Ghosh, Pulak;</b> Tu, Wanzhu	Assessing Sexual Attitudes and Behaviors of Young Women: A Joint Model with Nonlinear Time Effects, Time Varying Covariates, and Dropout	Journal of the American Statistical Association	104	June 2009	474 - 485
10	Yu, Binbing, <b>Ghosh Pulak</b>	Joint Modeling for Cognitive Trajectory and Risk of Dementia in the Presence of Death	Biometrics	Early view online	May 2009	
11	<b>Ghosh P.,</b> Huang, L, Yu, Binbing, Tiwari, R	Semi-Parametric Bayesian Approaches to Join-Point Regression for Population based Cancer Survival Data	Computational Statistics and Data analysis	53 (2)	2009	4073 - 4082
12	<b>V. Nagadevara</b>	Impact of Gender in Small Scale Enterprises-A Study Of Women Enterprises in India	Journal of International Business and Economics	9 (1)	2009	111-117
13	<b>T.V. Ramanayya &amp; V. Nagadevara</b>	Role of Unorganized Enterprises in Transportation Services in India	International Journal of Business Research	IX (2)	2009	

Sl. No.	Authors (in sequence as per Journal)	Title of Paper	Name of Journal	Vol. No.	Year of Publication	Page Nos.
14	<b>V. Nagadevara &amp; T.V. Ramanayya</b>	Regional Differences in Factors Affecting Passenger Satisfaction Levels-an Application of Principal Component Analysis	AIMS International Journal of Management	3 (2)	2009	97-110
15	<b>R. Vaidyanathan</b>	Get Back Money Illegally Deposited in Tax Havens	Eternal India	1 (7)	Apr. 2009	93-107
16	<b>R. Vaidyanathan</b>	India's Illegal Wealth Abroad is not Just a Tax Issue	Eternal India	1 (10)	July 2009	
17	<b>R. Vaidyanathan</b>	Three Major Conflicts and India's Strategy	Eternal India	1 (12)	Sept 2009	
18	<b>R. Vaidyanathan</b>	Banking Consolidation -Challenges Ahead	The Analyst		Oct 2009	
19	<b>Rahul De' and A. Ratan</b>	Whose Gain is it Anyway? Structural Perspectives on Deploying ICTs FPR Development in India's Microfinance Sector	Information Technology for Development	15 (4)	2009	259-282
20	<b>N. Balasubramanian</b>	Addressing some Inherent Challenges to Good Corporate Governance	Indian Journal of Industrial Relations: A Review of Economic and Social Development (Shri Ram Institute of Industrial Relations and Human Resources, New Delhi)	44 (44)	2009 April	554-575

Sl. No.	Authors (in sequence as per Journal)	Title of Paper	Name of Journal	Vol. No.	Year of Publication	Page Nos.
21	<b>V. Nagadevara</b>	Identifying Supply and Demand Side Factors that Influence Financial Inclusion-an Application of Anns	Journal of International Business and Economics	9 (4)	2009	88-93
22	<b>Dinesh Kumar, U &amp; Haritha Saranga</b>	Optimal Selection of Obsolescence Mitigation Strategies using a Restless Bandit Model	European Journal of Operational Research	200	2010	170-180
23	<b>Hema Swaminathan, Rodrigo Salcedo Du Bois, and Jill</b>	Impact of Access to Credit on Labor Allocation Patterns	World Development	38 (4)	2010	555-566
24	Schadel, Lockstroem, Harrison, <b>Moser</b> , Malhotra	Supplier Integration in the Chinese Automotive Industry	Journal of Operations Management	25 (7)	2009	16
25	<b>S. Nayana Tara, N. S. Sanath Kumar, S. Ramaswamy</b>	Effectiveness of Academic Support Structures for Elementary Education in two Southern States of India	European Journal of Management	9 (3)	2009	101-107
26	<b>R. Vaidyanathan</b>	Three Major Conflicts and India's Strategy	Eternal India	1(12)	Sept.2009	74-90
27	<b>R. Vaidyanathan</b>	Consolidation of Banks: Challenges Ahead	The Analyst	Special issue	Oct 2009	69-72
28	<b>R. Vaidyanathan</b>	Tax Havens can Destabilize our Financial Markets	Eternal India	2 (4)	Jan 2010	101-112
29	<b>R. Vaidyanathan</b>	Tax Havens-Financial Implications for India	The Analyst	Special ssue	Jan 2010	19-22

## II – Chapters in Books

Sl. No.	Authors (in sequence as per contents of book)	Title of Paper/ Chapter	Title of Book	Editors of Book	Page Nos.	Publisher & place of publication
1	<b>Gita Sen</b> and Pirooska Ostlin	“Gender as a Social Determinant of Health-Evidence, Policies and Innovations”, 2009	Gender and Health Equity; the shifting Frontiers of Evidence and Action	Gita Sen and Pirooska Ostlin		Routledge (Taylor and Francis Group); New York
2	Aditi Iyer, <b>Gita Sen</b> and Pirooska Ostlin	“Inequalities and Intersections in Health: A Review of the Evidence”, 2009	Gender and Health Equity; the shifting Frontiers of Evidence and Action	Gita Sen and Pirooska Ostlin		Routledge (Taylor and Francis Group); New York
3	<b>Gita Sen</b>	“Informal Institutions and Gender Equality”, 2007	Informal Institutions - How Social Norms Help or Hinder Development	Johannes Jutting, Denis Drechsler, Sebastian Bartsch and Indra de Soysa		Development Centre Studies, OECD Development Centre, Paris
4	<b>Gita Sen</b>	“The Role of Solidarity in Institutions of Governance”, 2007	Studies in Development, Security and Culture, Volume II	Bjorn Hettne		Palgrave Macmillan, Basingstoke
5	<b>N. Balasubramanian</b>	“Governing the Socially Responsible Corporation: A Gandhian Perspective”, 2010	Ethics, Business and Society: Managing Responsibility	Ananda Das Gupta	157-180	Response an imprint of Sage Publications, New Delhi
6	<b>Rishikesh T. Krishnan</b>	“The Indian Innovation System”, 2010	Encyclopedia of Technology & Innovation	V.K.Narayanan and Gina O'Connor		Wiley, UK

### III – Books

Sl. No.	Authors (in sequence as per book)	Title of Book	Publisher & Place of Publication
1	<b>N. Balasubramanian</b>	Corporate Governance and Stewardship	Tata McGra-Hill, New Delhi, Feb - 2010
2	<b>Rishiksha T. Krishnan</b>	From Jugaad to Systematic Innovation: The Challenge for India	The Utpreaka Foundation, Bangalore, India, 2010.
3	<b>Soumyanetra Munshi</b>	An Alternative paradigm of Democratization: A game-theoretic model and empirical evidence	VDM publishers, Germany, 2009

### IV – Articles in Newspapers/Magazines

Sl. No.	Authors (in sequence per Newspaper/Magazine)	Title of Article	Name of Newspaper/Magazine	Vol. No. & Page Nos.	Date of Publication
1	<b>Gopal Naik</b>	An Integrated Approach to Agricultural Marketing and Financing	Commodity Insights Yearbook 2009, Price Waterhouse Coopers and MCX, Mumbai	pp 14-20	
2	<b>Moorthi YLR</b>	Have Breakfast, Be Breakfast	The Wall Street Journal		Feb 2010
3	<b>Rahul De'</b>	The Question of Open Source	Mint		Oct 29, 2009
4	<b>Rajeev Gowda MV</b>	Multilingualism is the Key	DNA		July 29, 2009
5	<b>Rajeev Gowda MV</b>	What They Don't Teach at the IIMs	Outlook		Sep 9, 2009
6	<b>Ramesh Kumar S</b>	Creating and Sustaining Brands	The Hindu Business Line		Mar 11, 2010
7	<b>Ramesh Kumar S</b>	Branding Lessons from MNIK	The Hindu Business Line		Mar 18, 2010
8	<b>Ramnath Narayanswamy</b>	Ten Facets of Life	Deccan Herald		Apr 2, 2009
9	<b>Ramnath Narayanswamy</b>	Power of Prostration	Deccan Herald		Apr 16, 2009

<b>Sl. No.</b>	<b>Authors (in sequence per Newspaper/ Magazine)</b>	<b>Title of Article</b>	<b>Name of Newspaper/ Magazine</b>	<b>Vol. No. &amp; Page Nos.</b>	<b>Date of Publication</b>
10	<b>Ramnath Narayanswamy</b>	Coping with Retrenchment	The Times of India		Apr 11, 2009
11	<b>Ramnath Narayanswamy</b>	Invest Your Energies in Things that Matter	The Times of India		Apr 18, 2009
12	<b>Ramnath Narayanswamy</b>	The Practice of Meditation	Deccan Herald		Apr 30, 2009
13	<b>Ramnath Narayanswamy</b>	Symbolism of Meditation	Deccan Herald		May 7, 2009
14	<b>Ramnath Narayanswamy</b>	The Essence of Krishna	Deccan Herald		May 13, 2009
15	<b>Ramnath Narayanswamy</b>	The Symbolism of Goddess Durga	Deccan Herald		May 27, 2009
16	<b>Ramnath Narayanswamy</b>	Meaning of Prostration	Deccan Herald		June 4, 2009
17	<b>Ramnath Narayanswamy</b>	Amma Explaining Karma	Deccan Herald		June 18, 2009
18	<b>Ramnath Narayanswamy</b>	Spirituality and Religion	Deccan Herald		July 2, 2009
19	<b>Ramnath Narayanswamy</b>	Effective Team Building	The Times of India		July 11, 2009
20	<b>Ramnath Narayanswamy</b>	Time in Hindu Cosmology	Deccan Herald		July 16, 2009
21	<b>Ramnath Narayanswamy</b>	Nature of the Vedas	Deccan Herald		Aug 6, 2009
22	<b>Ramnath Narayanswamy</b>	Notion of Runanubanda	Deccan Herald		Aug 20, 2009
23	<b>Ramnath Narayanswamy</b>	Self Awakening of Liberation	Deccan Herald		Sep 10, 2009
24	<b>Ramnath Narayanswamy</b>	Happiness is Absence of Desire	Deccan Herald		Sep 24, 2009
25	<b>Ramnath Narayanswamy</b>	Behaviour towards a Sadguru	Deccan Herald		Oct 8, 2009
26	<b>Ramnath Narayanswamy</b>	Understanding a Sadguru	Deccan Herald		Oct 22, 2009
27	<b>Ramnath Narayanswamy</b>	Selfless Service	Deccan Herald		Dec 3, 2009

<b>Sl. No.</b>	<b>Authors (in sequence per Newspaper/ Magazine)</b>	<b>Title of Article</b>	<b>Name of Newspaper/ Magazine</b>	<b>Vol. No. &amp; Page Nos.</b>	<b>Date of Publication</b>
28	<b>Ramnath Narayanswamy</b>	Divine Grace Needs Preparation	Deccan Herald		Dec 17, 2009
29	<b>Ramnath Narayanswamy</b>	Spiritual Capital	Deccan Herald		Dec 31, 2009
30	<b>Ramnath Narayanswamy</b>	Selflessness is Moksha	Deccan Herald		Jan 14, 2010
31	<b>Ramnath Narayanswamy</b>	Symbolism Behind a Temple	Deccan Herald		Jan 28, 2009
32	<b>Ramnath Narayanswamy</b>	Meditative Power is Essential	Deccan Herald		Feb 11, 2010
33	<b>Ramnath Narayanswamy</b>	The Meaning of Cow Protection	Deccan Herald		Mar 11, 2010
34	<b>Ramnath Narayanswamy</b>	Sadguru is One Merged in Reality	Deccan Herald		Mar 18, 2010
35	<b>Ravi Anshuman V</b>	Field Hockey Time to Go Green	Wall Street Journal Online		Jan 2010
36	<b>Rishikesh T. Krishnan</b>	Restructuring Higher Education	Edu Tech		Nov 2009
37	<b>Rishikesh T. Krishnan</b>	Learning How To Innovate From Stanford	Edu Tech	pp 54-55	Dec 2009
38	<b>Rishikesh T. Krishnan</b>	Ethics Should Be Taught In Professional Courses	Edu Tech	pp 48-49	Jan 2010
39	<b>Rishikesh T. Krishnan</b>	Moving From Jugaad To Systematic Innovation	Edu Tech	pp 50-51	Feb 2010
40	<b>Rishikesh T. Krishnan</b>	Taking a Fresh Look at Academic – Industry Collaboration	Edu Tech	pp 38-39	Mar 2010
41	<b>Roger Moser</b>	Upstream Supply Chain Management	Efficient Manufacturing	pp 2	Jan 2010
42	<b>R. Vaidyanathan</b>	Good Time to Get Back Black Money	Business Today		Apr 14, 2009
43	<b>R. Vaidyanathan</b>	Illegal Indian Money in Tax Havens: The Way We Debate It	DNA Money	pp 4	Apr 23, 2009



<b>Sl. No.</b>	<b>Authors (in sequence per Newspaper/ Magazine)</b>	<b>Title of Article</b>	<b>Name of Newspaper/ Magazine</b>	<b>Vol. No. &amp; Page Nos.</b>	<b>Date of Publication</b>
44	<b>R. Vaidyanathan</b>	India Inc Should Look Inward and Not at US	DNA Money		May 13, 2009
45	<b>R. Vaidyanathan</b>	Why Must We Always Live Our Lives to Western Standards?	DNA Money		June 2, 2009
46	<b>R. Vaidyanathan</b>	Finance Minister should Budget for the Real India, for a Change	DNA Money		June 16,2009
47	<b>R. Vaidyanathan</b>	India's Illegal Wealth Abroad is not Just an Issue of Tax Evasion	DNA Money		June 16,2009
48	<b>R. Vaidyanathan</b>	Spending More Cannot Provide the Answer to Fiscal Crisis	DNA Money		July 15, 2009
49	<b>R. Vaidyanathan</b>	Fake Currency Notes Can Destabilize our Economy	DNA Money		Aug 11,2009
50	<b>R. Vaidyanathan</b>	What We Need Is Protection, Not Tips	Express buz.com		May 31, 2009
51	<b>R. Vaidyanathan</b>	The Lost Horizon of the Emperors	Express buz.com		June 21, 2009
52	<b>R. Vaidyanathan</b>	Why Dialogue with Pakistan is Futile	Rediff.com		June 29, 2009
53	<b>R. Vaidyanathan</b>	China's Migraine is India's K-Valley Balm	Expressbuz.com		July 18, 2009
54	<b>R. Vaidyanathan</b>	Soft Power to 'Conquer and Dominate'	Expressbuz.com		July 29,2009
55	<b>R. Vaidyanathan</b>	Swiss Bank Money: India's Approach is All Wrong	Rediff.com		Aug 24, 2009
56	<b>Vasanthi Srinivasan &amp; Palekar P</b>	Human Resource Challenges in Hyper Growth Environments	CBS Business Review		July 2009
57	<b>R. Vaidyanathan</b>	A Dangerous Trend in Governance	New Indian Express		Jan 13, 2010

<b>Sl. No.</b>	<b>Authors (in sequence per Newspaper/ Magazine)</b>	<b>Title of Article</b>	<b>Name of Newspaper/ Magazine</b>	<b>Vol. No. &amp; Page Nos.</b>	<b>Date of Publication</b>
58	<b>R. Vaidyanathan</b>	Move Proactively as World Pressure On Tax Havens	DNA money	pp 4	Jan 26, 2010
59	<b>R. Vaidyanathan</b>	Just Boycott Pakistan	The Pioneer		4 <sup>th</sup> Feb.2010
60	<b>R. Vaidyanathan</b>	Let There Be No Asha For Pak Demon	New Indian Express		16 <sup>th</sup> Feb. 2010
61	<b>R. Vaidyanathan</b>	RBI Must Ensure Daily Interest On Savings A/Cs From April 1	DNA money	pp 4	18 <sup>th</sup> Feb. 2010
62	<b>Vivek Moorthy</b>	Will CPI Stand Up Please	Mint		Apr. 1, 2009
63	<b>Vivek Moorthy</b>	How Best to Save Our Trees	Mint		May 15, 2009
64	<b>Vivek Moorthy</b>	Deflation is Due to Slump	Mint		July 10, 2009
65	<b>Vivek Moorthy</b>	Progress in an Urban Mess	Mint		Mar. 8, 2010

#### **V – Conference/Seminars/Workshop Presentations**

<b>Sl. No.</b>	<b>Authors (in sequence as per journal)</b>	<b>Title of Paper</b>	<b>Name of Conference</b>	<b>Dates of Conference</b>	<b>Venue</b>
1	<b>Deepak Malghan</b>	A Framework for Consistent Biophysical Metrics	United States Society for Ecological Economics, 2009	May 30 to June 3, 2009	Washington DC, USA
2	<b>Deepak Malghan</b>	Ends, Means, and Celebrating Economics: Herman Daly's Contribution to Ecological Economics	United States Society for Ecological Economics, 2009	May 30 to June 3, 2009	Washington DC, USA
3	<b>S. Chandrashekar</b>	The Andaman & Nicobar Islands and the Future of India	Security and Development of Andaman & Nicobar Islands	4 and 5 Sep, 2009	Port Blair

Sl. No.	Authors (in sequence as per journal)	Title of Paper	Name of Conference	Dates of Conference	Venue
4	<b>Gita Sen</b>	Family Planning and SRHR: the Past as Prologue?"	Technical Meeting on Reducing Inequities: Ensuring Universal Access to Family Planning in the Context of Sexual and Reproductive Health	30 June - 2 July, 2009	United Nations, New York
5	<b>Gita Sen</b>	SRHR and the Global Economic Climate	Global Patterns in Action-NGO forum on Sexual and Reproductive Health and Development: Invest in Health, Rights and the Future	2 - 4 Sep, 2009	Berlin
6	<b>Gita Sen</b>	Turning the Financial Crisis Into Opportunity for SRHR-Key Steps	The Euro NGOs Conference on Investing in Sexual and Reproductive Health in Times of Economic Crisis.	7 - 8 Sep, 2009	Riga, Latvia
7	<b>Gita Sen</b>	Equity, PPPs and ways forward for the NRHM	National Conference on Emerging Health Care Models: Engaging the Private Health Sector	25 -26 Sep, 2009	CEHAT, Mumbai
8	<b>Gopal, Sahaleen; Rejie George, P; Ramachandran, J</b>	The Sustained Search for Advantage: Resources, Capabilities and Routines	Strategic Management Research in India: Roadmap for the Future, 12th Annual Convention of the Strategic Management Forum of India	27 -29 May, 2009	Bangalore
9	<b>Gunta, Srinivas; Ramachandran, J</b>	The Sustained Search for Advantage: Resources, Capabilities and Routines	Strategic Management Research in India: Roadmap for the Future, 12th Annual Convention of the Strategic Management Forum of India	27 – 29 May, 2009	Bangalore

Sl. No.	Authors (in sequence as per journal)	Title of Paper	Name of Conference	Dates of Conference	Venue
10	Pant, Anirvan; <b>Ramachandran, J</b>	The Sustained Search for Advantage: Resources, Capabilities and Routines	Strategic Management Research in India: Roadmap for the Future, 12th Annual Convention of the Strategic Management Forum of India	27 – 29 May, 2009	Bangalore
11	Pant, Anirvan; <b>Kulkarni, Mukta;</b> <b>Ramachandran, J</b>	For Whose Sake-the Nation, the Corporation, Or the Self? Agency Theory and the Country Manager	Academy of Management Annual Meeting	8 -13 Aug, 2009	Chicago, USA
12	Gunta, Srinivas; <b>Ramachandran, J</b>	The Sustained Search for Advantage: Resources, Capabilities and Routines	Strategic Management Research in India: Roadmap for the Future, 12th Annual Convention of the Strategic Management Forum of India	27 – 29 May, 2009	Bangalore
13	<b>Ramachandran, J;</b> Manikandan. K	The Under Explored Dimensions of Business Groups: New Opportunities for Research	Strategic Management Research in India: Roadmap for the future, 12th Annual Convention of the Strategic Management Forum of India	27 - 29 May, 2009	Bangalore
14	<b>Srinivasan, Padmini;</b> <b>Ramachandran, J</b>	Fairness to Society: A Search for Non-Discriminatory Disclosure Regime	Fourth International Conference on Public Policy and Management	9 – 12 Aug, 2009	Bangalore
15	<b>V. Nagadevara, T.V. Ramanayya &amp; Shyamal Roy</b>	Role and Effectiveness of Local Governing Organizations in Efficient use of Common Resources -Case Study of Water Users Associations in India	11th International Conference of the Society of Global Business and Economic Development	27 – 30 May, 2009	Bratislava, Slovakia

<b>Sl. No.</b>	<b>Authors (in sequence as per journal)</b>	<b>Title of Paper</b>	<b>Name of Conference</b>	<b>Dates of Conference</b>	<b>Venue</b>
16	Anand Prakash and <b>V. Nagadevara</b>	Understanding Expectations, Perceptions and Satisfaction Levels of Customers of Maintenance Organizations in Public Sector	11 <sup>th</sup> International Conference of the Society of Global Business and Economic Development	May, 27–30, 2009	Bratislava, Slovakia
17	A.S.N. Murthy, <b>V. Nagadevara and Rahul De'</b>	Predictive Models in Cybercrime Investigation-An Application of Data Mining Techniques	11 <sup>th</sup> International conference of the society of Global Business and Economic Development	May 27-30, 2009	Bratislava, Slovakia
18	<b>R. Vaidyanathan</b>	Global Meltdown- Managing Risks by IT Industry	Testing Confluence Conference	April 20, 2009	Wipro Ltd, Bangalore
19	<b>R. Vaidyanathan</b>	Tax Havens and Illegal Funds of India	Talk at Indian Liberal Group and Rajaji Centre for Public Affairs	May 1, 2009	Chennai
20	<b>R. Vaidyanathan</b>	Pension Reforms: Lessons from India	13 <sup>th</sup> Conference of Asia Pacific Risk and Insurance Association (APRIA)	July 19–22, 2009	Peking University Beijing, China
21	<b>R. Vaidyanathan</b>	How to get back Indian Illegal Wealth Abroad	Chambers of Commerce	Aug 8, 2009	Coimbatore
22	<b>R. Vaidyanathan</b>	Tax Havens and Indian Illegal money Abroad	Talk at FAPCCI	Aug 22, 2009	Hyderabad
23	<b>R. Vaidyanathan</b>	India's Real Engines of Growth	Sri Howri Shankar Memorial Lecture	Aug 22, 2009	Osmania University, Hyderabad
24	<b>R. Vaidyanathan</b>	Tax Havens and Illegal Wealth of India	Palkivala Memorial Lecture	Aug 29, 2009	Chennai

<b>Sl. No.</b>	<b>Authors (in sequence as per journal)</b>	<b>Title of Paper</b>	<b>Name of Conference</b>	<b>Dates of Conference</b>	<b>Venue</b>
25	<b>Rahul De'</b>	Caste Structures and e-Governance in a Developing Country	International Conference on Electronic Government EGOV 2009	31 Aug to 4 Sep, 2009	Johannes Kepler University, Linz, Austria
26	<b>A. S. N. Murthy, V. Nagadevara and Rahul De</b>	Predictive Models in Cybercrime Investigation-An Application of Data Mining Techniques	Proceedings of the Eleventh International Conference of the Society for Global Business and Economic Development	27 – 30 May, 2009	Bratislava, Slovak Republic
27	<b>Moser, Meise, Saxena</b>	Supply Chain Transparency in the Indian Retail Industry	Academy of Management Conference - India	28 -30 Dec, 2009	Jamshedpur
28	<b>S. Nayana Tara, N. S. Sanath Kumar, S. Ramaswamy</b>	Effectiveness of Academic Support Structures for Elementary Education in Two Southern States of India	7 <sup>th</sup> Annual Conference of IABE	18 – 21 Oct, 2009	Las Vegas, USA
29	<b>Padmini Srinivasan &amp; M. S. Narasimhan</b>	An Evaluation of Value Relevance of Consolidated Earnings and Cash Flow Reporting in India	2 <sup>nd</sup> International Conference on Corporate Governance	7-9 Feb, 2010	Sydney
30	<b>Pralok Gupta, Rupa Chanda</b>	Trade Liberalization in Producer Services: Case Study of India	Trade Economists' Conference organised by UNESCAP Asia Research Network	1 – 3 Nov, 2009	Bangkok
31	<b>Rishiksha T. Krishnan</b>	Catch-up in Technology-Driven Services: The case of the Indian Software services Industry	Tenth World Knowledge Forum	13 – 15 Oct, 2009	Seoul, Republic of Korea

Sl. No.	Authors (in sequence as per journal)	Title of Paper	Name of Conference	Dates of Conference	Venue
32	<b>Rishiksha T Krishnan</b>	Catch-up in Technology-Driven Services: The case of the Indian Software Services Industry	Seoul Journal of Economics Annual conference	16 Oct, 2009	Seoul National University, Seoul, Republic of Korea
33	<b>Soumyanetra Munshi</b>	On Existence of Pure-Strategy Equilibrium with Endogenous Income	Eastern Economic Association meeting	26 - 28 Feb, 2010	Philadelphia, PA, USA
34	<b>Soumyanetra Munshi</b>	Partisan Competition and Women's Suffrage in the United States	Eastern Economic Association meeting	26 -28 Feb, 2010	Philadelphia, PA, USA

**V - Any other Publications (Monographs, Web Journals, Working Papers of other Institutions, Reports, etc.)**

Sl. No.	Authors (in sequence)	Title of Publications	Type of Publication	Any other comments
1	Piroska Ostlin et al (includes <b>Gita Sen</b> and others in alphabetical order)	Priorities for Research on Equity and Health: Implications for Global and National Priority Setting and the Role Of WHO to take the Health Equity Research Agenda Forward	WHO Discussion Paper 9	Commissioned by WHO; submitted Sept. 2009
2	<b>Rupa Chanda</b>	Global Economic Crisis and Protectionism in Services for India's IT-ITeS Exports and the GATS'	ICRIER Policy Brief, September 2009, Vol. 1 No.1	
3	Lalitha Sundaresan, <b>S. Chandrashekar</b> , Rajaram Nagappa & N. Ramani	Image Measurement Errors and Missile Performance	NIAS Technical Report - Report No. R2-09 July, 2009	Report produced for Public Dissemination by the International Strategic & Security studies Programme, National Institute of Advanced Studies, Bangalore

<b>Sl. No.</b>	<b>Authors (in sequence)</b>	<b>Title of Publications</b>	<b>Type of Publication</b>	<b>Any other comments</b>
4	Rajaram Nagappa, <b>S. Chandrashekar</b> , Lalitha Sundaresan & N. Ramani	Iran's Safir Launch Vehicle	NIAS Technical Report - Report No. R1-09, July, 2009	Report produced for public dissemination by the International Strategic & Security studies Programme, National Institute of Advanced Studies, Bangalore
5	Patvardhan, Shubha, <b>Ramachandran, J</b>	British Fashion Council: Shaping an Industry	Case	
6	<b>Gita Sen</b> , Piroska Ostlin, Asha George	Unequal, Unfair, Ineffective and Inefficient: Gender Inequity in Health-Why it Exists and How We Can Change It	Report of the Knowledge Network on Women and Gender Equity of The WHO Commission on Social Determinants of Health	This is a major report of the global knowledge network that was coordinated by Gita sen
7	<b>Rahul De'</b>	Economic Impact of Free and Open Source Software -A study in India	Report	

### Statement 17

#### Consultancy Projects 2009-2010

##### I – Projects Completed

<b>Sl. No.</b>	<b>Project Title</b>	<b>Funding Agency</b>	<b>Faculty (Professors)</b>
1	Understanding of the Perception and Future Evolution of Competition Racing in India	Michelin India Singapore	Mithileshwar Jha
2	Organisational Structure and Staffing Pattern	Petroleum & Natural Gas Regulatory Board Delhi	Abhoy K Ojha/ Malathi Somaiah
3	Marketing Strategy for their Software Products	Geneva Software Technologies, Bangalore	Mithileshwar Jha
4	Strategic Assessment of Consultancy Development Centre	Consultancy Development Centre, New Delhi	R T Krishnan



<b>Sl. No.</b>	<b>Project Title</b>	<b>Funding Agency</b>	<b>Faculty (Professors)</b>
5	Validation and Verification of Models developed by them for Analytical Solution	Blueberry Financial Engg. Bangalore	P G Apte/ Sankarshan Basu
6	Study of Organizational Structure and Staffing Pattern of CCI	Competition Commission of India, New Delhi	Shubashish Gupta/ Abhoy K Ojha/ Deepak K Sinha/ Amit Gupta
7	Review of the SBIRI Scheme	Dept. of Biotechnology Govt. of India, Ministry of Science & Technology New Delhi	R T Krishnan/ K Kumar
8	Training Programme	SAP Ltd. Bangalore	N M Agrawal
9	Contract for carrying out Due Diligence	BEML, Bangalore	Shyamal Roy/ Sankarshan Basu
10	Business Leadership programme	The Murugappa Group, Chennai	R T Krishnan, Vasanthi Srinivasan, C M Reddy , U Dinesh Kumar
11	Growth Constraints of KVCF-SME Units in Kerala	Kerala Venture Capital Fund (KVFC), Kerala	Mathew J Manimana
12	Evaluation of Outcomes and Impact of Plan Schemes and Programmes of the DSIR during 10th Plan	GOI, Ministry of S & T, Dept. of Scientific & Industrial Research, New Delhi	R T Krishnan , Ashok Thampy
13	Core Banking Solutions	UCO Bank, Kolkata	P C Narayan
14	Paper on Cross Cutting issues related to Multilateral Environmental Agreements	UNDP, M.O.E.F, New Delhi	A Damodaran
15	Preparatory Assistance for the National Rural Employment Guarantee Act	UNDP, New Delhi	Trilochan Sastry

<b>Sl. No.</b>	<b>Project Title</b>	<b>Funding Agency</b>	<b>Faculty (Professors)</b>
16	Strategic Operational Report for the Bangalore Traffic Improvement Project -B-TRAC-2010	Karnataka Road Dev. Corpn. Ltd., Bangalore	T V Ramanayya
17	Retainership - Conducting Analysis Courses in GENPACT	GENPACT Bangalore	Shubhabrata Das
18	Jharkand Agricultural Sector Review	Jharkand Agricultural Sector Review	Gopal Naik
19	Organisation Structure, Leadership Development and Review of Performance Management System	Fouress Engg. India Ltd., Bangalore	C Manohar Reddy

## **II - Initiated Projects**

<b>Sl. No.</b>	<b>Project Title</b>	<b>Funding Agency</b>	<b>Faculty (Professors)</b>
1	Assistance on Post-Bank Strategy Formulation	South African Post Office Ltd., Pretoria Central	D Krishna Sundar
2	Consulting Research Project in the area of Business Process Management	Nimbus India, Bangalore	D Krishna Sundar
3	In depth study on the Status of Dairy Co-operatives - 2 studies	National Dairy Development Board, Anand	R Srinivasan (Finance), M S Sriram
4	Promotion Mix Optimization for Pharma Company's Sales Forces	PharmARC Analytic Solutions Pvt. Ltd., Bangalore	Shubhabrata Das
5	Study to Assess Performance of National Water Academy during 10 <sup>th</sup> Plan	National Water Academy, Delhi	V Ranganathan
6	Study of Performance Management System (PMS) and Performance Related (PRP) Schemes	Bharat Dynamics Ltd., Hyderabad	Abhoy K Ojha

### III – Projects Ongoing

Sl. No.	Project Title	Funding Agency	Faculty (Professors)
1	Risk Management	Finacus Solutions Pvt. Ltd., Mumbai	Sankarshan Basu
2	Weapon System Acquisition and Management through Performance Base Logistics	FIET MCEME, Secunderabad	U Dinesh Kumar
3	Socio-economic Survey and Development of Rehabilitation Action Plan for their 6sub-stations - Phase II	Powergrid Corpn. of India Ltd., Bangalore	T V Ramanayya & V. Nagadevara
4	Impact study for AIM for Seva Student Home	AIM for Seva, Chennai	V Nagadevara
5	Conducting Swat Analysis	North Eastern Karnataka Road Transport Corpn., Gulbarga & North Western Karnataka Road Transport Corpn., Hubli	T V Ramanayya & Ramesh G
6	Study to examine the Gap between Irrigation Potential created and Utilized in the Southern Region	GOI, Ministry of Water Resources, New Delhi	Shyamal Roy, T V Ramanayya & V Nagadevara
7	Evolving Vision Document and Preparation of Enabling HR Policies for NIRD	National Institute of Rural Development Hyderabad	R Ravi Kumar & V Nagadevara
8	Due diligence for setting up of a Green Project at Palghat, Kerala for the construction of Rail Products	BEML, Bangalore	Sankarshan Basu Shyamal Roy
9	Study of Supply Chain of Mushroom Business & Development of Business Model of its Value Chain	National Horticulture Board, Gurgaon	Krishna Sundar D
10	Evaluation Study of Central Soil and Maintenance Research Stations(CSMRs)	Govt. of India, Ministry of Water Resources, New Delhi	V Ranganathan, T V Ramanayya & V Nagadevara
11	Viable Strategies to make Pharma CPSES Self-Reliant by 2020	Karnataka Antibiotics & Pharmaceuticals Ltd., Bangalore	G Shainesh & Sourav Mukherjee

**IV – Proposals sent**

<b>Sl. No.</b>	<b>Project Title</b>	<b>Funding Agency</b>	<b>Faculty (Professors)</b>
1	Drafting Indian Post Office Bill (2009)	Ministry of Communications & IT, Dept. of Posts, New Delhi	V Ranganathan/ Chiranjib Sen/ Anil B Suraj
2	Training Need Analysis for the Officers of ESI Corporation	National Training Academy ESI Corporation	Sankarshan Basu/ Malathi Somaiah
3	Organisation Strategy for CDO India	Cisco Development Organisation (CDO)	V Anand Ram/ S Raghunath
4	Development of Efficient Management System including Guidance for “Scheme of Support to Voluntary Agencies for Adult Education & Skill Development”	Ministry of HRD, Government of India, Dept. of School Education & Literacy	Nayana Tara S/ V Nagadevara/ S Jagadish/ Sanath Kumar/ S Ramaswamy
5	In-depth study of Car Racing	Michelin India, Bangalore	Mithileshwar Jha
6	‘On Food Safety’	Food Safety & Standards Authority, New Delhi	Gopal Naik
7	Retainership	The Nielson Company Bases, Mumbai	Shubhabrata Das
8	Study on Status of Dairy Co-operatives to Facilitate Drawing up of the State Dairy Plans (SDPs)	National Dairy Development Board, Anand	R Srinivasan, (F&C Area) Sriram (IIMA)
9	Re-engineering DICS: Strategies for Action	MICO Small Medium Enterprises (MSME) New Delhi	M Jayadev
10	Assessment of Manpower Requirement and Organisational Restructuring	Hindustan Aeronautical Ltd., Bangalore	Malathi Somaiah/ Abhoy K Ojha
11	Conducting Impact Evaluation Study under DPAP and DDP Projects	Ministry of Rural Development Govt. of India, New Delhi	Trilochan Sastry/ Rajalakshmi Kamath/ Arnab Mukherji

<b>Sl. No.</b>	<b>Project Title</b>	<b>Funding Agency</b>	<b>Faculty (Professors)</b>
12	Evaluation of Udyogini Scheme Implemented by KSWDC	Karnataka State Women's Development Corporation, Bangalore	Malathi Somaiah/ Rajalakshmi Kamath
13	Preparation of Concept Note for SPV for INSPIRE Programme of DST	Dept. of Science & Technology, Govt. of India, New Delhi	R T Krishnan
14	Evaluation of Gowdown under RIDF Scheme	Karnataka State Warehousing Corporation	T V Ramanayya/ V Nagadevara/ Rajluxmi V Murthy
15	Evaluation Study on Health Insurance Scheme and Mahatma Gandhi Bunkar Bhima Yojana	Ministry of Textiles, Government of India	Sankarshan Basu/ Shyamal Roy
16	Impact Assessment of Government of India's Distribution of Seed Minikits and Field Level Demonstrations in Varietal Replacement Rate	Department of Agriculture and Co-operation Ministry of Agriculture, Govt. of India	Trilochan Sastry/ V Nagadevara
17	Review of Foreign offices of India Trade Promotion Organization	Indian Trade Promotion Organisation	V Ranganathan/ V Anand Ram

## Statement 18

### Faculty list as on March 31, 2010

#### DIRECTOR

Pankaj Chandra

#### PROFESSOR

1	Abhoy K Ojha	28	Murty L S
2	Agrawal N M	29	Nagadevara V
3	Anand Ram V	30	Narasimhan M S
4	Apte P G	31	Narayanaswamy R
5	Avinash G Mulky	32	Nayana Tara S
6	Chandrashekar S	33	Prasad L
7	Chiranjib Sen	34	Rajeev Gowda M V
8	Damodaran A	35	Raghunath S
9	Deepak Kumar Sinha	36	Rahul De'
10	Devanath Tirupathi	37	Ramachandran J
11	Dinesh Kumar U	38	Ramanayya TV
12	Ganesh N Prabhu	39	Ramesh Kumar S
13	Gita Sen	40	Ramnath Narayanswamy
14	Gopal Naik	41	Ranganathan V
15	Ishwar Murthy	42	Ravi Anshuman V
16	Janat Shah	43	Ravi Kumar R
17	Jishnu Hazra	44	Rishiksha T Krishnan
18	Krishna S	45	Rupa Chanda
19	Kumar K	46	Shekar B
20	Malathi Somaiah	47	Shubhabrata Das
21	Manohar Reddy C	48	Shyamal Roy
22	Mahadevan B	49	Srinivasan R
23	Malay Bhattacharyya	50	Trilochan Sastry
24	Manimala M J	51	Vaidyanathan R
25	Mithileshwar Jha	52	Vivek Moorthy
26	Moorthi Y L R		
27	Murali Patibandla		

**ASSOCIATE PROFESSOR**

1	Amit Gupta	13	Sabarinathan G
2	Amar Sapra	14	Sankarshan Basu
3	Ashok Thampy	15	Siddharth Mahajan
4	Haritha Saranga	16	Shainesh G
5	Jayadev M	17	Shashidhar Murthy
6	Jose P D	18	Subhashish Gupta
7	Krishna Sundar D	19	Srinivasan R
8	Nagasimha B Kanagal	20	Sourav Mukherji
9	Pulak Ghosh	21	Vasanthi Srinivasan
10	Rajendra K Bandi	22	Vijaya Bhaskar Marisetty
11	Rajluxmi V Murthy		
12	Ramesh G		

**ASSISTANT PROFESSOR**

1	Arnab Basu	10	Pradip H Sadarangani
2	Arnab Mukherji	11	Rajalakshmi Kamath
3	Anubha Dhasmana	12	Rejie George Pallathitta
4	Anindya Sen	13	Seema Gupta
5	Ashis Mishra	14	Shankar Venkatagiri
6	Deepak Malghan	15	Srinivas Prakhya
7	Manaswini Bhalla	16	Soumyanetra Munshi
8	Mukta Kulkarni		
9	Padmini Srinivasan		

**VISITING / ADJUNCT FACULTY**

1	Amarnath Krishnaswamy
2	Anil B Suraj
3	Krishnamurthy S
4	Hema Swaminathan
5	Narayan P C
6	Rajiv S
7	Roger Moser
8	Seshadri D V R
9	Suresh Bhagavatula
10	Thirunarnayana P N
11	Vandana Singhvi Patel

## Statement 19

### List of Officers 31.03.2010

#### OFFICERS

1	Chief Administrative Officer	Shri Indu Shekar C V
2	Head-Finance	Smt. Sujata M
3	Manager - Finance & Accounts	Smt. Gayathri Subramanian
4	Medical Officer	Dr. Deepa C Prabhu
5	Sr. Admin. Officer	Shri Sirajuddin
6	Sr. A.O & Staff Officer to Director	Shri Ramesh A R
7	Deputy Librarian	Smt Neela
8	Deputy Librarian	Smt. Anuradha N
9	Administrative Officer(Accounts)	Smt. Veronica D B
10	Administrative Officer	Shri Behari Subanna
11	Administrative Officer	Shri Nagaraj G K
12	Administrative Officer	Smt. Usha Menon
13	Administrative Officer	Shri Lakshminarayana Rao N G
14	Administrative Officer	Shri Venkatesha
15	Administrative Officer	Shri Udaya Kumar V
16	Administrative Officer	Shri Sathyaprakash B S
17	Administrative Officer	Shri Mazhalai Bharathi K
18	Librarian	Smt. Rama Patnaik
19	Administrative Officer	Shri Thyagarajan Babu N
20	Administrative Officer	Shri Ramnanjappa K R
21	Administrative Officer	Shri Balaraj M
22	Administrative Officer	Shri Rajendra M
23	Administrative Officer	Shri Krishnamurthy A
24	Administrative Officer	Smt. Geetha Raghunathan
25	Campus Computer Manager	Shri Dillip Kumar Mohapatra
26	Manager(Electrical)	Shri Vasudeva M
27	Manager, Communication	Smt. Srividhya Parthasarathy

#### Research Fellows

1	Malathi Venugopal
2	Ramaswamy S
3	Sanath Kumar N S
4	Basavarajappa K P



## Statement 20

### Faculty & Personnel

#### Faculty

Period	Cadre	Visiting/Adjunct Faculty	Total
As of March 31, 2009	86	24	110
Additions during 2009-2010	7	-	7
Deletions during 2009-2010	2	13	15
As of March 31, 2010	91	11	102

#### Officers and Research Fellows

Period	Officers	Deputationists	Research Fellows	Total
As of March 31, 2009	18	0	4	22
Additions during 2009-2010	6	-	-	13
Appointed as AOs	7	-	-	
Deletions during 2009-2010	4	-	-	4
As of March 31, 2010	27	-	4	31

#### Administration Staff

Period	Group B	Group C	Total
As of March 31, 2009	26	177	203
Additions during the year 2009-2010	-	11	11
Deputationist	1	-	1
Deletions on Retirement on Superannuation/ Appointed to Gr. 'A'	10	-	10
	7	-	7
As of March 31, 2010	10	189	198

**Indian Institute of Management Bangalore**

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**Statement of Accounts  
2009-2010**

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**Indian Institute of Management Bangalore**  
**Balance Sheet as at March 31, 2010**

(Rs.in lakhs)

Sources of Funds	Schedule	2009-10	2008-09
<b>CORPUS / CAPITAL FUND AND LIABILITIES</b>			
<i>Corpus / Capital Fund</i>	1	3,747.46	3,857.22
<i>Earmarked / Endowment Funds &amp; Unspent Balances - Ongoing Programmes and Projects</i>	2	4,414.89	4,375.23
<i>Reserves and Surplus</i>	3	4,196.47	3,506.34
<i>Government Grants ( Plan )</i>	4	5,547.72	3,708.07
<i>Terminal Benefits Liability</i>	5	9,198.40	6,713.06
<i>Current Liabilities and Provisions</i>	6	916.35	1,332.56
		<b>28,021.29</b>	<b>23,492.48</b>
<i>Provident Fund</i>	24	1,562.55	1,224.54
<b>Total</b>		<b>29,583.84</b>	<b>24,717.02</b>
<b>Application of Funds</b>			
<b>ASSETS</b>			
<i>Fixed Assets</i>	7	4,917.35	3,554.24
<i>Investments - From Endowment/ Earmarked Funds</i>	8	2,301.00	2,301.54
<i>Investments - OBC &amp; Other Funds</i>	9	9,646.83	5,426.41
<i>Investments - Terminal Benefits</i>	10	7,098.19	4,591.98
<i>Current Assets, Loans and Advances etc.,</i>	11	4,057.92	7,618.31
		<b>28,021.29</b>	<b>23,492.48</b>
<i>Provident Fund</i>	24	1,562.55	1,224.54
<b>Total</b>		<b>29,583.84</b>	<b>24,717.02</b>
<i>Significant Accounting Policies</i>	25		
<i>Notes on Accounts</i>	26		

Place : Bangalore  
Dated : 23rd August, 2010

Sd/-  
**(M.SUJATA)**  
**HEAD - FINANCE**

Sd/-  
**(B MAHADEVAN)**  
**DEAN (ADMIN)**

Sd/-  
**(PANKAJ CHANDRA)**  
**DIRECTOR**

**Indian Institute of Management Bangalore**  
**Income and Expenditure account for the Year ended March 31, 2010**

(Rs.in lakhs)

	Schedule	2009-10	2008-09
<b>A. INCOME</b>			
<b>Income - Non - Plan</b>			
Grants / Subsidies - Non-Plan Grants from Govt.	12	-	-
<b>Income - Own Generation</b>			
Income from Services	13	193.85	243.51
Fees / Subscriptions	14	8,552.52	7,474.24
Income from Investments	15	562.10	413.18
Income from Institute Publications	16	20.79	24.42
Interest earned on other deposits and advances	17	379.68	529.65
Other Income	18	81.26	53.23
<b>Total ( A )</b>		<b>9,790.20</b>	<b>8,738.23</b>
<b>B. Expenditure - Non-Plan</b>			
Establishment Expenses	19	2,887.29	1,817.17
Other Administrative Expenses	20	1,162.18	863.11
Expenditure on PGP & Other Programmes	21	1,888.14	2,135.62
Research and Development	22	45.48	138.08
		<b>5,983.09</b>	<b>4,953.98</b>
<b>Expenditure - Others</b>			
Consultancy and Professional Services		65.31	52.49
Faculty Development		35.55	14.99
PGPPM and UNDP Project	23	61.94	88.47
<b>Total ( B )</b>		<b>6,145.89</b>	<b>5,109.93</b>
<b>C. Prior Period Items</b>			
		15.64	22.98
<b>D. Balance being excess of Income over Expenditure (A - B + C)</b>			
		<b>3,659.95</b>	<b>3,605.32</b>
Transfer to General Reserve (Corpus Interest)		524.75	383.39
Gross Surplus /(Deficit)		<b>3,135.20</b>	<b>3,221.93</b>
Add back of depreciation on assets written off		6.23	<b>673.69</b>
Surplus/(Deficit) before transfer (to)/from Terminal Benefits/General Reserve		<b>3,141.43</b>	<b>3,895.62</b>
Transfer (to)/from Terminal Benefits (Sch.5)		2,526.20	2,243.56
Transfer to General Reserve ( Capital Expenditure)		198.07	-
Transfer to Chairs/Centres (arrears of interest)(Sch 2)		-	21.12
Surplus /(Deficit) before depreciation		<b>417.16</b>	<b>1,630.94</b>
Depreciation (Sch 25 note #5)		530.92	688.12
Transfer to Vision Fund		-	700.00
Balance being Surplus/(Deficit) carried to Corpus/ Capital Fund		(113.76)	242.82
<b>Total ( B + D )</b>		<b>9,790.20</b>	<b>8,738.23</b>
Significant Accounting Policies	25		
Notes on Accounts	26		

Place : Bangalore  
Dated : 23rd August, 2010

Sd/-  
**(M.SUJATA)**  
**HEAD - FINANCE**

Sd/-  
**(B MAHADEVAN)**  
**DEAN (ADMIN)**

Sd/-  
**(PANKAJ CHANDRA)**  
**DIRECTOR**

**Indian Institute of Management Bangalore**  
**Schedules forming part of Balance Sheet as at March 31, 2010**

(Rs.in lakhs)

	2009-10		2008-09	
<b>Schedule 1 - Corpus / Capital Fund</b>				
<i>Balance as at the beginning of the year</i>	3,512.96		3,270.14	
<i>Add : Balance of Net Income/Deficit transferred from the Income &amp; Expenditure A/c during the year</i>	(113.76)		242.82	
	3,399.20		3,512.96	
<i>Less: Transferred to I&amp;E A/c towards- Terminal Benefits</i>	-		-	
<i>Ex-gratia payment to SVRS employee</i>	-	3,399.20	-	3,512.96
<i>Matching Grants from Govt., on Savings</i>		249.01		249.01
<i>Matching Grants from Govt., on Donations</i>		53.64		53.64
<i>Society Membership</i>		24.00		20.00
<i>Others</i>		21.61		21.61
<b>Balance as at the Year - end</b>		<b>3,747.46</b>		<b>3,857.22</b>

	2009-10		2008-09	
<b>Schedule 2 - Earmarked / Endowment Funds</b>				
<i>Opening Balance of the funds</i>				
<i>Endowment Grant from GOI, MHRD towards Res. Project EEM</i>		23.00		23.00
<i>Donations and Contributions</i>				
- NS Raghavan Centre	870.00		870.00	
- Faculty Development	400.00		400.00	
- C. S.M.	365.00		365.00	
- Canara Bank Centre in Entrepreneurship	15.00	1,650.00	15.00	1,650.00
<i>Chairs</i>				
- Surendra Paul Memorial Chair	12.00		12.00	
- Unit Trust of India Chair	8.43		8.43	
- Wipro Chair	12.00		12.00	
- B. O. C. Chair	20.00		20.00	
- R. B. I. Chair	100.00		100.00	
- Hewlett Packard Chair	48.90	201.33	48.90	201.33
<i>Others</i>		22.21		22.21
<i>CPP - Endowment Fund Govt. of Karnataka</i>		400.00		400.00
<b>Total A</b>		<b>2,296.54</b>		<b>2,296.54</b>

Place : Bangalore  
Dated : 23rd August, 2010

Sd/-  
**(M.SUJATA)**  
**HEAD - FINANCE**

Sd/-  
**(B MAHADEVAN)**  
**DEAN (ADMIN)**

Sd/-  
**(PANKAJ CHANDRA)**  
**DIRECTOR**

**Indian Institute of Management Bangalore**  
**Schedules forming part of Balance Sheet as at March 31, 2010**

(Rs.in lakhs)

<b>Schedule 2 - (Contd.) Unspent Balance on On-going Programmes and Projects</b>						
	Balance as on 1.04.09	Credited during the year		Debited during the year		Balance as on 31.03.10
		Interest Allocation	Others	Capital Expenditure	Others	
<i>Sponsored Research</i>	113.29	1.38	126.77	-	104.42	137.02
<i>F C R A Projects</i>	235.36	-	184.62	-	392.90	27.08
<i>Consultancy</i>	265.59	-	292.85	0.37	213.57	344.50
<i>Centres - NSR CEL</i>	489.13	52.20	196.22	-	153.70	583.85
<i>Centre for IRE</i>	24.26	-	-	-	0.04	24.22
<i>CS &amp; IT</i>	149.16	21.90	-	0.27	0.01	170.78
<i>EADS-SMI</i>	62.07	-	74.70	0.74	47.57	88.46
<i>Centre for Capital Market</i>	24.06	-	-	-	0.47	23.59
<i>Centre for Corp. Govern.</i>	22.89	-	28.97	-	18.39	33.47
<i>Micro Finance Group Project</i>	20.61	-	-	-	7.87	12.74
<i>Office of Disability Services</i>	-	-	5.08	1.52	0.23	3.33
<i>Canara Bank Centre in Entr.</i>	22.17	0.90	-	-	-	23.07
<i>Centre for Public Policy</i>	526.12	29.72	213.98	-	221.19	548.63
<i>Centre for SCM</i>	23.18	-	12.00	-	9.67	25.51
<i>Chairs- Railway</i>	9.02	-	-	-	8.48	0.54
<i>Chairs- Surendra Paul</i>	14.59	0.72	-	-	-	15.31
<i>Chairs- Unit Trust of India</i>	0.01	0.51	-	-	-	0.52
<i>Chairs- Wipro</i>	16.08	0.72	-	-	-	16.80
<i>Chairs- B.O.C</i>	28.47	1.20	-	-	-	29.67
<i>Chairs- R.B.I.</i>	14.00	8.00	-	-	20.93	1.07
<i>Chairs- Hewlett Packard</i>	9.53	2.93	-	-	4.48	7.98
<i>Chairs- I.P.R.</i>	9.10	-	0.06	-	8.95	0.21
<b>Total B</b>	<b>2,078.69</b>	<b>120.18</b>	<b>1,135.25</b>	<b>2.90</b>	<b>1,212.87</b>	<b>2,118.35</b>
<b>Total A + B</b>	<b>4,375.23</b>					<b>4,414.89</b>

**Schedule 3 - Reserves and Surplus**

	2009-10		2008-09	
<b>General Reserve : (Corpus Interest)</b>				
<i>Opening Balance as per last Account</i>	79.20		-	
<i>Addition during the year</i>	524.75		543.33	
<i>Transferred from I/E for shortfall in capital expenditure</i>	198.07		-	
	802.02		543.33	
<i>Less : Deductions during the year</i>				
<i>Capital Exp. in excess of Plan Grants</i>	802.02	-	464.13	79.20
<b>Special Reserves</b>				
<i>Faculty Development Interest Reserve - OB</i>	170.64		157.63	
<i>Add : Interest for the year</i>	24.00		28.00	
	194.64		185.63	
<i>Less: Transferred to Income &amp; Expenditure A/c</i>	35.55	159.09	14.99	170.64
<i>Capital Reserves - Fixed Assets</i>		4,035.15		3,250.20
<i>Faculty Contribution Fund</i>		2.23		6.30
<b>Total</b>		<b>4,196.47</b>		<b>3,506.34</b>

**Indian Institute of Management Bangalore**  
**Schedules forming part of Balance Sheet as at March 31, 2010**

(Rs.in lakhs)

**Schedule 4**

	2009-10		2008-09	
<b>Government Grants - Plan (MHRD)</b>				
<i>Grants from MHRD</i>				
<i>Opening Balance</i>	1,097.09		1,182.03	
<i>Add : Depreciation of earlier years written back</i>	-		-	
<i>Add : Towards Deletion of Assets of earlier years</i>	-		-	
	1,097.09		1,182.03	
<i>Less : Towards Depreciation</i>	84.94	1,012.15	84.94	1,097.09
<i>Grants from GoK-land</i>		37.95		37.95
<i>Grants from GoK-plan</i>		-		-
<b>Total A</b>		<b>1,050.10</b>		<b>1,135.04</b>
<b>Grants - Others</b>				
Department of Personnel and Training- Govt. of India				
<i>Opening Balance</i>	618.18		694.08	
<i>Add : Transferred from Interest Reserve</i>	-		-	
	618.18		694.08	
<i>Less : Transfer to General Reserve</i>	-		43.71	
<i>Less : Depreciation on Fixed Assets</i>	32.78	585.40	32.19	618.18
<i>Public Policy - UNDP Grants</i>	-		86.23	
<i>Less : Transfer to General Reserve</i>	-	-	86.23	-
<i>Public Policy - E- Networking (UNDP Grants)</i>	41.96		62.22	
<i>Less : Transferred to I &amp; E Account</i>	41.96	-	20.26	41.96
OBC Grants				
<i>Opening balance</i>	1,090.78		1,066.68	
<i>Grants received</i>	1,928.00		-	
<i>Add: Interest earned</i>	71.20	3,089.98	24.10	1,090.78
Vision Fund				
<i>Opening balance</i>	700.00		700.00	
<i>Add: Interest on vision fund</i>	11.30	711.30	-	700.00
G I V Grants				
<i>Opening Balance</i>	82.11		85.68	
<i>Less : Depreciation on Fixed Assets</i>	3.57	78.54	3.57	82.11
NSRCEL DIT				
<i>Opening balance</i>	40.00		40.00	
<i>Add: Interest</i>	2.40		-	
<i>Utilisation of grant fund during the year</i>	10.00	32.40	-	40.00
<b>Total B</b>		<b>4,497.62</b>		<b>2,573.03</b>
<b>Total A + B</b>		<b>5,547.72</b>		<b>3,708.07</b>

**Indian Institute of Management Bangalore**  
**Schedules forming part of Balance Sheet as at March 31, 2010**

(Rs.in lakhs)

**Schedule 5 - Terminal Benefits Fund**

	2009-10		2008-09	
<i>Opening Balance</i>	6,713.06		4,591.98	
<i>Less: Transferred to I &amp; E A/c -Sch-18</i>	-		-	
	6,713.06		4,591.98	
<i>Add: Interest</i>	425.15		105.95	
<i>Less: Expenses on employees' retirement and terminal benefits</i>	466.01		228.42	
<i>Add: Transferred from I &amp; E A/c</i>	2,526.20	9,198.40	2,243.55	6,713.06
<b>TOTAL</b>		9,198.40		6,713.06

**Schedule 6 - Current Liabilities and Provisions**

	2009-10		2008-09	
<i>Earnest Money Deposit</i>		35.71		12.93
<i>Security Deposit</i>		100.07		30.77
<i>Caution Money</i>		120.80		88.11
<i>Library Deposit Refundable</i>		69.31		65.71
<i>Suppliers</i>		6.49		59.59
<i>Accrued Liabilities</i>		309.85		451.02
<i>Prog. Fees Received in Advance</i>		219.71		588.33
<i>Alumni - Ex. Education</i>		8.28		8.28
<i>Others</i>		46.13		27.82
<b>TOTAL</b>		<b>916.35</b>		<b>1,332.56</b>



**Indian Institute of Management Bangalore**  
**Schedules forming part of Balance Sheet as at March 31, 2010**

(Rs. in lakhs)

Sl. No	Name of the Asset	As At 01.04.2009	Additions	Deletions	As At 31.03.2010	Rate	Depreciation				Net Block	
							As At 01.04.2009	On Opening Balance	For the Year 2009-10	Deletions During The Year 2009-10	Total As at 31.03.2010	Wdv As at 31.03.2010
1	FREEHOLD LAND	37.95			37.95		-				37.95	37.95
	Assets acquired out of MHRD Grants:											
2	BUILDING & CAMPUS DEVELOPMENT	2,437.89			2,437.89	3.34%	81.43			1,509.30	928.59	1,010.01
3	HOSTEL	75.00			75.00	3.34%	2.51			10.02	64.98	67.49
4	MANAGEMENT DEVELOPMENT CENTRE - COST OF BUILDINGS	30.36	-		30.36	3.34%	1.01			11.79	18.57	19.59
	<b>Total assets acquired out of MHRD Grants</b>	<b>2,543.25</b>			<b>2,543.25</b>		<b>84.94</b>	<b>-</b>		<b>1,531.11</b>	<b>1,012.14</b>	<b>1,097.09</b>
	Assets from Own Funds:											
5	BUILDING & CAMPUS DEVELOPMENT BUILDING (WIP of 08-09 now completed) BUILDING - WIP	61.07	54.15 38.48 14.20		115.22 38.48 14.20	3.34% 3.34%	2.04	0.88 1.29		8.91 1.29	106.31 37.20 14.20	55.08 38.48
6	HOSTEL	532.89	9.57		542.46	3.34%	17.80	0.15		73.09	469.37	477.75
7	MANAGEMENT DEVELOPMENT CENTRE - COST OF BUILDINGS - EQUIPMENTS - FURNITURES	687.72 20.36 37.03	6.59		694.31 20.36 37.03	3.34% 4.75% 9.50%	22.97 0.97 3.52	0.10		261.36 9.49 24.19	432.96 10.87 12.84	449.43 11.83 16.36
8	FURNITURE, FIXTURES & FITTINGS	573.24	100.69		673.93	9.50%	54.46	5.89		514.47	159.46	119.12
	FURNITURE, FIXTURES & FITTINGS - (WIP of 08-09)		24.24		24.24	9.50%		2.30		2.30	21.94	24.24
9	LIBRARY BOOKS & FILMS	1,664.63	230.14		1,894.77	100%	1,664.63	230.15		1,894.77	-	-
10	VEHICLES	51.47			51.47	9.50%	1.21			51.47	-	1.22

**Schedule 7 - Fixed Assets (Contd.)**

(Depreciation as per rates given in Companies Act 1956)

Sl. No	Name of the Asset	As At 01.04.2009	Additions	Deletions	As At 31.03.2010	Rate (in %)	Depreciation				Net Block		
							As At 01.04.2009	On Opening Balance	For the Year 2009-10	Deletions During The Year 2009-10	Total As at 31.03.2010	Wdv As at 31.03.2010	Wdv As at 31.03.2009
11	EQUIPMENTS EQUIPMENTS-(WIP of 08-09)	559.08	72.84 8.13	(18.44)	613.48 8.13	4.75% 4.75%	262.53	26.56	2.14 0.39	4.90	286.33 0.39	327.14 7.74	296.55 8.14
12	COMPUTERS SYSTEMS COMPUTERS SYSTEMS WIP	734.09	118.35 0.10	(1.33)	851.11 0.10	16.21% -	578.15	119.00	7.99	1.33	703.81	147.30	155.94
13	SOFTWARE	131.11	124.52		255.63	16.21%	101.35	21.25	9.89		132.49	123.14	29.76
14	Assets from OBC Funds: FACULTY RESIDENCE - WIP CLASSROOMS/OFFICES - WIP HOSTEL - WIP AMPHITHEATRE - WIP SUB-STATION - WIP	15.01 13.10 25.90 0.58 0.31	451.73 8.36 811.88 0.76 9.71		466.74 21.46 837.78 1.34 10.02							466.74 21.46 837.78 1.34 10.02	15.01 13.10 25.90 0.58 0.31
15	Project Assets MIN OF HRD UNDP LIB BOOKS TEACHING AIDS OTHERS - COMPUTERS	3.56 0.79 2.41 2.03 5.11			3.56 0.79 2.41 2.03 8.01	9.50% 4.75% 100% 4.75% 16.21%	3.56 0.79 2.41 2.03 5.11	- - - - 0.20			3.56 0.79 2.41 2.03 5.31	- - - - 2.71	- - - - -
16	CPP Assets LIBRARY BOOKS BUILDINGS PCs/PRINTERS/OTHERS EQUIPMENTS/ELECTRONICS FURNITURE	38.11 719.97 58.37 85.71			38.11 719.97 63.76 4.60 88.28	100% 3.34% 16.21% 9.5%	38.11 152.04 58.37 57.38	- 24.05	0.26 0.14 0.19		38.11 176.09 58.62 65.71	- 543.88 5.13 4.45 22.56	567.93 -
17	GIV BUILDINGS	106.84			106.84	3.34%	22.68	3.57			26.25	80.60	84.16
	<b>TOTAL</b>	<b>8,711.68</b>	<b>2,099.91</b>	<b>(19.78)</b>	<b>10,791.81</b>		<b>5,228.29</b>	<b>390.47</b>	<b>261.94</b>	<b>6.23</b>	<b>5,874.47</b>	<b>4,917.35</b>	<b>3,554.25</b>

**Indian Institute of Management Bangalore**  
**Schedules forming part of Balance Sheet as at March 31, 2010**

(Rs.in lakhs)

**Schedule 8 - Investments -Endowment/ Earmarked Fund**

	2009-10		2008-09	
<i>Approved Securities and Bonds</i>		1,496.00		1,942.54
<i>Fixed Deposits</i>		805.00		359.00
<b>Total</b>		<b>2,301.00</b>		<b>2,301.54</b>

**Schedule 9 - Investments - OBC & Other Funds**

	2009-10		2008-09	
<b>OBC Funds</b>				
<i>Approved Securities and Bonds</i>				
<i>Fixed Deposits</i>	1,400.00	1,400.00	971.68	971.68
<b>Vision Fund</b>				
<i>Approved Securities and Bonds</i>				
<i>Fixed Deposits</i>	700.00	700.00	-	-
<b>Other Funds</b>				
<i>Approved Securities and Bonds</i>	2,396.83		2,099.33	
<i>Fixed Deposits</i>	5,150.00	7,546.83	2,355.40	4,454.73
<b>Total</b>		<b>9,646.83</b>		<b>5,426.41</b>

**Schedule 10 - Investments - Terminal Benefits**

	2009-10		2008-09	
<i>Approved Securities and Bonds</i>	2,446.23			
<i>Fixed Deposits</i>	4,651.96	7,098.19	4,591.98	4,591.98
<b>Total</b>		<b>7,098.19</b>		<b>4,591.98</b>

**Indian Institute of Management Bangalore**  
**Schedules forming part of Balance Sheet as at March 31, 2010**

(Rs.in lakhs)

<b>Schedule 11 - Current Assets, Loans &amp; Advances</b>				
	<b>2009-10</b>		<b>2008-09</b>	
<b>CURRENT ASSETS :</b>				
<i>Deposits with outside Agencies / Authorities :</i>				
<i>Bangalore Telephones</i>	3.22		3.24	
<i>K. E. B.</i>	21.66		21.66	
<i>Others</i>	52.56	77.44	71.62	96.52
<i>Cash Balance on hand</i> ( including cheques / drafts and imprest )				
- <i>Cash - on - hand</i>	2.23		1.52	
- <i>Imprest Balance ( including balance of stamps in the Franking Machine )</i>	0.97		0.56	
<i>Bank Balances with Scheduled Banks :</i>				
<i>Bank Balances</i>	1,180.45		1,000.07	
<i>E E F C Account</i>	4.37		4.37	
<i>F C R A</i>	122.39		142.57	
<i>Public Policy Bank Accounts</i>	4.30		1.09	
<i>Term Deposits</i>	1,509.54	2,824.25	3,064.06	4,214.24
<i>Interest Accrued But Not Due</i>				
<i>On Investment from Earmarked/Endowment Fund</i>	44.85		41.57	
<i>On Investment - Others</i>	237.84		1,155.64	
<i>On Deposits - Others</i>	8.60	291.29	156.39	1,353.60
<b>Total ( A )</b>		<b>3,192.98</b>		<b>5,664.36</b>
<b>LOANS AND ADVANCES :</b>				
<i>Loans:</i>				
<i>Staff:</i>				
- <i>House Building Advance</i>	3.33		6.01	
- <i>Vehicle Advance</i>	5.81		8.48	
- <i>Computer Advance</i>	8.21		12.83	
- <i>Festival Advance</i>	1.02	18.37	1.02	28.34
<i>Advances:</i>				
- <i>Miscellaneous Advance</i>	13.98		7.76	
- <i>Advance to Suppliers</i>	29.30	43.28	32.54	40.30
<i>Mobilisation Advance</i>		167.48		131.03
<i>Service Tax input credit</i>	72.70		57.39	
<i>Prepaid Expenses</i>	13.28		3.57	
<i>Advances - Admissions</i>	1.07		0.03	
<i>Advances - Others</i>	22.13	109.18	8.16	69.15
<i>Sundry Receivables:</i>				
- <i>Programme fee</i>	39.33		141.97	
- <i>Income Tax Recoverable</i>	34.82		26.96	
- <i>Others</i>	440.02	514.17	1,505.85	1,674.78
<i>Closing Stores and Consumables</i>		12.46		10.35
<b>Total ( B )</b>		<b>864.94</b>		<b>1,953.95</b>
<b>Total ( A+B )</b>		<b>4,057.92</b>		<b>7,618.31</b>

## Indian Institute of Management Bangalore

Schedules forming part of Income & Expenditure A/c for the Year ended March 31, 2010

### A. INCOME

#### I - Income - Non-Plan

(Rs.in lakhs)

#### Schedule 12 - Grants / Subsidies

	2009-10		2008-09	
Grants from Government ( Non-Plan )				
Regular Grants				
<b>Total</b>		-		

#### II - Income - Own Generation

#### Schedule 13 - Income from Services

	2009-10		2008-09	
Consultancy, Professional Services & Sponsored Research		186.01		172.69
Seminars & Conferences		7.84		70.82
<b>Total</b>		<b>193.85</b>		<b>243.51</b>

#### Schedule 14 - Fees and Subscriptions

	2009-10		2008-09	
Post Graduate and Fellow Programmes				
- P G P Tuition Fees	3,226.26		1,774.03	
Less: Towards Freshship to PGP Students	438.45	2,787.81	185.45	1,588.58
- P G P Miscellaneous Receipts		40.35		53.87
<b>Total A</b>		<b>2,828.16</b>		<b>1,642.45</b>
Centralised Services				
- C A T and Admissions		8.85		756.68
- Career Development		137.80		155.84
<b>Total B</b>		<b>146.65</b>		<b>912.52</b>
Executive Development Programmes				
- Executive Education Programmes		1,617.53		1,440.58
- Organisation Based Programmes		1,343.27		2,166.13
- E D P - General		109.23		145.55
- International Programmes		251.21		266.26
<b>Total C</b>		<b>3,321.24</b>		<b>4,018.52</b>
Post Graduate Programme in Public Policy Management				
- PGPPM Tuition Fees		122.78		99.80
- PGPPM Miscellaneous Receipts		1.73		3.22
- Tfd., from CPP UNDP Grants		41.96		20.26
<b>Total D</b>		<b>166.47</b>		<b>123.28</b>
Post Graduate in Software Management		726.75		761.01
<b>Total E</b>		<b>726.75</b>		<b>761.01</b>
Executive Post Graduate Programme		1,363.25		16.46
<b>Total F</b>		<b>1,363.25</b>		<b>16.46</b>
<b>Total ( A+B+C+D+E+F)</b>		<b>8,552.52</b>		<b>7,474.24</b>

## Indian Institute of Management Bangalore

### Schedules forming part of Income & Expenditure A/c for the Year ended March 31, 2010

(Rs.in lakhs)

#### Schedule 15 - Income from Investments

	2009-10		2008-09	
<i>Interest on Other Fund Investments</i>		524.75		383.39
<i>Interest on Endowment/Earmarked Investments</i>	183.93		196.03	
<i>Less: Transferred to -</i>				
<i>Centre for Software Management</i>	21.90		25.55	
<i>NSR CEL</i>	52.20		60.90	
<i>Faculty Development</i>	24.00		28.00	
<i>Others</i>	48.48		51.79	
	146.58	37.35	166.24	29.79
<b>Total</b>	<b>562.10</b>			<b>413.18</b>

#### Schedule 16 - Income from Publications

	2009-10		2008-09	
<i>Institute Publications - Management Review</i>		20.79		24.42
<b>Total</b>		<b>20.79</b>		<b>24.42</b>

#### Schedule 17 - Interest Earned

	2009-10		2008-09	
<i>Interest on Bank Deposits / Accounts</i>		352.64		525.37
<i>Interest on HBA / VA and other advances</i>		4.35		4.28
<i>Interest on mobilisation advance</i>		22.69		-
<b>Total</b>		<b>379.68</b>		<b>529.65</b>

#### Schedule 18 - Other Income

	2009-10		2008-09	
<b>Transfers from Reserves</b>				
<i>Tfd. from Terminal Benefits Liability ( Sch. 6 )</i>	-		-	
<i>Tfd. from Corpus / Cap Reserve ( for SVRS ) ( Sch 1 )</i>	-	-	-	-
<i>Tfd., from Faculty Development Reserve</i>		35.55		14.99
<b>Total A</b>		<b>35.55</b>		<b>14.99</b>
<b>Miscellaneous Income</b>				
<i>Library Receipts</i>		8.81		8.31
<i>Licence Fee - Employees</i>		10.95		10.30
<i>Licence Fee - Others</i>		6.36		3.04
<i>Sale of Assets / Stores</i>		1.05		5.92
<i>Others</i>		17.14		10.07
<i>Medical subscription-pensioners</i>		1.40		0.60
<b>Total B</b>		<b>45.71</b>		<b>38.24</b>
<b>Total A + B</b>		<b>81.26</b>		<b>53.23</b>

## Indian Institute of Management Bangalore

Schedules forming part of Income & Expenditure A/c for the Year ended March 31, 2010

### B. EXPENDITURE

#### I. Expenditure - Non Plan

(Rs.in lakhs)

#### Schedule 19 - Establishment Expenses

	2009-10		2008-09	
- Salaries and Benefits		1,922.88		1,223.34
- Contribution to Provident Fund		23.50		11.72
- Staff Welfare Expenses		118.35		145.11
- 6-CPC Arrears		822.56		437.00
		<b>2,887.29</b>		<b>1,817.17</b>

#### Schedule 20 - Other Administrative Expenses

	2009-10		2008-09	
- Electricity and DG Set		179.13		179.60
- Water Charges		80.06		68.17
- Repairs and Maintenance - General		492.18		309.21
- Vehicles Repairs and Maintenance		3.75		8.94
- Postage, Telephone and Communication charges		57.32		41.29
- Printing and Stationery		58.57		45.19
- Travelling and Conveyance Expenses		31.54		28.98
- Deputation & Training		1.45		5.36
- Auditors Remuneration		3.22		4.98
- Professional Charges - Legal		12.70		4.73
- Advertisement and Publicity		16.96		26.17
- Security Services		56.02		47.61
- BBMP Taxes		112.20		25.35
- Other Contingencies		55.61		64.65
- Rent		1.47		2.88
<b>Total</b>		<b>1,162.18</b>		<b>863.11</b>

## Indian Institute of Management Bangalore

Schedules forming part of Income & Expenditure A/c for the Year ended March 31, 2010

### II. Expenditure - Others

(Rs.in lakhs)

<b>Schedule 21 - PGP &amp; Other Programmes</b>				
	<b>2009-10</b>		<b>2008-09</b>	
<i>Post Graduate and Fellow Programmes</i>				
- P G P Expenses		309.32		352.69
- Fellowship		206.66		179.41
<b>Total A</b>		<b>515.98</b>		<b>532.10</b>
<i>Centralised Services</i>				
- C A T and Admissions		42.09		311.28
- Career Development		26.53		34.17
<b>Total B</b>		<b>68.62</b>		<b>345.45</b>
<i>Executive Development Programmes</i>				
- Executive Education Programmes		367.86		398.17
- Organisation Based Programmes		332.40		395.88
- E D P - General		81.52		100.29
- International Programmes		60.89		70.24
<b>Total C</b>		<b>842.67</b>		<b>964.58</b>
<i>Post Graduate in Software Management</i>		134.33		178.67
<b>Total D</b>		<b>134.33</b>		<b>178.67</b>
<i>Executive Post Graduate Programme</i>		326.54		114.82
<b>Total E</b>		<b>326.54</b>		<b>114.82</b>
<b>Total ( A+B+C+D+E)</b>		<b>1,888.14</b>		<b>2,135.62</b>

### Schedule 22 - Research & Development

	<b>2009-10</b>		<b>2008-09</b>	
<i>Research and Development</i>		40.66		134.56
<i>Periodicals</i>		4.82		3.52
		<b>45.48</b>		<b>138.08</b>

### Schedule 23 - PGPPM and UNDP Projects

	<b>2009-10</b>		<b>2008-09</b>	
<i>PGPPM Expenses</i>		19.99		68.21
<i>UNDP -e - Networking</i>		41.95		20.26
		<b>61.94</b>		<b>88.47</b>



**Indian Institute of Management Bangalore Provident Fund**  
**Balance Sheet as at March 31, 2010**

(Rs.in lakhs)

<b>Schedule - 24</b>						
<b>Sources of Funds :</b>	<b>31.03.2010</b>			<b>31.03.2009</b>		
	<b>GPF</b>	<b>CPF</b>	<b>DCPS</b>	<b>GPF</b>	<b>CPF</b>	<b>DCPS</b>
<b>Opening Balance</b>	762.58	266.16	51.98	619.47	255.11	31.51
<i>Additions during the year :</i>						
<i>Subscriptions</i>	502.42	2.81	7.81	196.93	25.42	10.96
<i>Contributions</i>	-	0.63	7.81	-	10.98	11.00
<i>Refund of Loans</i>	22.58	-	-	35.91	0.09	-
<i>Int. on Subscribers' A/c</i>	105.84	0.36	-	-	-	-
<i>Transfer from CPF</i>	173.06	-	-	-	-	-
<i>Others</i>	0.02	-	-	-	-	-
<b>(A)</b>	<b>1,566.50</b>	<b>269.96</b>	<b>67.60</b>	<b>852.31</b>	<b>291.60</b>	<b>53.47</b>
<i>Less:</i>						
<i>Final Settlements</i>	55.38	-	-	10.75	25.44	-
<i>Withdrawals</i>	70.52	-	-	44.95	-	-
<i>Advances</i>	34.14	-	-	25.24	-	-
<i>Transfer to GPF</i>	-	258.45	-	-	-	-
<i>Others</i>	-	-	66.76	8.79	-	1.49
<b>(B)</b>	<b>160.04</b>	<b>258.45</b>	<b>66.76</b>	<b>89.73</b>	<b>25.44</b>	<b>1.49</b>
<b>(A-B)</b>	<b>1,406.46</b>	<b>11.51</b>	<b>0.84</b>	<b>762.58</b>	<b>266.16</b>	<b>51.98</b>
<b>Grand Total (GPF+CPF+DCPS)</b>			<b>1,418.81</b>			<b>1,080.72</b>
<i>Surplus A/c Op. Balance</i>	123.81			112.15		
<i>Additions for the year</i>	(12.59)			11.66		
<i>Other Liabilities</i>			111.22			123.81
			32.52			20.01
<b>Total</b>			<b>1,562.55</b>			<b>1,224.54</b>
<b>Application of Funds</b>						
<i>Investments</i>			1,337.71			1,086.86
<i>Receivables</i>			24.78			25.81
<i>Interest</i>			24.93			21.88
<i>Others</i>			175.13			89.99
<i>Cash and Bank Balances</i>						
<b>Total</b>			<b>1,562.55</b>			<b>1,224.54</b>

Place : Bangalore  
Dated : 23rd August, 2010

Sd/-  
(M.SUJATA)  
**HEAD - FINANCE**

Sd/-  
(B MAHADEVAN)  
**DEAN (ADMIN)**

Sd/-  
(PANKAJ CHANDRA)  
**DIRECTOR**

**Indian Institute of Management Bangalore Provident Fund**  
**Income & Expenditure Account for the Year ended March 31, 2010**

(Rs.in lakhs)

	31.03.2010		31.03.2009	
<b>INCOME</b>				
<b>Income from Investments</b>				
<i>Received</i>		72.70		65.95
<i>Accrued</i>		21.14		25.70
<b>Total Income (A)</b>		<b>93.84</b>		<b>91.65</b>
<b>EXPENDITURE</b>				
<b>Interest on Fund Balances</b>				
<i>G. P. F</i>		105.84		56.70
<i>C. P. F :</i>				
<i>On Employees Subscriptions</i>		0.18		12.88
<i>On Employers Contribution</i>		0.19		6.56
<i>D.C.P.S :</i>				
<i>On Employees Subscriptions</i>		0.11		1.90
<i>On Employers Contribution</i>		0.10		1.95
<i>Sale of Investments</i>				
<i>General Expenses</i>		0.01		-
<b>Total Expenditure (B)</b>		<b>106.43</b>		<b>79.99</b>
<b>Surplus for the year (A-B)</b>		<b>(12.59)</b>		<b>11.66</b>
<i>Surplus carried to Balance Sheet</i> <i>(A -B +C)</i>		(12.59)		11.66
<b>Total</b>		<b>93.84</b>		<b>91.65</b>

Place : Bangalore  
Dated : August 23, 2010

Sd/-  
**(M.SUJATA)**  
**HEAD - FINANCE**

Sd/-  
**(B MAHADEVAN)**  
**DEAN (ADMIN)**

Sd/-  
**(PANKAJ CHANDRA)**  
**DIRECTOR**

**Indian Institute of Management Bangalore**  
**Schedules forming part of the Accounts for the period ended March 31, 2010**

*(Rs.in lakhs)*

**Schedule 25 - Significant Accounting Policies**

1. The financial statements are prepared on the basis of historical cost convention, unless otherwise stated and on the accrual method of accounting except in the case of grants from Government which are accounted on receipt basis.
2. **Investments**  
Investments are classified as long term and short term. Both long term and short term investments are carried at cost.
3. **Revenue recognition**  
Income on investments is recognized on accrual basis. Income from Programmes, Consultancy, Research Projects and other activities is recognized on actual completion of work. Professional activity income is recognized to the extent of institute share.
4. **Fixed Assets**  
Fixed assets are stated at cost of acquisition inclusive of inward freight, duties, taxes and direct expenses related to acquisition. In respect of projects involving construction, related pre operational expenses form part of the values of the assets capitalized.  
Fixed assets received by way of non-monetary grants (other than towards the corpus funds), are capitalized at values stated, by corresponding credit to capital reserve.
5. **Depreciation**  
Depreciation on fixed assets is computed on the basis of 'Straight Line Method' as per the rates specified under Companies Act, 1956. Depreciation on fixed assets acquired out of own funds for the current year is Rs.530.92 lakhs as against Rs.688.12 lakhs for 2008-09.  
Library books, journals, databases are depreciated at 100%.
6. **Government Grants**  
Government grants of the nature of contribution towards capital cost of setting up projects are treated as capital reserve.
7. **Foreign currency transactions**  
Transactions denominated in foreign currency are accounted at the exchange rate prevailing at the date of transaction.
8. **Retirement benefits**  
Provision towards liability on gratuity, superannuation pension and accumulated leave of serving employees is made based on an actuarial valuation in accordance with accounting standard 15.  
Employees appointed after 1.01.2004 are covered by the Defined Contribution Pension Scheme.
9. **Stores & Consumables**  
Closing stock of stores and consumables are disclosed under current assets.

## Schedule 26 - Notes on Accounts

1. The net savings / deficit as shown in the income and expenditure account is transferred to corpus/ endowment fund.
2. Advance payments of subscriptions to foreign Journals are not accounted as prepaid as they are paid on a calendar year basis
3. An amount of Rs.795.91 lakhs has been paid as the 6<sup>th</sup> pay arrears to employees during the current financial year as against an amount of Rs.437.00 lakhs paid during last year. An additional amount of Rs.26.65 lakhs has been provided towards 6<sup>th</sup> pay arrears at the instance of audit.
4. The institute has made a provision of Rs.86.86 lakhs towards service charges payable to BBMP on property for the financial years 2005-06 to 2007-08.
5. The institute's provident fund is recognized under Sec 8(2) of Provident Fund Act, 1925.
6. Expenses incurred towards Employees' retirement and terminal benefits which was hitherto shown under Schedule 19 – Establishment expenses has now been adjusted against the Terminal benefit fund at the instance of audit. Accordingly, figures for previous year have been re-grouped.
7. **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.

8. The transfer from Corpus and Capital fund towards Terminal benefits and from capital grants towards depreciation had been effected as below –

Transfer from	Transfer to	Amount (Rs. in lakhs)	Schedule Reference
Corpus	Terminal benefit fund	-	-
Capital grants	Depreciation up to March,09	1446.16	4 & 7
	For 2009-10	84.94	
Income & Expenditure	Depreciation up to March,09	3439.65	I & E & 7
	For 2009-10	524.69	

## 9. Taxation

The income of the institute is exempt under Sec 10(23c) (iiiab) of the Income Tax Act, 1961. Income Tax recoverables relate to tax wrongly deducted from Investment, Professional fees and placement income. The institute was recognized as “wholly Charitable Society” and granted registration under Section 12A (a) of the Income Tax Act, 1961. The institute has no liability towards income tax as on 31.03.2009. In this connection the institute has been issued certificates for non deduction of tax at source in respect of professional payments received. The certificate under Section 194 is valid from 1<sup>st</sup> April, 2009 to 31<sup>st</sup> of March, 2010.

10. The prior period items represent excess of prior period income over prior period expenses. The prior period income mainly consists of interest on 8% GOI bonds not accrued in the year 2003-04. The placement income of earlier years which is no longer receivable has been reversed to prior period income. The prior period expenses are mainly on account of advertisement expenses of earlier years now recognized.
11. Corresponding figures for the previous year have been regrouped / rearranged wherever necessary to confirm to current year's presentation.
12. Amounts have been rounded off to rupee in lakhs.
13. Schedules are annexed to and form an integral part of the balance sheet as on 31<sup>st</sup> March, 2010 and the income and expenditure account for the year ended on that date.

**Signature to Schedules 1 to 23, 25 & 26**

Place : Bangalore	Sd/- <b>(M.SUJATA)</b>	Sd/- <b>(B MAHADEVAN)</b>	Sd/- <b>(PANKAJ CHANDRA)</b>
Dated : 23rd August, 2010	<b>HEAD - FINANCE</b>	<b>DEAN (ADMIN)</b>	<b>DIRECTOR</b>

**Indian Institute of Management Bangalore**  
**Receipts and Payments for the Year ended March 31, 2010**

(Rs.in lakhs)

RECEIPTS	31.03.2010	
<b>I. Opening Balance</b>		
<i>Cash in hand</i>	1.52	
<i>Imprest Balance</i>	0.56	
<i>Bank Balances :</i>		
<i>In deposit accounts</i>	3,064.06	
<i>Savings accounts</i>	1,148.10	4,214.24
<b>II. Grants Received</b>		
<b><i>From Government of India</i></b>		
<i>Plan-OBC</i>	1,928.00	
<i>Non-Plan</i>	-	
<i>Society Membership</i>	4.00	
<i>Centres</i>	-	
<i>Chairs</i>		1,932.00
<b>III. Income on Investments</b>		1,024.13
<b>IV. Interest received</b>		
<i>On Bank Deposits, Loans and Advances</i>		373.37
<b>V. Other Income</b>		
<i>Own Generation - Programmes and Courses</i>		
<i>PGP &amp; FPM</i>	3,147.37	
<i>PGSEM</i>	729.80	
<i>P G P P M</i>	142.79	
<i>E-PGP</i>	954.25	
<i>Consultancy and Profl Activity</i>	558.73	
<i>Research &amp; Publications</i>	104.56	
<i>FCRA projects</i>	186.21	
<i>Executive Education Programmes</i>	2,890.73	
<i>Centres</i>	454.97	
<i>Seminars &amp; Conferences</i>	7.84	
<i>Misc Income</i>	1,450.39	10,627.64
<b>VI. Deposits /Loans and Advances</b>		1,863.12
<b>VII. Any other receipts</b>		
<i>Donations</i>	-	
<i>Investments encashed</i>	10,757.09	10,757.09
		<b>30,791.59</b>

**Indian Institute of Management Bangalore**  
**Receipts and Payments for the Year ended March 31, 2010**

(Rs.in lakhs)

PAYMENTS	31.03.2010	
<b>I. Expenses</b>		
<i>Establishment Expenses</i>	3,569.45	
<i>Administrative Expenses</i>	1,828.02	
<i>Faculty Development</i>	12.59	5,410.06
<b>II. Investments and deposits made</b>		17,483.18
<b>III. Expenditure on Fixed Assets &amp; Capital Work-in-progress</b>		
<i>Purchase of Fixed Assets</i>	730.51	
<i>Expenditure on Capital Work-in-progress</i>	1,278.39	2,008.90
<b>IV. Refund of Deposits/Loans &amp; Advances</b>		1,206.39
<b>V. Other Payments</b>		
<i>Programmes and Courses</i>		
<i>PGP &amp; FPM</i>	559.01	
<i>PGSEM</i>	69.58	
<i>P G P P M</i>	28.35	
<i>E-PGP</i>	232.16	
<i>Consultancy and Profl Activity</i>	118.59	
<i>Research &amp; Publications</i>	69.94	
<i>FCRA</i>	312.91	
<i>UNDP-e-Networking</i>	46.21	
<i>Executive Education Programmes</i>	290.25	
<i>Centres</i>	126.51	
<i>Chairs</i>	1.96	
<i>Seminars &amp; Conferences</i>	3.34	1,858.81
<b>VI. Closing Balances</b>		
<i>Cash in hand</i>	2.23	
<i>Imprest Balance</i>	0.97	
<i>Bank Balances :</i>		
<i>In deposit accounts</i>	1,509.54	
<i>Savings accounts</i>	1,311.51	2,824.25
		<b>30,791.59</b>

Place : Bangalore  
Dated : August 23, 2010

Sd/-  
**(M.SUJATA)**  
**HEAD - FINANCE**

Sd/-  
**(B MAHADEVAN)**  
**DEAN (ADMIN)**

Sd/-  
**(PANKAJ CHANDRA)**  
**DIRECTOR**

**Indian Institute of Management Bangalore Provident Fund**  
**Receipts and Payments for the Year ended March 31, 2010**

(Rs.in lakhs)

<b>RECEIPTS</b>	<b>31.03.2010</b>	
<b>Opening Balance</b>		89.99
Subscriptions - GPF	479.30	
Subscriptions - CPF	5.66	
Subscriptions - DCPS	31.36	516.32
Employers' Contribution CPF	2.25	
Employers' Contribution DCPS	7.81	10.06
Loan recoveries - GPF	23.43	
Loan recoveries - CPF	-	23.43
Investment matured		243.47
Interest received		81.14
Others		48.66
<b>Total Receipts</b>		<b>1,013.07</b>
<b>PAYMENTS</b>		
Loans to Subscribers - GPF	36.05	
Loans to Subscribers - CPF	-	36.05
Withdrawals - GPF	70.52	
Withdrawals - CPF	-	70.52
Final Settlement - GPF	54.41	
Final Settlement - CPF	-	54.41
Remittance to NSDL on account of DCPS	66.77	
Transfer of CPF contribution to institute	87.04	153.81
Investments / Deposits		494.32
Others		28.83
<b>Closing Balance</b>		175.13
<b>Total Payments</b>		<b>1,013.07</b>

Place : Bangalore  
Dated : August 23, 2010

Sd/-  
**(M.SUJATA)**  
**HEAD - FINANCE**

Sd/-  
**(B MAHADEVAN)**  
**DEAN (ADMIN)**

Sd/-  
**(PANKAJ CHANDRA)**  
**DIRECTOR**



**SEPARATE AUDIT REPORT OF THE COMPTROLLER AND  
AUDITOR GENERAL OF INDIA ON THE ACCOUNTS OF THE  
INDIAN INSTITUTE OF MANAGEMENT, BANGALORE  
FOR THE YEAR ENDED MARCH 31, 2010**

We have audited the attached Balance Sheet of Indian Institute of Management, Bangalore as at 31 March 2010 and the Income & Expenditure Account / Receipts & Payment Account for the year ended on that date under Section 20(1) of the Comptroller and Auditor General's (Duties, Powers and Conditions of Service) Act, 1971. The entrustment is upto the year 2009-10. These financial statements are the responsibility of the Institute's management. Our responsibility is to express an opinion on these financial statements based on our audit.

2. This Separate Audit Report contains the comments of the Comptroller and Auditor General of India (CAG) on the accounting treatment only with regard to classification, conformity with the best accounting practices, accounting standards and disclosure norms, etc. Audit observation on financial transactions with regard to compliance with the Law, Rules and Regulations (Propriety and Regularity) and Efficiency-cum-performance aspects, etc., if any are reported through Inspection Reports / CAG's Audit Reports separately.

3. We have conducted our audit in accordance with auditing standards generally accepted in India. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material mis-statements. An audit includes examining, on a test basis, evidences supporting the amounts and disclosure in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of financial statements. We believe that our audit provides a reasonable basis for our opinion.

4. Based on our audit, we report that:

- i We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of our audit.
- ii The Balance Sheet and Income & Expenditure Account/Receipt & Payment Account dealt with by this report have been drawn up in the format approved by the Ministry of Finance.
- iii In our opinion, proper books of accounts and other relevant records have been maintained by the Indian Institute of Management, Bangalore in so far as it appears from our examination of such books.
- iv We further report that:

**A. General**

The Institute revised the accounts at the instance of audit. The revised accounts were submitted on 23 August, 2010. The effect of the revision was that as on 31 March 2010, the Assets and Liabilities decreased by ₹ 251.42 lakh, the Excess of Income over Expenditure decreased by ₹ 278.40 lakh and Receipts & Payments decreased by ₹ 100.00 lakh.

**B Grants-in-aid**

Out of the OBC grants-in-aid of ₹ 3018.78 lakh (including previous years balance of ₹ 1090.78 lakh) received from Government of India during the year, the organisation could utilise a sum of ₹ 1449.93 lakh leaving a balance of ₹ 1568.85 lakh as unutilised grant as on 31 March 2010.

### **C. Management letter:**

Deficiencies which havenot been included in the Audit Report have been brought to the notice of the Director, Indian Institute of Management, Bangalore 'through a Management letter issued separately for remedial/corrective action.

- v Subject to our observations in the preceding paragraphs, we report that the Balance Sheet and Income & Expenditure Account / Receipt & Payment Account dealt with by this report are in agreement with the books of accounts.
- vi In our opinion and to the best of our information and according to the explanations given to us, the said financial statements read with the Accounting Policies and Notes on Accounts, and subject to the matters mentioned in **Annexure - I** to this Audit Report give a true and fair view in conformity with accounting principles generally accepted in India.
  - a. In so far it relates to the Balance Sheet, of the state of affairs of the Indian Institute of Management, Bangalore as at 31 March 2010; and
  - b. In so far as it relates to Income & Expenditure Account of the deficit for the year ended on that date.

For and on behalf of the C&AG of India

Place: Bangalore  
Date : October 29, 2010

Sd/-  
ACCOUNTANT GENERAL(C&CA)  
KARNATAKA

### **ANNEXURE - I**

#### **1. Adequacy of Internal Audit**

The system of internal audit is not adequate, and its coverage is limited to certain areas only. The Institute has also not placed the Internal Audit Report for perusal of the Board/Chairman for the last four years .

#### **2. Adequacy of Internal Control**

The existing Internal Control System is adequate and commensurate with the size and nature of the Institute.

#### **3. System of Physical Verification of Fixed Assets/Inventory**

Physical verification of Fixed assets and inventory for the year had been carried out by the Institute.

#### **4. Regularity in payment of Statutory dues**

The Institute is regular in paying all Statutory dues to the concerned authorities.

Sd/-  
ACCOUNTANT GENERAL(C&CA)  
KARNATAKA